Competency Modeling

Development of competency models for mission critical positions supports Project Aim, recommendation A.1-2.a, and aids in improving agility by providing a means of comparing an employee's current capabilities against the performance requirements of a job and building a development plan to close any identified gaps. OCHCO is developing a project plan for competency modeling that includes the identified mission critical positions, the method for model development, the scoping of system requirements for a tool to manage competency models, and a timeline to complete this work.

A competency model is a framework for organizing a collection of observable skills, behaviors, and attitudes that impact the quality of work that people do. A competency model describes what people need to know and be able to do in order to execute their responsibilities effectively. If developed and implemented effectively, competency models have the ability to close skill gaps, increase engagement, drive retention, and also be used to improve recruiting, onboarding, individual skill development, career planning, coaching, mentoring, and developing a learning and development action plan.

In preparations for developing the project plan, OCHCO is conducting pilot activities to help identify a method for modeling and to gain some experience. For some roles, especially those that are fairly standard, we can purchase existing models and modify them to meet NRC specific needs. Partnering with OCIO, OCHCO purchased standard models for Cyber Security and Cloud Computing related positions that were already developed and are used by several outside organizations. Staff is working to review the models and modify as needed to reflect NRC specific skills for these positions. The typical time to complete modeling for each of these roles is approximately 4 weeks. OCHCO, in coordination with all of the major Program and Regional Offices, has also developed competency models for Risk and Reliability Analysts and Health Physics Decommissioning Inspectors. This process involved gathering a few selected experts and conducting a rapid task analysis workshop to build the framework and gather information needed to identify specific behavioral examples for each task. OCHCO is currently conducting a curriculum analysis and mapping developmental activities to each identified skill. This modeling process takes about 6-8 weeks per position.

The value of competency models cannot be achieved unless we're able to make them actionable. For the pilot modeling project we are doing that through the use of a vendor's software tool called the Self Directed Learning Engine. With the models loaded, employees in the roles that have been modeled, can assess their skills against the tasks identified by the experts. By using the specific behavioral examples, they will be able to rate their own capabilities against 5 levels of performance. Where they identify a gap between their current skill level and target for their role, they will be able to produce an individual development plan directly from the system. Additionally, through this system, employees will be able to select a new job or role and compare their capabilities against the requirements for successful performance, and automatically create a development plan to close any skill gaps necessary to

move into that role. Likewise, when a specific position needs to be filled due to shifting work or increased demand, supervisors will be able to identify employees who possess the necessary skills to perform in that role.