

Competency-Based Hiring

Competencies are the building blocks of an elite human capital management system (HCMS). Consider, *what are the skills and mindsets for educators (all staff) to deliver on your vision for students?*

Key Terms

Competencies: The knowledge, skills, abilities, and professional qualities employees possess that allow them to be successful in their role.

Competency model: The set of competencies that collectively define requirements for effective performance in specific job, profession, or organization.

Research

When competencies are used throughout your human capital management system, they become the language of performance in an organization (Rankin, 2002). They provide a signal to potential applicants and current employees about the behaviors and actions that are valued and help provide clarity about the expectations for a position.

When comparing patterns of competencies of top performers to average performers, research has found that underlying characteristics—or competencies such as persistence and analytic thinking—lead to actions that resulted in better outcomes (Steiner & Hassel, 2011).

Advantages and Disadvantages of Competency-Based Hiring

When implemented well, competency-based hiring reduces the risk of bias and produces better performance outcomes. It also benefits employees because defining competency provides a clear standard of what is expected of them in a new role.

The main challenge is the time and effort required to develop a competency model. It can be difficult to pinpoint what an ideal candidate needs to be successful and what differentiates them from an average performer. Competency models are also not one-size-fits-all. Your organization's goals, values, and culture as well as the varying requirements for different positions need to be considered.

Competency Examples

- Relationship Building
- Collaboration
- Communication
- Problem Solving
- Lifelong Learner
- Content Knowledge