



Competency Modeling and Job Analysis



ICF International conducts competency modeling and job analysis efforts for organizations to support an integrated human resources approach.



Some of the HR functions that rely on information gathered from competency modeling or job analysis include:

Selection and assessment

Performance appraisal

Training

Compensation

Succession planning

Organizational planning

Talent allocation to teams

Passion. Expertise. Results.

Organizations with well-developed personnel practices have a competitive edge in today's fast-paced global economy. These practices help an organization to ensure that the central component of their success—the employees—are maintaining high levels of productivity. However, each one of these practices cannot be carried out effectively without information gained from a competency modeling or job analysis effort.

Individual and Organizational Outcomes

Competency models and job analyses can be beneficial for both individual employees/supervisors and the organization as a whole, as they:

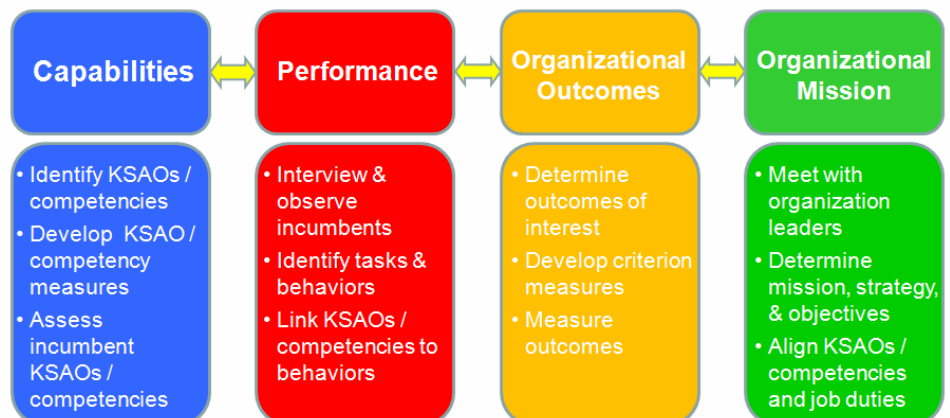
- Help employees to become familiar with what is expected on the job;
- Provide a means to discuss strengths, areas for improvement, training, and developmental opportunities with one's supervisor;
- Screen applicants during hiring, resulting in a higher quality applicant pool;
- Enable leaders to create teams with the right mix of skills and abilities;
- Compensate employees appropriately based on level of competencies;
- Assist with easing the transition during organizational change efforts; and,
- Allow an organization to communicate and accomplish the overarching organizational mission, goals, and/or strategy.

Our Approach

ICF International brings a demonstrated capability to build and integrate the results of competency modeling efforts and job analyses. Our Applied Organizational Research group includes over 50 human capital and organizational experts, 26 of whom hold doctoral degrees in industrial/organizational psychology or related fields. Our team combines a proven methodology, advanced tools, and a sound understanding of cutting edge research into customized human resources solutions for our clients.

Our team offers the following competency modeling and job analysis services:

- Individual job competency models (also called bottom-up competency models)
- Organization wide (also called "core" or top-down) competency models
- Job analysis (sometimes referred to as task analysis)
- Strategic or future-oriented job analysis
- Worker-oriented job analysis (also called "job specification")
- Cognitive task analysis



Components of ICF's Competency Modeling/Job Analysis Process

Featured Solutions

Joint Chiefs of Staff (JCS) Competency Model. The JCS required a comprehensive set of joint force leadership competencies upon which to develop educational policies and identify educational objectives and content. ICF used an integrated, top-down approach which began with gathering information from subject-matter experts regarding joint leadership competencies and the future operational environment of 2015. We reviewed relevant literature, created a draft Joint Leadership Competency (JLC) model, conducted over 70 interviews with flag and general officers to review the model, and synthesized these comments to produce a final JLC model presented to the JCS.

PeopleSoft IT Professional Job Analysis. ICF conducted a job analysis designed to help PeopleSoft ensure their consultants have the knowledge, skills, and abilities (KSAs) necessary to provide top-quality products and services to customers. We prepared the job analysis procedure for seven jobs, reviewed existing documentation, conducted telephone interviews, and prepared draft tasks and KSA statements. ICF then conducted a job analysis workshop, prepared results that included tasks, duties, KSA statements, importance ratings for the duties, and KSA-duty linkage ratings. Critical incident data was also collected to assist with test development. We provided a complete list of clearly phrased statements describing the required tasks, duties, and KSAs. These results provided the basis for developing seven certification tests.

Sprint: Development of a Competency Model. Sprint aimed to increase the developmental focus of their performance management systems through inclusion of a competency model, a 360-degree feedback instrument, and a way to measure program effectiveness. ICF used an empirical approach to develop and validate a competency model through focus groups, interviews, and surveys of incumbents. The 360 degree feedback instrument proved useful to employees for input to individual development plans, which led to training and development, selection, and career management programs.

Texas Department of Family and Protective Services Task Analysis. Given the nature of the work faced by Child Protective Services caseworkers within the Texas Health & Human Services Commission, it is critical they receive proper and timely training. A job and task analysis is the foundation for conducting a training needs assessment. ICF identified the job content and then verifying the most critical aspects of the job in order to provide input into a training needs assessment. ICF created and implemented a representative sampling plan; conducted job observations and interviews across the eleven regions to capture the specific steps taken by caseworkers to accomplish their job; conducted task workshops to determine task criticality, the number of caseworkers completing each task, whether the task is performed upon entry into the position, and how complex the task is; and developed a final report summarizing the analysis approach and the results for the selected positions.

ICF International's Contract Vehicles

- Office of Personnel Management Training and Management Assistance Services #OPM-0207-00030 (Human Resources), #OPM-0207-00006 (Training)
- California Multiple Award Schedule (CMAS) #4-04-03-0129A (Business Consulting, Business Service, and Homeland Security Service), #3-05-70-2229A (IT Consulting Services)
- GSA Mission-Oriented Business Integration Services (MOBIS) #GS-23F-8182H, #GS-10F-0337K, #GS10F-0064M, #GS-10F-0382N
- GSA General Purpose Commercial IT Equipment Services #GS-35F-4121D
- GSA Automated Data Processing (ADP) and IT Professional Services #GS-35F-4657G, #GS-35F-0102M
- GSA Advertising and Integrated Marketing Solutions (AIMS) #GS-23F-0115K
- GSA Environmental Services #GS-10F-0124J
- GSA Logistics Worldwide (LogWorld) #GS-10F-0578N
- GSA Professional Engineering Services (PES) #GS-23F-0016P
- DHS Program Management Services BPA #GS-10F-06-LP-A-0007
- Veterans Affairs (VA BPA) #101-049A3F-035
- Department of Labor Program Evaluation, #DOLQ049601216
- Department of Education (ED MATO), #ED-04-CO-0030
- Health and Human Services (HMS) Program Support Center (PMC), #233-02-0094
- Commonwealth of Massachusetts, #MA ITS33

About ICF International

ICF International (NASDAQ: ICFI) partners with government and commercial clients to deliver consulting services and technology solutions in the energy, climate change, environment, transportation, social programs, health, defense, and emergency management markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,000 employees serve these clients worldwide. ICF's Web site is www.icfi.com.

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