

Competencies and career management - the work continues

Competencies are being taken very seriously these days, and many government departments and agencies, The Department of National Defence, the Communications Research Centre and Human Resources Development Canada, are working towards introducing competency-based human resources management in their organizations. The concept of a "competency" is not new or revolutionary — it has been used for years under different names, such as "ability", "knowledge", "skill" and "behaviour". Essentially, it is a very simple: a competency is any specific knowledge, skill or personal attribute that is needed for successful job performance. Competencies come in all shapes and sizes, from very general core competencies that all employees should share, to very technical ones that belong to specific career streams. They are usually grouped into sets called competency profiles that describe the competencies and the proficiency levels needed for a particular job or role. While we may not have heard about Competency and Career Management (CCM) for the last several months, the work to develop competencies for DRDC has continued. The CCM Project is an Agency-wide initiative to develop and implement competency-based HR management within Defense research and Development Canada (DRDC). The goal: to provide staff with tools to manage and control their career progression, get better access to learning opportunities, and improve their mobility both within DRDC and the Public Service.

Competency and Career Management (CCM) in Defense Research and Development Canada DRDC): the integrated approach to HR management

- Employees will be able to take control of their career progression using competencies as their yardstick.
- Employees can use competencies to identify gaps in their skills and close the gaps through learning.
- Managers can use competencies and profiles to select, develop, evaluate, promote and reward employees.
- CCM will support the Agency's vision, mission, values and strategic goals.

"The CCM initiative will strengthen the values of DRDC by providing a fair and open career management system. It will use common career development practices to progress individual careers while at the same time meeting organizational goals."

John Leggat CEO

Now that the Agency has developed its core competencies (see [Leo Online for April 18th 2002](#) for those who have access to our Intranet site), the CCM Steering Committee is now concentrating on developing competencies and profiles for specific career streams within DRDC — technology, science, corporate services and management. The technology career stream is the first to be considered, and the Technology Stream Working Group (TSWG) has been put to work. The task of the technology Stream Working Group (TSWG) is to develop career stream specific and technical/professional competencies and competency profiles for DRDC's technology stream. Appropriately, the TSWG is made up of technology stream employees from

across the Agency, along with members of applicable unions. The results of the TSWG will be focus-tested in the research centres, reviewed and approved by the CCM Steering Committee and then endorsed by Research and development Executive Committee (RDEC).

This pattern will be followed for all the other career streams. The work of the TSWG is expected to be complete by March 2004. The TSWG will be featured in a Leo Online article in the next few weeks.