

## Workshop Outline

### 1. Introduction

1.1	Welcome .....	1-1
1.2	Administrative Details.....	1-1
1.3	Workshop Overview/Agenda .....	1-1
1.4	Participant Introductions.....	1-1
1.5	Key Issues & Questions.....	1-1

### 2. Overview to Competencies

2.1	Historical Overview.....	2-2
2.2	Competency Approaches.....	2-7
2.3	Key Assumptions .....	2-8
2.4	Terms and Definitions .....	2-9
2.5	Key Applications .....	2-11
2.6	Benefits .....	2-12

### 3. Establishing the Foundation

3.1	Definition and Assumptions .....	3-2
3.2	Competency Model Components .....	3-4
3.3	Trends in Competency Modeling.....	3-5
3.4	Approaches to Building Competency Models .....	3-6
3.5	Target Audiences for Competency Modeling.....	3-7
3.6	Competency Modeling Methods and Tools.....	3-8

### 4. Building the Model

4.1	Design Framework .....	4-2
4.2	Building Understanding and Commitment.....	4-3
4.3	Project Planning .....	4-6
4.4	Communications Planning .....	4-9
4.5	Defining the Context .....	4-12
4.6	Identifying Competencies.....	4-21
4.7	Crafting Definitions .....	4-34
4.8	Defining Proficiency Levels.....	4-36
4.9	Identifying Behaviours.....	4-39

<b>5. Validation</b>	
5.1 Validating the Model .....	5-2
5.2 Updating the Competency Model .....	5-7
<b>6. Training &amp; Development</b>	
6.1 Options for Development .....	6-2
6.2 Identifying Training and Development Needs .....	6-3
6.3 Learning Resources .....	6-7
6.4 Curriculum Design.....	6-11
<b>7. Leadership Development</b>	
7.1 Leadership Development .....	7-2
7.2 360° Feedback.....	7-3
<b>8. Performance Management</b>	
8.1 Process Overview.....	8-2
8.2 Incorporating Competencies.....	8-3
8.3 Documentation .....	8-6
8.4 Determining Competencies.....	8-8
8.5 Collecting Feedback and Evaluating Performance.....	8-11
<b>9. Recruitment and Selection</b>	
9.1 Overview.....	9-2
9.2 Recruitment .....	9-4
9.3 Determining Assessment Approaches .....	9-5
9.4 Developing Behavioural Questions.....	9-8
9.5 Strengthening the Selection Process .....	9-15
<b>10. Summary and Closure</b>	
10.1 Resources .....	10-2
10.2 Action Plan.....	10-4
10.3 Course Evaluation .....	10-5