

**Instrument for Assessing Readiness for
Competency Identification, Modeling and Assessment**

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Introduction

Is your organization ready for competency identification, modeling and assessment?

To answer that question, complete this assessment instrument. Use this instrument to assess conditions in your organization. Circle a code for each problem listed in the left column below which corresponds to your perceptions about it. (There are no "right" or "wrong" answers in any absolute sense.) Use the following rating scale:

- 5 = A Very Great Problem**
- 4 = A Major Problem**
- 3 = Somewhat of a Problem**
- 2 = A Minor Problem**
- 1 = Not a Problem (a strength)**

When you finish, refer to the scoring section at the end of this assessment instrument.

**An Assessment of Readiness for Action on
Competency Identification, Modeling and Assessment**

Statements		Your Perceptions				
		A Very Great Problem	A Major Problem	Somewhat of a Problem	A Minor Problem	Not a Problem
		5	4	3	2	1
Awareness						
1	Senior leaders of this organization understand what competencies are.	5	4	3	2	1
2	Senior leaders of this organization understand why competencies are important.	5	4	3	2	1
3	Senior leaders of this organization understand how competencies are linked to competitive advantage.	5	4	3	2	1
4	Middle managers of this organization understand what competencies are.	5	4	3	2	1
5	Middle managers of this organization understand why competencies are important.	5	4	3	2	1
6	Middle managers of this organization understand how competencies are linked to competitive advantage.	5	4	3	2	1
7	Supervisors of this organization understand what competencies are.	5	4	3	2	1
8	Supervisors of this organization understand why competencies are important.	5	4	3	2	1
9	Supervisors of this organization understand how competencies are linked to competitive advantage.	5	4	3	2	1

Awareness of Problems Score

Statements		Your Perceptions				
		A Very Great Problem	A Major Problem	Somewhat of a Problem	A Minor Problem	Not a Problem
		5	4	3	2	1
Cultural Problems						
10	This organization tends to favor selection of leaders like the current incumbents.	5	4	3	2	1
11	This organization has a long history of devoting less than average time to the development of people.	5	4	3	2	1
12	This organization has had many examples of people who are promoted and then fail to work out.	5	4	3	2	1
13	Executives, managers and supervisors rely on personal impressions in making selection or promotion decisions.	5	4	3	2	1

Cultural Problems Score

Scoring Section

Use the preceding assessment to help you determine how ready your organization is to devote time and attention to systematic competency identification. Generally speaking, the higher the score in each part of the instrument, the greater the need to concentrate your attention on that issue in building support and readiness for action.

A score between **40 and 24** in the **Awareness Problems** section of the instrument indicates significant barriers to action in that area. If your organizational score in this section is between 40 and 24, then devote your initial efforts to building awareness.

A score between **20 and 12** in the **Cultural Problems** section of the instrument indicates significant barriers to action in that area. If your organizational score in this section is between 20 and 12, then devote your initial efforts to surmounting the cultural barriers standing in the way of acceptance for competency identification.

Action Planning

Do some brainstorming on the most important problems that need to be addressed before your organization may be "ready" for systematic competency identification, modeling and assessment. Make notes in the section below, writing it in the form of a "to do" list:

What Should You Do in Your Organization? Take notes here in the form of a "To Do" List: