

- Competency Model -

Knowledge Providing Company



Human Network of Knowledge Providers

<http://www.hunet.co.kr>

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1. <3>
 2. <31>
 3. <44>
 4. . . <62>
 5. HRM <74>
 6. <145>

- 1-1. <4>
- 1-2. <5>
- 1-3. <6>
- 1-4. (Competency) <7>
- 1-5. <9>
- 1-6. <10>
- 1-7. <14>
- 1-8. <22>
- 1-9. <24>
- 1-10. HRM <25>
- 1-11. <26>
- 1-12. <29>

1-1.

HRD
 가 가 / / / /
 (High performance)
 가 가 가
 가 가

(selection), (placement), (succession planning), (training & development),
 가 (Appraisal), (Award or incentive)
 가 (the essential Skills,
 knowledge, and personal characteristics) 가

1-2. (Advantages of Using Competency Models)

- ✎ 가
(Definitive standards of performance at different job levels)
- ✎
(Clear articulation of expected behavior for each competency, at each level)
- ✎
(Establish measurement criteria for performance)
- ✎
(Enhancement of performance expectations)
- ✎ 가
(Alignment of worker behavior with organizational values)
- ✎
(Focus on employee development and continuous learning)
- ✎ 가
(Employee accountability and involvement in the goal-setting process)

< <http://www.predictsuccess.com/compmodelingad.asp> >

1-3.

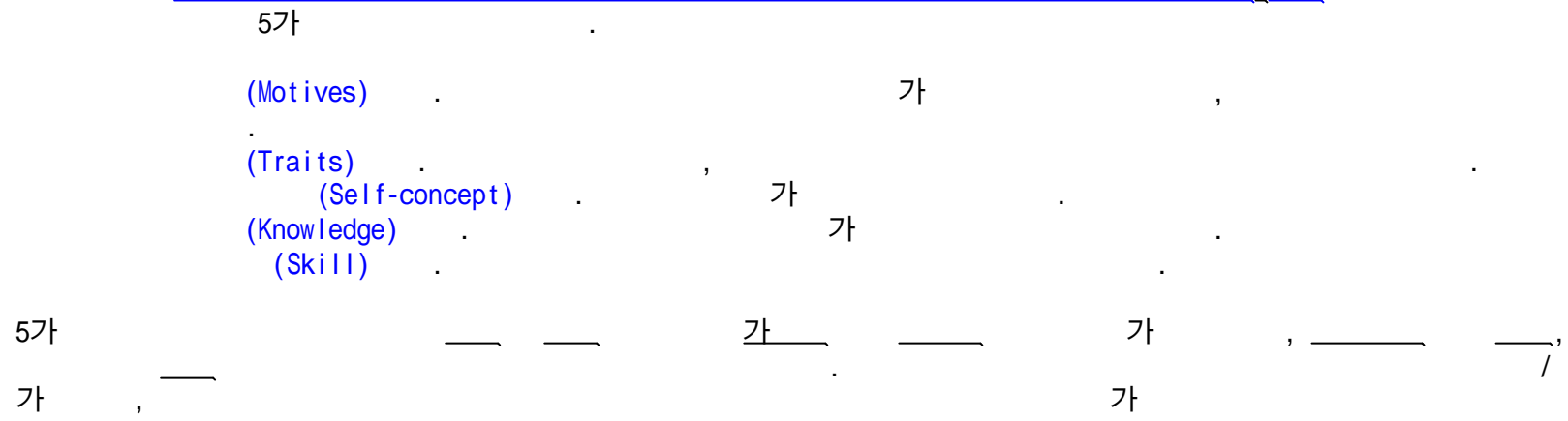
• / /	• / /
• /	• - - - 가-
• .	•
• 6 12 / ,	• 3 5 , CDP
	가

1-4. (Competency)

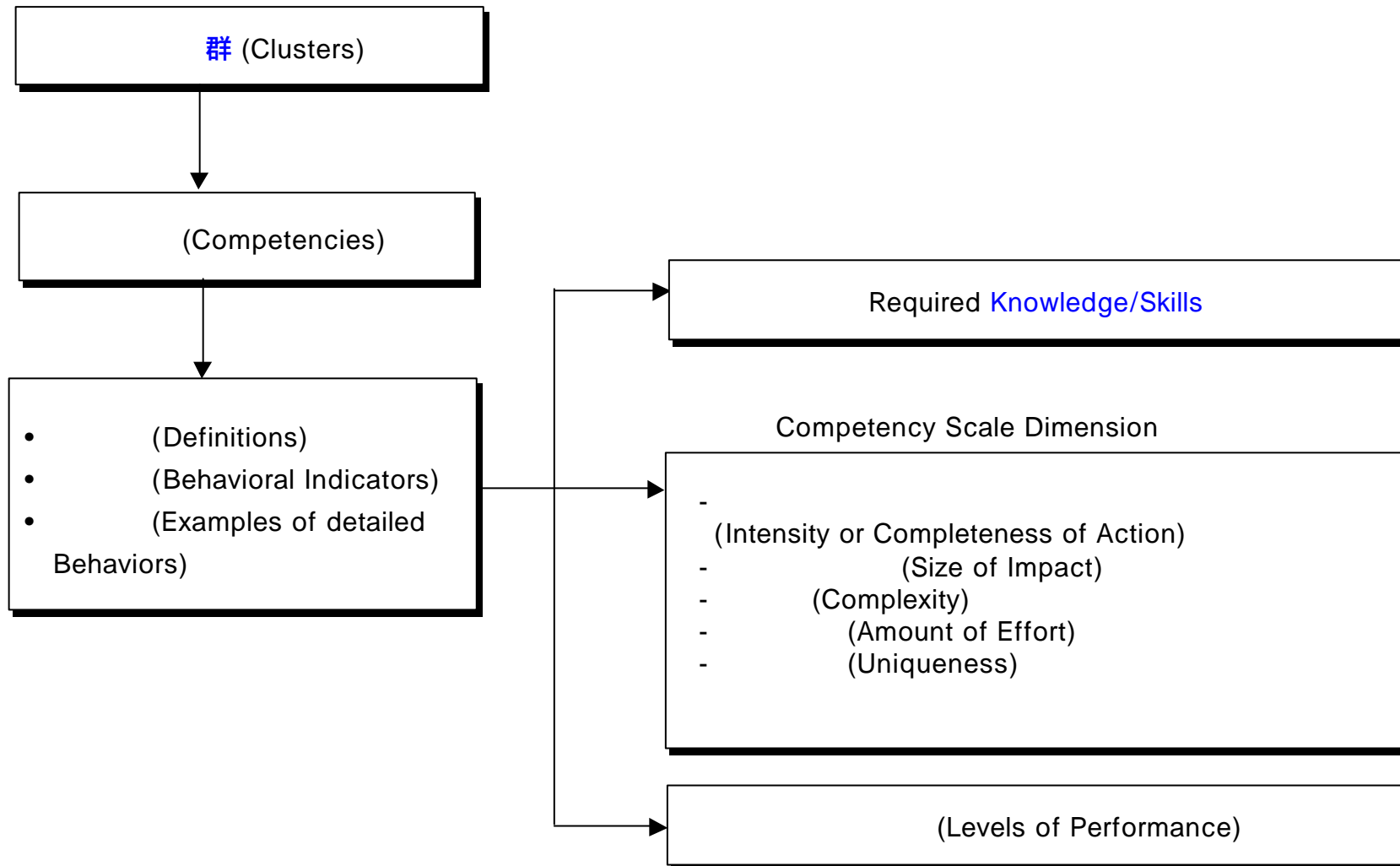
- : 1970 David McClelland 가 McBer & Company 70
- McClelland : (comptency) 가 73
- McBer & Company : (BEI, Behavioral Event Interview) BEI ()

Klomp (1980)	/
Boyatzis (1982)	: The Competent Manager: Competency
McLagan (1982)	/ / , 3가
Dubious (1993)	
Spencer and Spencer (1993)	: 286 , Competency
Parry (1996)	(or) 가 , / / , 群(cluster) : 1995 () 가
Lucia and Lepsigner (1999)	(role) characteristics , / 가 (knowledge, skills, & HR Tool)

L. Spencer S. Spencer 『Competency at Work, 1993』



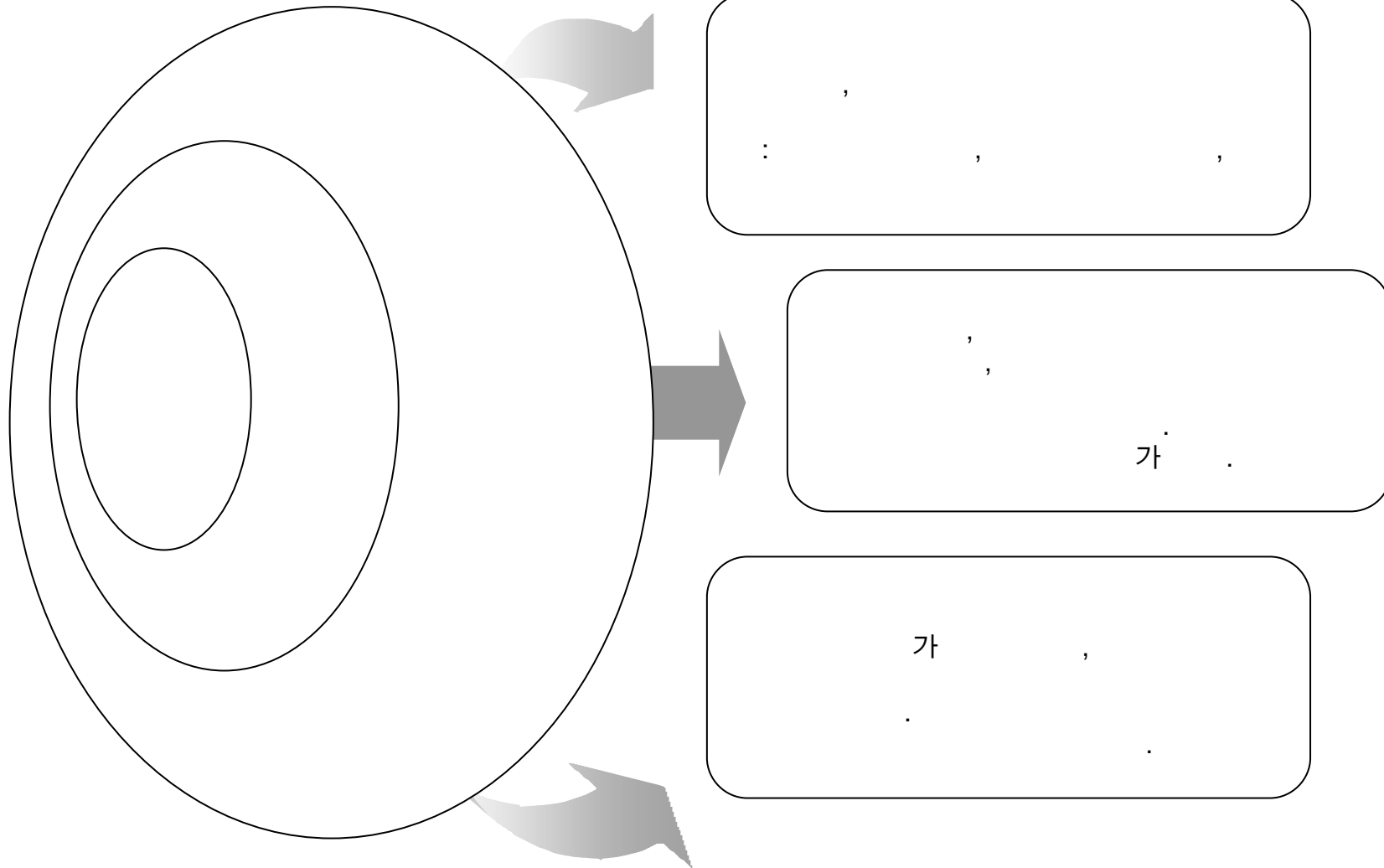
1-5.



: Competency at Work (Spencer and Spencer, 1993)

1-6.

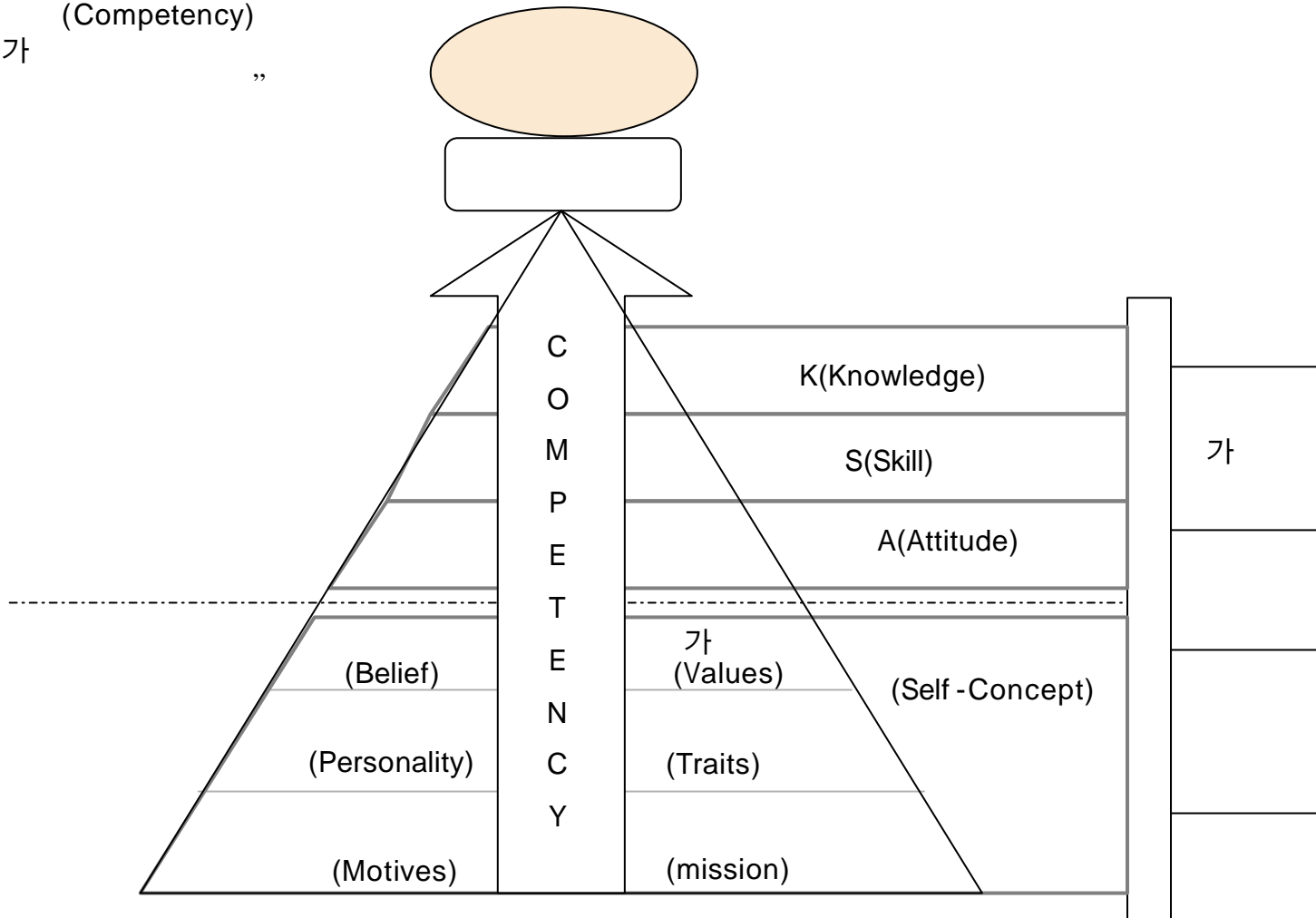
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1-6.

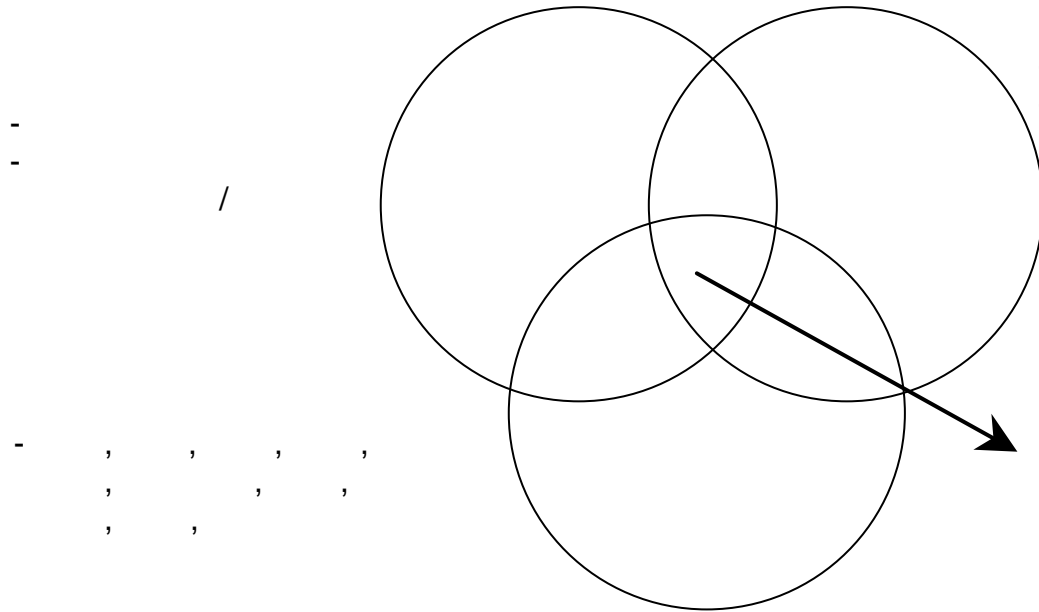
1) - D

“ (Competency)
가 ”



1-6.

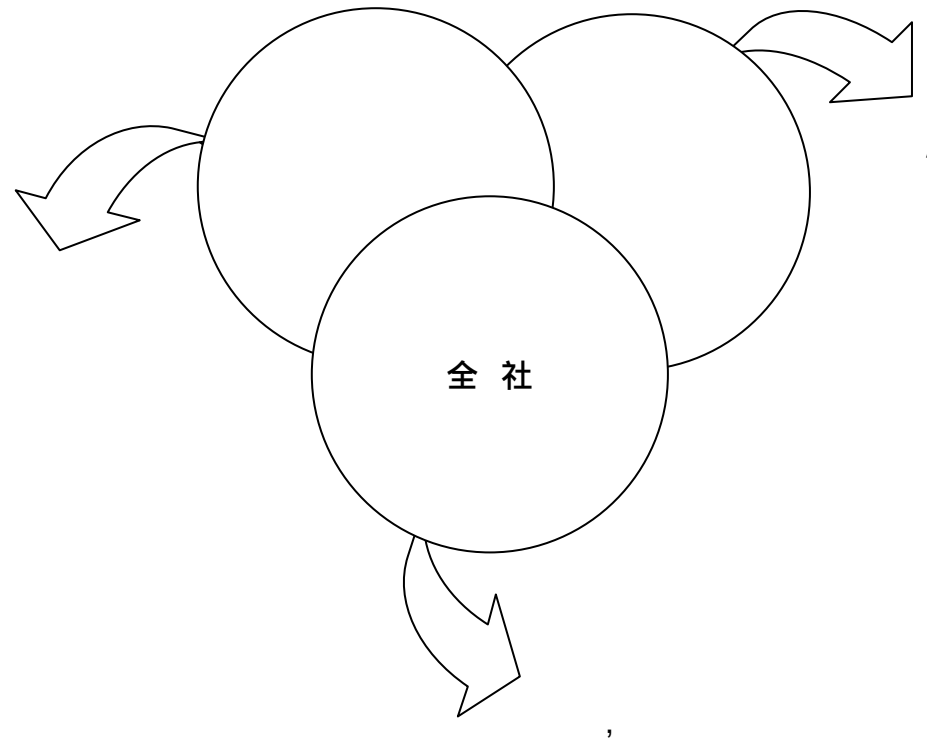
2) Level



Boyatzis, 1982

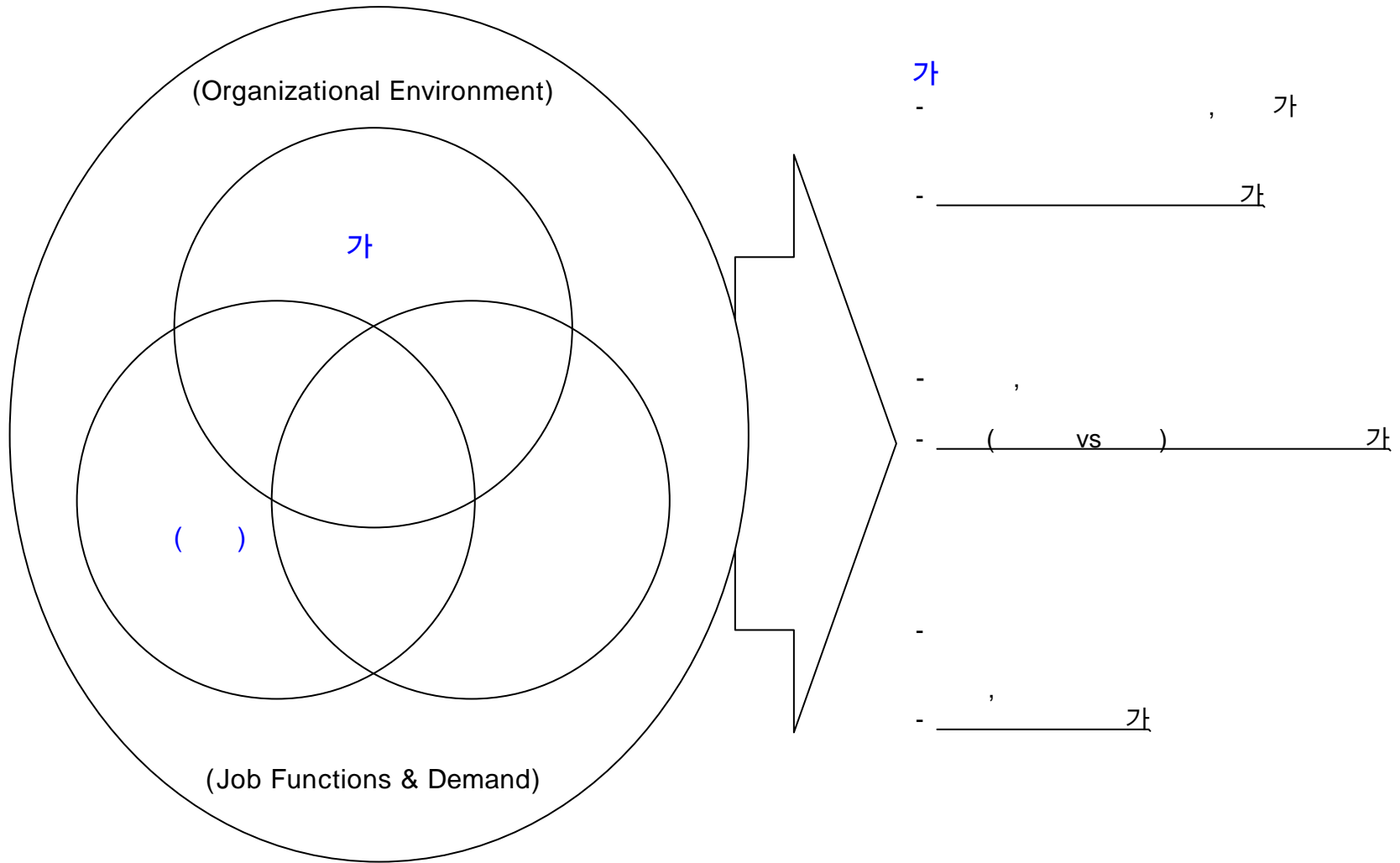
1-6.

2) Level - D



1-7.

1) K



1-7.

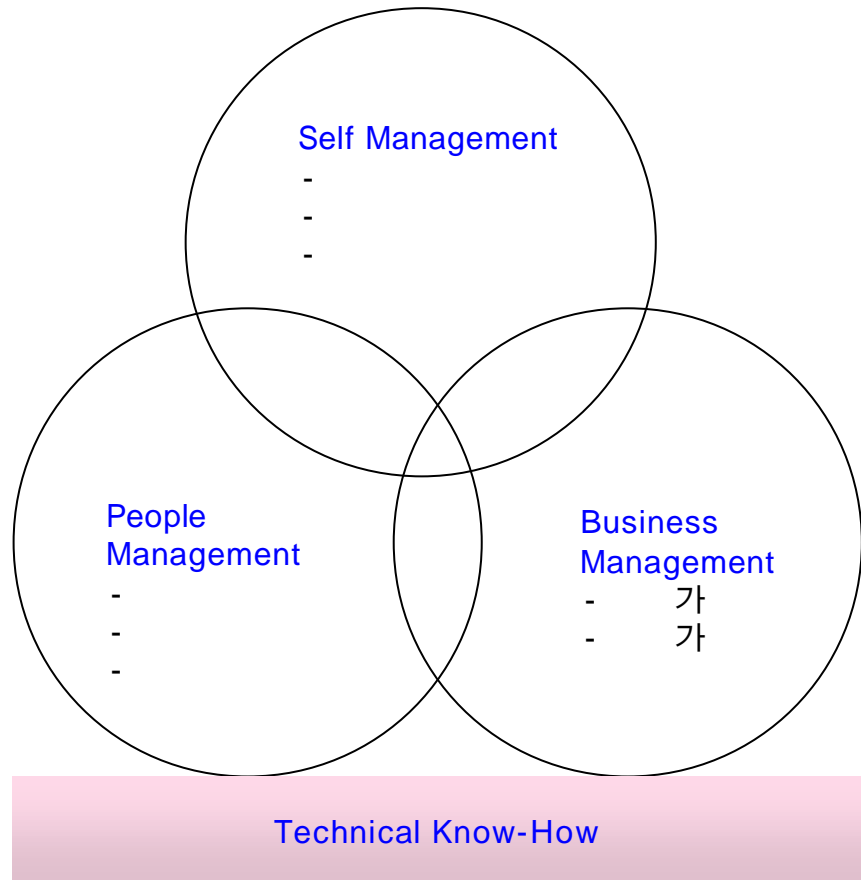
1) K -

가		
가		
		,
	Followership	
		PC

1-7.

2) H - , ,

全社



Business Management

- , 가

- _____ 가

Self Management

- , 가

- _____

People Management

- _____

- _____

Technical Know-How

- _____

- _____

- _____

1-7.

2) H - , ,

가.

. R & D

.

Matrix 例

	Achievement Orientation										Technical Effectiveness										Personal Impact												
										P r e l i m i n a r y S a l e s											P r e s e n t a t i o n												
	*	*	*	*										*	*	*														*			
										*	*											*	*								*		
					*	*	*	*	*		*	*																	*				

1-7.

2) H - , ,

	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • / / • / / • /
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	<ul style="list-style-type: none"> • DB 	<ul style="list-style-type: none"> • / / / / • / / / • /
	<ul style="list-style-type: none"> • (material) • & PR 	<ul style="list-style-type: none"> • / Marketing / • Needs / Marketing / • / /
	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • / • / • /
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • / 가 • •

1-7.

3) -

Function				
Competency				
Performance Approach	Corporate	- (, , 가) - / (가) - 가	/ / 全社	Performance Drivers
	Business Unit	- (Performance -Driven) -		
	Job	- (Performance -Driven) - (Element) -		
Job-Task Approach		- - - (Trade -Off) - Personality		
Role Approach		- 가 - Role & Responsibilities - (Key Behavior)	()	()

1-7.

3) - : (Corporate)

Process	1	2	3	4	5
Activities	- - / / / -	- Value-Mission - - 全社 BSC KPI -	- : High Performer & Failure - High Performer & Failure -	- - -	- - -
Tool & Technique	- TFT Meeting	- - Workshop	- Workshop - - BEI	- Raw Data - 가	- - FGI

? (Business Unit)

Process	1	2	3	4	5
Activities	- - / / / -	- - -	- : High Performer & Failure - High Performer & Failure -	- - & Descriptor - (Best- Worst Practice)	- - -
Tool & Technique	- TFT Meeting	- - Workshop	- Workshop - FGI - BEI	- Raw Data - 가	- - FGI

BSC = Balanced Scorecard BEI = Behavioral Event Interview FGI = Focus Group Interview
SME = Subject Matter Expert KPI = Key Performance Indicator TFT = Task Force Team

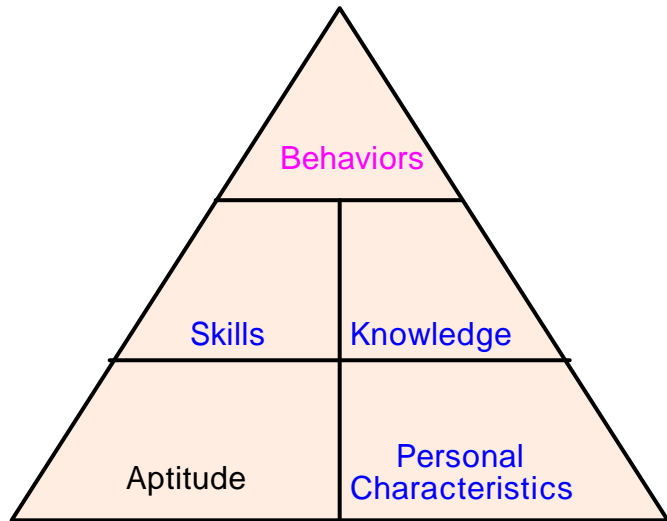
1-7.

3) -

Process	1	2	3	4	5
Activities	- - / / / SME :	- Job - Task - Task & Duty Job-Task Matrix	- Task (Skill Grid) - Task / / - Task K/S/A	- K/S/A . K/S/A Training Needs Matrix	- :
	- TFT Meeting	- / - Workshop	- Workshop	- Workshop	- Workshop

Process	1	2	3	4	5
Activities	- - / / /	- ; Best-Worst Practitioner - Best-Worst Practitioner /	- Best-Worst Practitioner - Best-Worst Practitioner	- & Descriptor	-
	- TFT Meeting	- Workshop - FGI/1:1 Interview	- Workshop - BEI	- Raw Data - 가	- FGI

1-8.



Skills ()	<ul style="list-style-type: none"> • Tangible Skill
Knowledge ()	<ul style="list-style-type: none"> • Tangible 가 ? - 가? 가?
Characteristics (/)	<ul style="list-style-type: none"> • / 가 • (aptitude, innate talent, or inclination) - 例> / / • / (personality traits) ... / / ... 가 가 (behavioral terms) 가

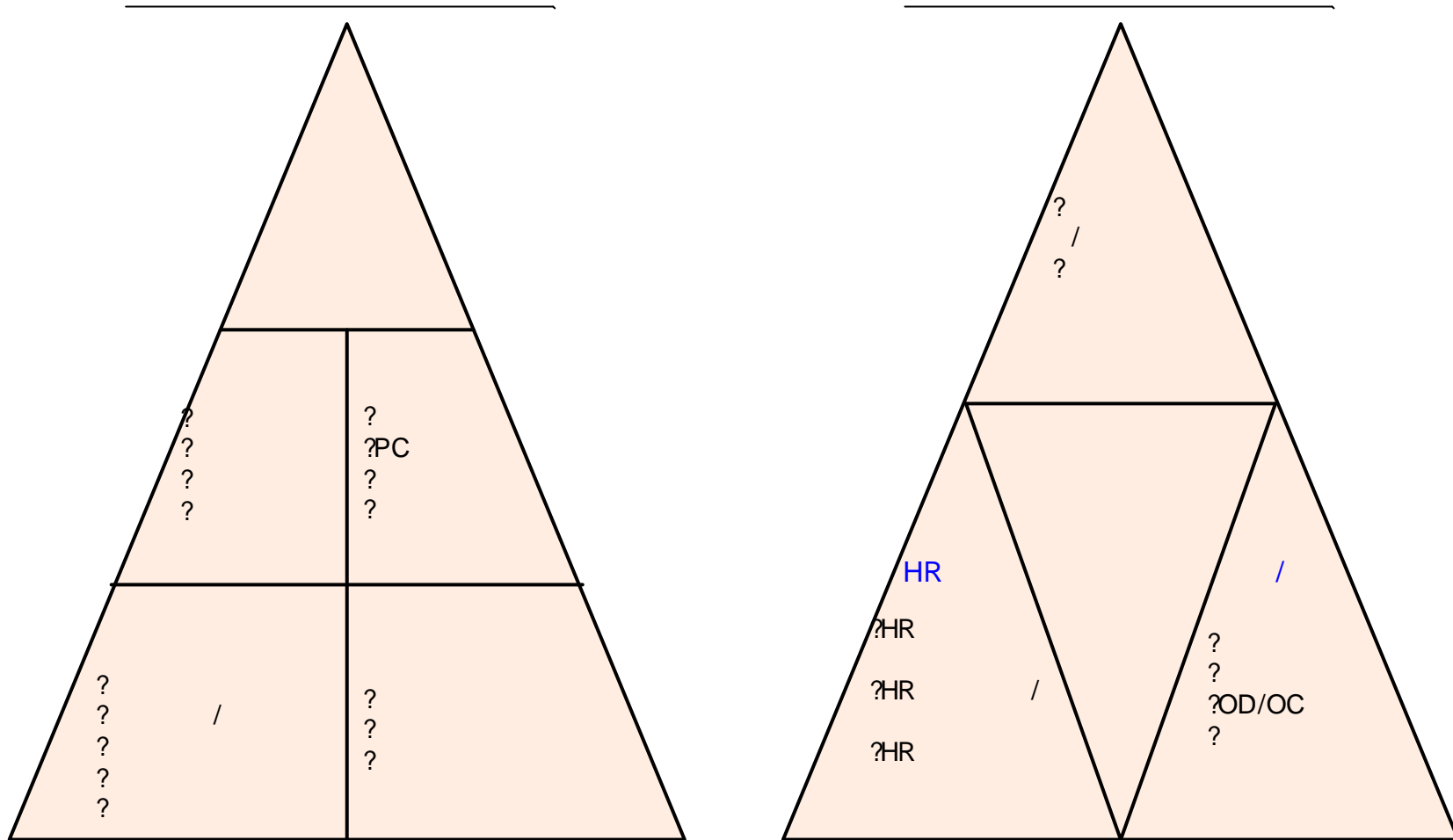
/ /

(behaviors)

-
-

_____ (focus group),
- : / , (,)/
- : / , (,)/

1-8.



: LG 2000. 11. 22

1-9.

1) (clarifying job and work expectations)

- HRM : ...
- 가 / / (behaviors)가 , (performance & success)

2) 가 가 (hiring the best available people)

- 가 , 가
- HR
- 가

3) (maximizing productivity)

- /BPR (operational effectiveness)
- / / Gap , Gap .
- ... Behaviors & Practices 가 가
- 가

4) 360 (enhancing the 360-degree feedback process)

- 360 가
- 360 가 가

5) (adapting to change)

- 가 가

6) (behavior) 가 (aligning behavior with organizational strategies & values)

1-10. HRM

HRM	(Benefits)
Recruit-Selection ()	<ul style="list-style-type: none"> • (job requirements) (a complete picture)/ • 가 () • 가
(Training & Development)	<ul style="list-style-type: none"> • (effectiveness) 가 / / • 가 • 가 (coaching & feedback) (framework)
Appraisal (가)	<ul style="list-style-type: none"> • / 가 • 가 (behavior)
Succession Planning ()	<ul style="list-style-type: none"> • 가 / / • 가 • 가

Benefits to the Organization	Benefits to Individuals	Competency and HRM
<ul style="list-style-type: none"> - Provides strong diagnostic Information - Provides concrete guidance on development planning - Succession Planning, Database Creation - Evaluation of HRD 	<ul style="list-style-type: none"> - Personal Growth: Identifies Strength and Weakness - Career Development 	<ul style="list-style-type: none"> - Recruit and Selection - Training and Development: Identifying Developmental Needs - Appraisal Systems - Succession Planning

1-11.

1)

○
 ○ 가 가 (SME) TFT (/) /
 ○ 가 TFT , : 가
 ○ 2-3 가 .
 ○ 4가 :

	•	•
	• / •	
가	• 가 가 • 가	
	• •	•

/

- 1)
- 2)
- 3)
- 4)
- 5)
- 6) (BEI, Behavior Event Interview)
- 7) (Focus Group)
- 8) (competency card-sort activity)
- 9) (survey methods)

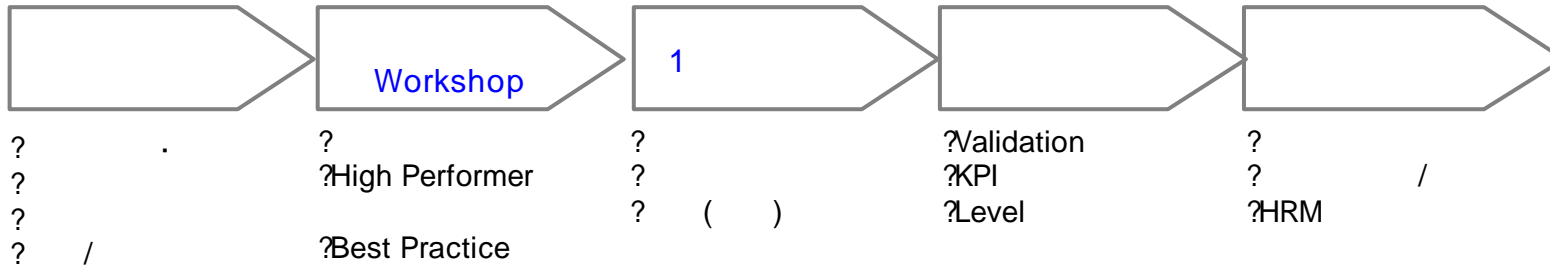
1-11.

1) 가 - 가

1	2 3	Checkpoint ✎
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2	/	Checkpoint ✎
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3		Checkpoint ✎
	<ul style="list-style-type: none"> • 2 3 가 가 • 3 5 () • • 	<ul style="list-style-type: none"> • 2 3 • , •
4		Checkpoint ✎
	<ul style="list-style-type: none"> • High Performer - 가 - 1 3 5 “ ” • - 가 10 	<ul style="list-style-type: none"> • (動詞) - - 가 (10)

1-12.

1) 1



1-12.

2) 2-

