IBM Kenexa Core (Foundational) Skills and Competencies

A framework with core skills required for general job roles
IBM Kenexa recognizes that most organizations face dynamic talent and skills management issues across all areas of operation. While these issues may feel tactical to those involved, they can also have wide ranging impact on the successful and continuing operations of the overall business.

Organizations sometimes want to start the Job Skills & Competency definition with the Core (Foundational) level requirements. This Core Skills library provides data for 14 general jobs roles such as C-Level, Senior Vice president, Vice President, Director, Manager, Supervisor, Team Leader and more. With each Skill/Competency, IBM Kenexa provides the 21 Behaviors for Competency Proficiency measurement, Interview Questions, Coaching Tips, Learning Resources and SMART Goals.

In an organization it may be easy to answer a question such as “How many photocopiers do we have?” or “What is our compensation planning budget look like this year?”, but the same cannot be said when asked about knowledge, skills, or people and their organizational impact. Using a Job and Competency Framework, you will be able to lay a foundation for answering:

• What are the minimum “Core” skills required to perform a job?
• How to define “good” competency measures for the skills on a job?
• What is it that top producers do best? Replicate and recruit to that definition
• What is our mission critical knowledge and where does that institutional memory reside?
• How/who do we integrate following acquisition, to optimize the resources and investment?

For more than 20 years, the IBM Kenexa Talent frameworks Competency Framework has been deployed in many organizations to help them — either independently or as part of a larger HR strategy — improve learning, development and performance of a company’s most critical components. Using the content library is a rapid and robust way to customize your organizationally aligned competencies and job profiles.

IBM Kenexa Talent frameworks offers Job Skills and Competencies across 18 different industries. This is but one of those libraries. Kenexa offers complete solutions to support your Talent Management requirements including cloud based software to manage your workforce Job Skills & Competencies, Employee Self-Assessment, Manager Assessment, Skills Gap analysis and more.
Contents

4 Types of Skills & Competencies

4 Details found within each Skill

5 Job Titles (count of 14)
   – C-Level Executive, Senior Vice President, Vice President
   – Director, Thought Leader, Senior Manager
   – Senior Professional, Junior Manager, Supervisor
   – Team Leader, Team Member, Trainee

6 Core (Foundational) Skills & Competencies (count of 119)
   – Leadership
   – Management
   – Business
   – Individual

7 “Problem Solving” – Skill & Competency details
   – Competency Proficiency Levels and Behaviors
   – Interview Questions
   – SMART Goals / Development Statements
   – Coaching
   – Learning Resources
Figure 1: Types of Skills and Competencies

Competency: A combination of knowledge, skills and abilities (KSAs describing the demonstrable indicators of proficiency).

Figure 2: Foundational Skills and Competencies
Figure 3: Core (Foundational) Skills & Competencies: A set of leadership, management, business and individual skills
### Problem Solving - Sample Skills

#### Proficiency Levels for Competency measurement for the “Problem Solving” Skill

| Level 01: Basic Experience | • Understands value of a disciplined approach to problem solving  
|                           | • Can discuss problem reporting and escalation practices  
|                           | • Utilizes accepted procedures for problem analysis and resolution  
|                           | • Identifies key aspects of problem-solving techniques used in own area  |

| Level 02: Working Experience | • Uses fact-finding techniques and diagnostic tools to identify problems  
|                             | • Identifies and documents specific problems and resolution alternatives  
|                             | • Develops alternative techniques for assessing accuracy and relevance of information  
|                             | • Helps to analyze risks and benefits of alternative approaches and obtain decision on resolution  
|                             | • Examines a specific problem and understands the perspective of each involved stakeholder  |

| Level 03: Extensive Experience | • Uses varying problem-solving approaches and techniques as appropriate  
|                               | • Develops successful resolutions to critical or wide-impact problems  
|                               | • Organizes potential problem solvers and leads problem resolution efforts.  
|                               | • Analyzes and synthesizes information and devises alternative resolution strategies  
|                               | • Contributes to standard practices for problem-solving approaches, tools, and processes  
|                               | • Ensures capture of lessons to be learned from a problem-solving effort  |

| Level 04: Subject Matter Experience | • Gains agreement on the problem-solving process, risk assessment, decision points, and criteria  
|                                   | • Considers long-term trends and broad business implications for alternatives  
|                                   | • Monitors industry for best practices and new techniques in problem-solving  
|                                   | • Successfully organizes problem solvers and stakeholders for high-impact problems  
|                                   | • Brings about successful resolutions to high-impact or cross-functional problems  |

#### Interview Questions for the ‘Problem Solving’ Skills

- Tell me about a problem at your organization that was never resolved. What was the impact on business processes, and was there a work-around used?  
- Tell me about a persistent problem that existed at your organization. How was it finally resolved?  
- Tell me about a time when a solution to a project did not work. How was the solution revised, and what could have been done to prevent the issue?  
- Tell me about a time that two or more colleagues had conflicting ideas on the best way to solve a problem. How were the ideas evaluated and the issue resolved?  

#### Coaching Tips for the “Problem Solving” Skill

- Evaluate all solutions to ensure they address the root cause of the problem, not just the symptoms  
- Before implementing a solution, consult with other functions or departments to evaluate whether or not the solution will impact their operations  
- Review resolved organizational problems. How would you have approached the issue or handled the problem differently?  
- Evaluate the root-cause of the problem. Can you make organizational changes to prevent similar problems in the future?  
- Solicit feedback on proposed solutions to ensure they are solving the problem at hand  

#### SMART Goals for the “Problem Solving” Skill

- Conduct a quarterly review of resolved problems. Use these to help you anticipate and prevent future problems  
- Once you have proposed a solution to a problem, have 3 colleagues evaluate it in terms of feasibility and impact on the organization  
- When working on a solution to a problem, review progress weekly and adjust your plan accordingly
# Learning Reference Materials for the “Problem Solving” Skill

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<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Type</th>
<th>Description</th>
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<th>Provider</th>
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<tr>
<td>ACT-019</td>
<td>Participate in Project Review Meetings</td>
<td>Activities On &amp; Off the job</td>
<td>Find out who has a good reputation for managing projects and ask to sit in on a project meeting. Note who participates and how. Observe how the review meeting is run and how issues, problems and bottlenecks are addressed.</td>
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<td>ACT-081</td>
<td>Assist on Problem Resolution with Vendor</td>
<td>Activities On &amp; Off the job</td>
<td>Follow a problem or situation from beginning to end. Note effectiveness of various actions.</td>
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<td>ACT-099</td>
<td>Consult with Subject-Matter Expert</td>
<td>Activities On &amp; Off the job</td>
<td>Identify an individual with expertise in a particular area of interest. Make sure this person can spend time with you. Develop specific questions that will give you the appropriate information.</td>
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<td>BK-0206</td>
<td>Brain Power: Learn to Improve Your Thinking Skills</td>
<td>Book</td>
<td>Framework and guide for becoming a more innovative thinker. Includes games and puzzles to stimulate and expand brain power.</td>
<td>Albrecht, Karl</td>
<td>Amazon</td>
<td>ISBN: 0671761986</td>
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<tr>
<td>BK-3048</td>
<td>Art of Possibility</td>
<td>Book</td>
<td>Easy-to-read, offers a set of practices designed to revolutionize approach to work, relationships and life in general.</td>
<td>Zander, Benjamin</td>
<td>Amazon</td>
<td>ISBN: 0142001104</td>
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<tr>
<td>TR-062</td>
<td>Recovering from IT Service Problems</td>
<td>Training Programs</td>
<td>Fast Track Skill Building 1/2-day workshop covering the seven principles of service recovery, how to repair a client relationship immediately, and making service processes client centered.</td>
<td>IT Group International</td>
<td></td>
<td><a href="http://www.itgroupinternational.com">www.itgroupinternational.com</a></td>
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<tr>
<td>TR-105</td>
<td>Creative Problem Solving Skills for IT Professionals</td>
<td>Training Programs</td>
<td>Learn how to tap your creative potential, use problem solving techniques, use team synergy to create new solutions and convert ideas into acceptable recommendations.</td>
<td>IT Group International</td>
<td></td>
<td><a href="http://www.itgroupinternational.com">www.itgroupinternational.com</a></td>
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<td>VND-AMAnet</td>
<td>American Manufacturing Network</td>
<td>Vendors</td>
<td>AMANET is a network of specialized manufacturing facilities and a provider of manufacturing resources.</td>
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