



# Caliper Competency Modeling

## BENEFITS TO YOUR ORGANIZATION ▼

- *Knowing what is necessary for success—and if your candidates have those competencies*
- *Ensuring that every hiring manager is using the same criteria for each role*
- *Early identification of high-potential employees*
- *Creation of criteria to gather ROI data for the future*

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## *Helping you understand what is necessary for success*

**D**o you know exactly what it takes to be successful in your organization? Do your managers know how to measure that success? And can your managers hire individuals who have the potential to meet the required performance criteria? Are your managers able to help employees develop their talents? Do your employees clearly understand what is required to succeed in their roles?

Lack of clarity about the requirements necessary for success in a position can adversely affect your company's ability to hire, develop and retain the right people. Moreover, when the competencies needed for a role are not well defined, employees can often misunderstand job priorities and fail to meet your expectations.

Caliper's Competency Modeling helps eliminate confusion about success factors and provides you with the tools you need to manage your employees so they can reach their full potential.

Through this process, you can:

- **Improve hiring practices by isolating Key Result Areas for each position**
- **Establish more relevant performance criteria**
- **Advance strategic effectiveness throughout the organization**
- **Identify high-potential employees at the beginning of their career**

Once a Competency Model is completed, we can help you integrate it into your overall talent management practices. During the hiring and selection process, the competency model will help to narrow the pool of candidates and provide the basis for a behavioral-based interview. It can also be effective in employee development and help provide the criteria for conducting constructive performance reviews. Integrating the Competency Model into all aspects of talent management for a given role only reinforces its effectiveness and confirms its validity.

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### What is a competency?

Caliper defines a competency as a bundle of attributes (i.e., knowledge, skills, abilities, personality traits and motivational factors) that provide a foundation for the job-related behaviors linked to success in a particular position.

Most positions have several layers of competencies. These include **organizational core competencies** or those competencies needed to succeed in the organization at any level, such as a strong team orientation or an entrepreneurial drive. In addition, there are **position-specific competencies** related to a particular job and **technical competencies**, which involve required areas of knowledge and experience. By using the Caliper Competency Model, you will be able to identify all the position-specific competencies needed for success.

### Gathering the information

To create the competency model, Caliper consultants will meet with key stakeholders (i.e., high-performing incumbents, managers, clients, etc.) to conduct a Job Analysis. This Job Analysis will allow us to gather the data necessary to determine the critical success factors and key success-related behaviors for the specific role.

In order to understand the position completely, many different questions need to be asked. How many different departments does the position touch?

How many people work on their team? Is this a new position or one that has gone through recent changes? What does it take to be hired for this role?

What are the criteria for success? Is there profit and loss responsibility? Who does the position report to directly? Or indirectly? Who held the position previously?

All these points will be taken into consideration.

To get these answers, we must talk to those currently in the role and those who are affected by the role. This Job Analysis will allow us to gather the data necessary to determine the critical success factors for the role. After that, we define the competencies and the behavioral traits that are essential for the position.

As we explore the position and what it takes to meet the requirements, we can identify Key Result Areas (KRAs). For each KRA, we will develop the competencies necessary to succeed in that area. We are then able to build a complete and accurate competency model for every position.

For example, if a Key Result Area for a leadership position is the ability to build an effective, well-organized sales team, we can isolate the competencies required to achieve this goal. To be successful, the manager will need to establish a team environment based on best practices, resolve conflicts among individual team members, and regularly contact managers of supporting departments to ensure that relationship and communication lines remain open. Without those competencies, the manager will not be able to meet the expected performance criteria.

In addition, by using the Caliper Profile, our proprietary personality assessment, we can tell you what personality attributes are needed to drive those competencies. Does a competency require assertiveness? Empathy? Persuasiveness? Caliper's Competency Modeling approach can tell you and give you the tools you need to identify strong candidates for any role.

### The End Result

After the Job Analysis and Competency Modeling process is complete, you will receive a report that provides a detailed description of the position, and the competencies necessary for success.

This model will clarify the role with respect to the following elements:

- Business Environment and Mission
- Goals and Strategy
- Corporate Culture, Work Environment, & Organizational Design Components
- Key Result Areas for the Position
- Key Performance Indicators
- Key Behaviors/Tasks
- Key Competencies
- Knowledge, Skills, and Abilities

Once completed, we will review the model with you to ensure that it fully covers the position as well as reflects your culture. Further, we can link the Caliper Profile to your Competencies to ensure that you are hiring and developing the best employees for your company.

### About Caliper

*Caliper helps companies achieve peak performance by advising them on hiring the right people, managing individuals most effectively and developing productive teams. The accuracy, objectivity and depth of our personal consulting approach enables us to provide solutions that work for over 25,000 companies.*

# CALIPER

*Solutions for peak performance.*

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