Competency Assessments and Development Plans

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This guide teaches you how to effectively create competency assessments plus:

- ✓ Understand phases of assessment creation
- ✓ Clone competency assessments
- ✓ Link assessments to specific skills
- ✓ Add your own survey questions or use existing ones
- ✓ Identify users evaluated in an assessment
- ✓ Identify users assigned to rate other people in an assessment
- ✓ Set security levels including anonymity
- ✓ Build and deploy an assessment
- ✓ Decline an assessment or question within an assessment
- ✓ Close an assessment
- ✓ View assessment reports

This guide also teaches you how to effectively create and modify development plans including:

- ✓ Associate an activity and business objective with goals
- ✓ Add, edit, and waive a goal
- ✓ Associate skills with a goal
- ✓ Understand individual vs. group plans
- ✓ Define plan participants
- ✓ Track and report on progress
- ✓ You will also be able to locate and use online help.

HINT- These are hints and best practices for students.

Introduction to Competency Assessments

Competency assessments provide a way to easily create online tests or surveys using data in the LMS database. The tool accesses data about individuals, jobs, organizations, and skills and competencies and such information can be integrated into the assessment. **HINT** A competency is a group of skills.

Once the assessments are complete, people are able to see their performance ratings and how they perform in comparison to others. Such performance rating could be helpful in creating goals within development plans. Managers can view individual ratings in comparison to company or department goals and identify any gaps in skills which in turn may also influence individual or group development plans.

Managers are able to create new individual and group development plans for those they can view, but Managers are not able to create competency assessments. Only Credit Union Admins are able to create new competency assessments.

Competency Assessments

Kinds of Competency Assessments

Competency assessments facilitate online testing or surveying. They can be used to:
- ✓ Evaluate skills and competencies
- ✓ Survey employee happiness
- ✓ Generate needs analysis
- ✓ Help conduct reviews including 360^{o} reviews

Phases of Competency Assessments

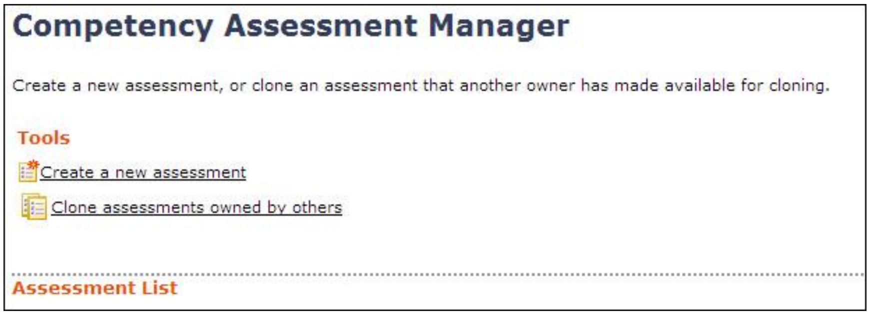
Competency assessments must be developed, delivered, and evaluated. The typical competency assessment development phases include:

- ✓ Create or clone competency assessment including name, due date, and description.
- ✓ Specify users who will be the target or raters and the skills and competencies covered including adding questions and setting security.
- ✓ Build the assessment.
- ✓ Deploy the assessment to targets and/or raters.
- ✓ Users complete the assessment by entering responses to the questions in the assessment.
- ✓ Close the assessment once everyone has finished the assessments so the results may be seen.
- ✓ Analyze results using reports.

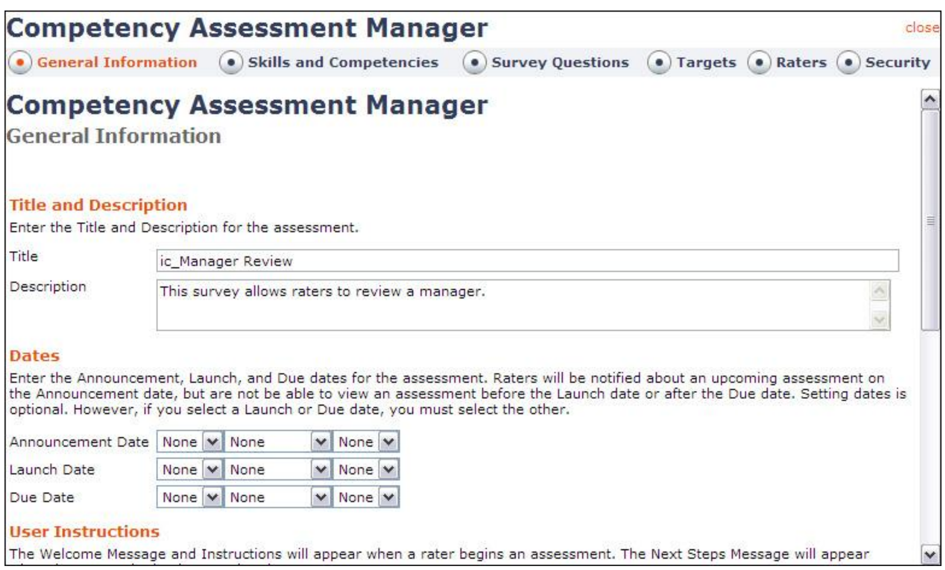
Create an Assessment

Let's begin by creating a brand new competency assessment. In this section, we'll use a scenario where four users (two peers and two direct reports) will rate a manager in a review.

1. From the Assess menu, choose Competency Assessment Manager.
2. Click Create a new assessment.



3. Under the General Information tab:
    a. In the title field, enter your initials followed by an underscore then "Manager Review."
    b. Enter a description such as "This survey allows raters to review a manager."
    c. Enter today as the announcement date (which is when notifications are triggered), today for launch date, and one week from today for the due date.
    d. For now, let's leave the User Instructions as is. In the future, you can modify the welcome message, instructions, and next steps message as desired.



4. Click OK. Notice the message that appears at the top of the page in black bold text, "Updates were saved."

Clone an Assessment

You may also clone an existing assessment. To do so, in the Competency Assessment Manager, click the Clone icon that is related to the assessment you wish to clone.

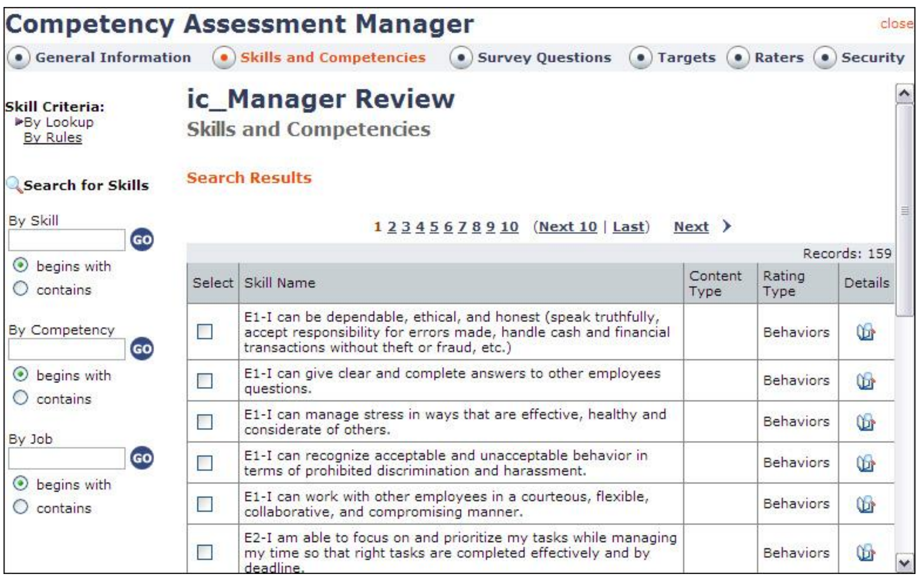
Link Assessment to Skills

One or more skills may be added to a competency assessment with the purpose of rating the skill(s). To add a competency, add all of the skills within the competency.

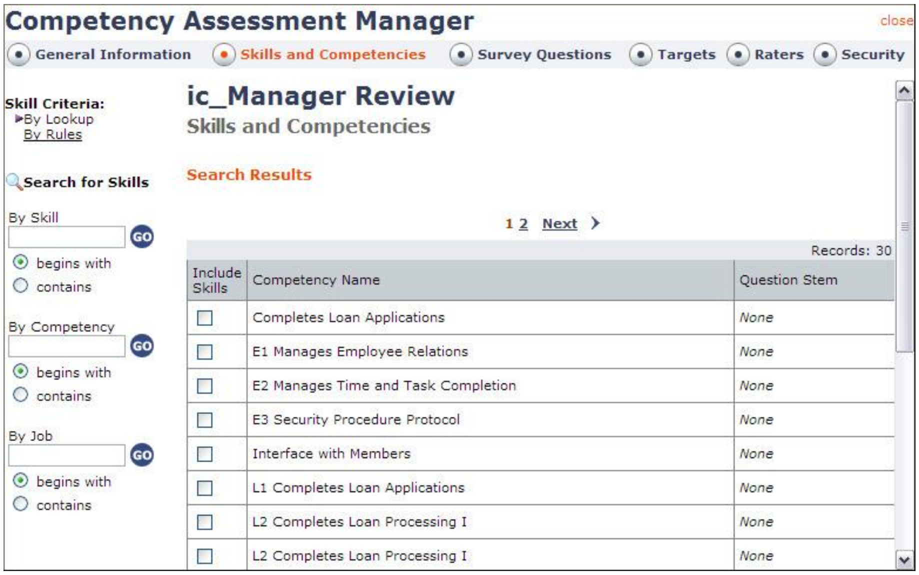
Browse skills using the "By Rules" option to search for skills by the skill name, by competency, or by job. This allows you to add rules to designate skills required for a specific job.

Using the competency assessment we began to create above, let’s now add skills or a competency (a group of skills) related to this assessment.

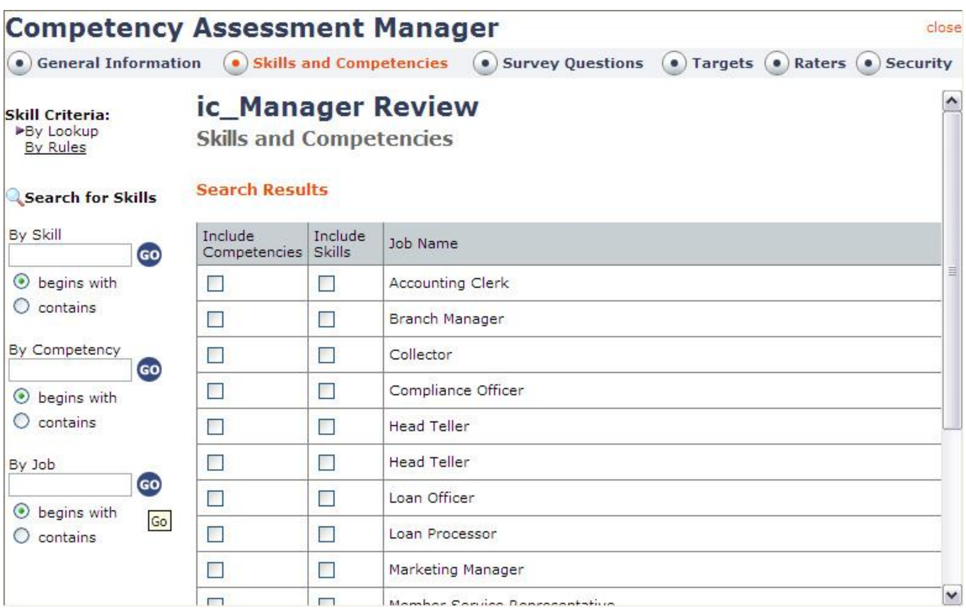
5. Click the Skills and Competencies tab.
6. Click the Go button next to By Skill to see list of skills. From here, you can choose individual skills.



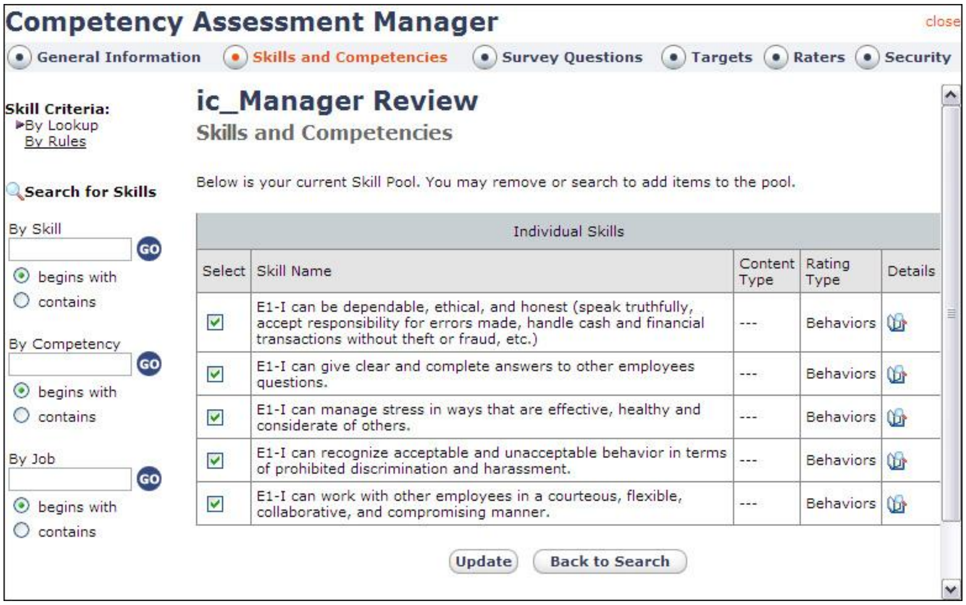
7. Click the Go button next to By Competency to see list of competencies. From here, you can choose a competency (a group of skills) that will be assessed.



8. Click the Go button next to By Job to see list of jobs that require certain skills or competencies. You can choose whether to assess the competencies or skills related to a specific job. **HINT** If you check both skills and competencies for job, you get each skill listed twice which means raters are asked the each skills questions twice.



9. Click the Go button next to By Skill and check the box next to the first five that appear in the list (all start with "E1-I can…") then click Add. The Skill Pool list appears. **HINT** You can add any combination of skills, competencies, or jobs.



Add Questions

A question may be general or very specific about a target user or a rater. New survey questions may be created or an existing one may be used and edited. Each question has:

- ✓ A name/content area and question text.
- ✓ A type of Multiple Choice (where choices are created), Free Response (a free text field), or True/False.
- ✓ A focus on whom the question applies – the target, the rater, an external focus, or other/does not apply. For example, "How long have you worked with the person being evaluated?" refers to the target while "Are you a direct report for this manager?" refers to the rater.
- ✓ Roles to Respond which specifies who will be asked the question (Self, Manager, Peer, Direct Report, or Other).
- ✓ Question Code which is an optional field for an alphanumeric code.

Continue using the competency assessment from above and let's create a new survey question to this assessment.

10. Click the Survey Questions tab.
11. On the far left, click Create New Survey Question.
12. Enter the properties of the Question using the Question Text.doc provided.
13. Click OK.

Now let's try adding an existing survey question to this assessment.

14. Click the Go button next to By Assessment Title in the left column.
15. Check the box next to the Assessment named "_Question Pool" and click Add. Notice a new question has been added to the Survey Question Pool named "Managing Stress."

HINT If the assessment selected had more questions than desired, simply select unwanted questions and remove them.

16. Click the View button next to the newly added question to confirm that both the Peer and the Direct Report need to answer this question.
17. After adding all questions, it is important to click Set Sort Order (left side of screen – under Create New Survey Question) even if you do not re-arrange the order of your questions.

Identify Targets in the Assessment

At least one target must be specified for each competency assessment. The target may be added by looking up the person's name, manager, job, or organization, or by rule. Using a rule, targets are identified based on rules defined using relationships between users; however, targets identified by rules cannot be seen until the assessment is built.

Continue using the competency assessment from above and let's specify the targets for this assessment.

18. Click the Targets tab.
19. Try clicking the Go button next to By User, By Manager, and By Job to see various ways of selecting the target.
20. Click the Go button next to By User.

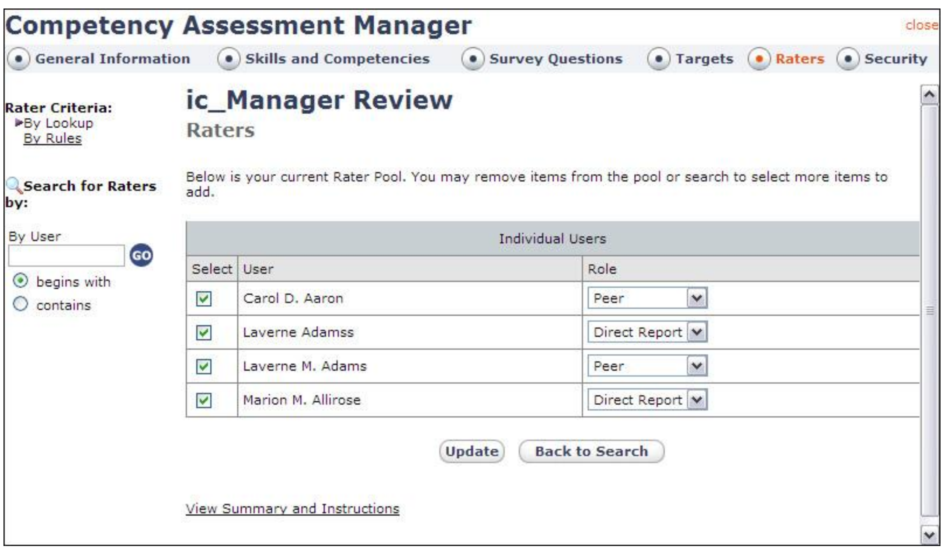
Identify Raters and Roles for Raters

Raters are users who complete the assessment. At least one rater must be specified. Each rater is given a role – Manager, Self, Peer, Direct Report, or Other. If a rater is:

- ✓ Self then s/he rates themselves.
- ✓ Manager then s/he rates their subordinates.
- ✓ Peer then s/he rates someone who is their own peer, that is, the target is not a manager or a subordinate. There are three types of peers – people who have the same manager, the same job, or the same organization.
- ✓ Direct Report then s/he rates their own manager.
- ✓ Other then s/he rates someone who does not match any of the above listed roles. This role may be used to hide the identity of the rater.

Continue using the competency assessment from above and let's specify the raters for this assessment.

21. Click the Raters tab.
22. On the far left, click the Go button next to By User.
23. Select a few users in the list including the rater assigned to you to use. Specify each user's role within this assessment as either Peer or Direct Report and click Add.



Set Security Including Anonymity Level

Continue using the competency assessment from above and let's specify the security for this assessment.

24. Click the Security tab.
25. No settings for the Security tab need to change. Once done discussing this tab, the assessment is complete. Click the Close link in the upper right hand corner.

Security options are set for the assessment. As a best practice, the assessment owner should tell raters what options were selected in the welcome message or in the instructions for the assessment. Security settings may be different for each assessment depending on requirements, timing of results, or the confidentiality of the survey.

- ✓ Security settings under Deployed: The Rating Phase can only be changed before the assessment is deployed.
- ✓ Security settings under Completed: The Reports Phase can be edited anytime.

<u>Rule-of-3</u>

The Rule-of-3 means that assessments with three or fewer raters allow the target to ascertain who each of the three are. It is advisable to have at least four raters of the same role. If those raters are not truly the same role, you can combine them or leave them as "Other" to be non-descript so as to hide the identity of the raters. If there are barely more than three raters and several decline the survey so that there are less than three raters who fill out the survey, the Rule-of-3 applies. When the Rule-of-3 is in effect, whenever there are three or fewer raters, an X indicates that responses were made, but cannot be displayed.

<u>Anonymity Level</u>

Raters can anonymously respond to questions if the their name is not saved. Such higher levels of anonymity allow raters to be more open and encourage them to comment. However, lower levels of anonymity allow raters to share criticisms or openly provide feedback. As a best practice, raters should be informed of anonymity levels in the instructions for the assessment. The four anonymity levels are described at the bottom of the page.

Build the Assessment

Once the assessment is complete, it must be built. Once built, the assessment is ready for deployment. After being built but before deployment, the assessment may still be edited. If it is edited, the assessment must be rebuilt before deployment.

1. On the Competency Assessment Manager page, click Build next to the title of the assessment we just completed.
2. On the Build Assessment page, click Build It.

Deploy the Assessment

Once a competency assessment is deployed, it is visible to the raters. Each rater sees the assessment in a list of pending assessments. However, raters and managers cannot see an assessment until the launch date nor can they see if after the due date has passed.

To deploy an assessment after it is built:

1. On the Competency Assessment Manager page, click Deploy next to the title of the assessment we just completed. A summary of the assessment displays.
2. Click Deploy.

Complete the Assessment as a Rater

Raters can answer questions in any competency assessment for which they are assigned.

1. Click the Log off link in the upper right hand corner.
2. Log in using your assigned Rater's login and password.
3. Under the Assess menu, choose Competency Assessments. A list of pending assessments appears.
4. Click Launch for the assessment we created earlier.
5. Respond to the questions in the assessment including adding a few comments.
6. Submit your responses by clicking Finish in the lower right corner, then click Submit, then click Close Window.

Decline an Assessment

Raters may choose to decline taking an assessment, if the option is available (option set by assessment owner). When declining, the rater has a field where s/he can enter the reason the assessment is declined. **HINT** If the assessment cannot be declined, no Decline link appears in the list of pending assessments.

Decline a Question in an Assessment

Raters may choose to decline answering a question within an assessment. If the rater declines to enter a rating, s/he may still enter a comment.

Close the Assessment

Once all raters have submitted answers for the assessment or the due date has been reached, the assessment owner may close the assessment.

1. Click the Log off link in the upper right hand corner.
2. Log in using your assigned Credit Union Admin login and password.
3. Under the Assess menu, choose Competency Assessment Manager.
4. Next to the assessment you created earlier, click Close.
5. Click the Close It button.

View Competency Assessment Reports

Once raters have begun submitting responses and the assessment has been closed, reports become available. To see the results of the competency assessment:

1. Under the Assess menu, choose Competency Assessments.
2. In the View drop-down list box at right, choose Completed Assessments.
3. Click View Reports next to your competency assessment. The Reports window appears.
4. Choose options as desired and click Next.
5. If the Criteria tab is visible, enter comparison criteria and click Next.
6. On the Output Options tab, make any selection changes as desired and click Next.

HINT For information on how to show distribution or edit the display of numeric distribution in a report, see the online Help available in Manager mode.

Introduction to Development Plans

A development plan can help:

- ✓ Establish goals and specify activities for skills or training development.
- ✓ Establish timeframes in which to achieve goals.
- ✓ View progress towards goals.

Goal in a development plan may have one or more assigned activities or business objectives that that contribute to the accomplishment of the goal.

Individual or group plans may be developed for yourself or for the people you manage. Development plan data can be printed or exported to Excel.

Development plans can work hand-in-hand with competency assessments. Assessment results allow people to view their performance ratings and compare their performance to others. Such performance ratings could be helpful in creating goals within development plans. Managers can view individual ratings in comparison to company or department goals and identify any gaps in skills which in turn may also influence individual or group development plans.

Managers are able to create new individual and group development plans for those they can view. (Only Credit Union Administrators can create competency assessments.)

Development Plans

Development plans enable you to specify goals and activities for professional development and the time frame in which those goals should be achieved. It also allows you to track and report on progress. Activities are learning activities within the LMS. Goals may be one ore more assigned learning activities that contribute to the fulfillment of that goal or it may be a business objective.

Development plans can be created for a single individual or for a group (individuals or groups can only be people visible to you).

Let's try creating a new development plan in Manager mode so we can identify the plan participants.

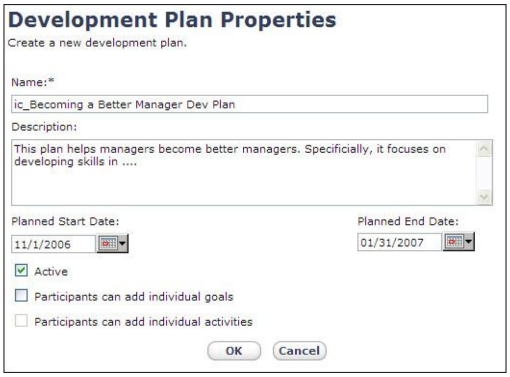
Create a New Development Plan

Development plans can be created for individuals or groups. Development plans made for other people must be created in Manager mode so participants can be identified. Create an individual development plan for yourself in Learner mode.

Let's create a new development plan that can be used for individuals or a group.

1. Click the Manager mode button at the top.
2. Under the Plan menu, choose Development Plans.
3. Click New.
4. On the Development Plan Properties page:
    a. Enter a name beginning with your initials followed by an underscore then "Becoming a Better Manager Dev Plan."
    b. Enter a description for the plan.
    c. Specify the plan's start and end dates.
    d. Leave the development plan as active.

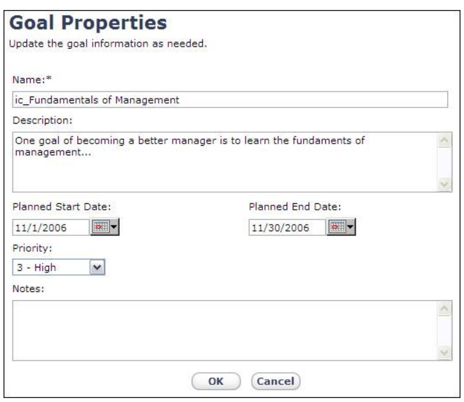
e. Uncheck Participants can add individual goals.



5. Click OK. Notice the message at the top of the Development Plans page, "You have successfully created a new development plan."

Add or Edit a Goal

1. To add a goal, click the Goals icon next to the newly created development plan.
2. On the Goals page, click New.
3. On the Goals Properties page:
   a. Enter a name beginning with your initials followed by an underscore then "Goal – Learn the Fundamentals of Management."
   b. Enter a description for the plan.
   c. Specify the plan's start and end dates. **HINT** These do not have to be the same as the development plan dates, but should be within those dates.
   d. Indicate the priority level of 3 – High.
   e. Enter any notes, if desired.



4. Click OK.
5. Add another goal named "Goal – Handling Stress Effectively."

To edit any goal, on the Goals page, click the pencil icon next to the goal that needs to be modified. Make any changes desired then click OK.

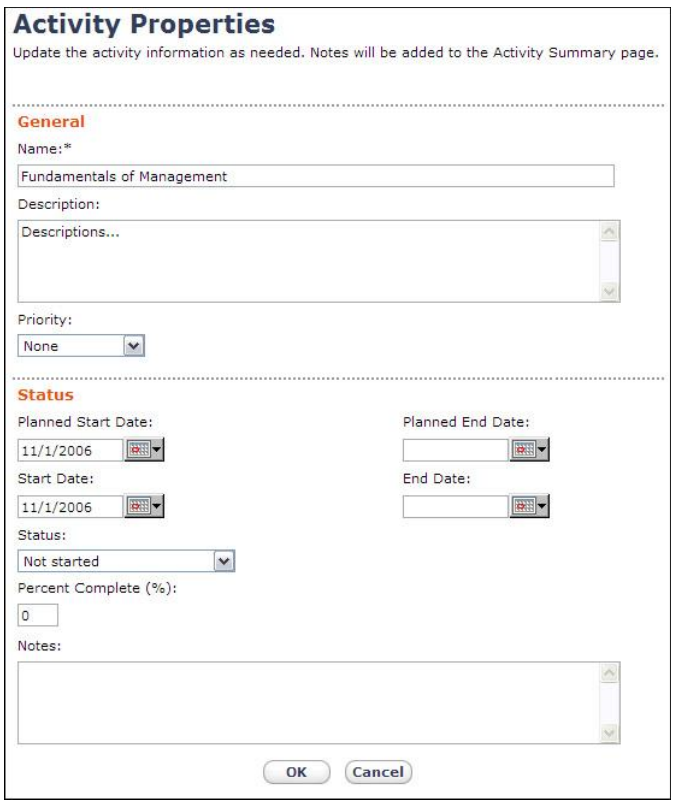
Add, Edit, or Delete an Activity Related to a Goal

Goals may be achieved by completing a learning activity within the LMS. Let’s set up one of the goals this way.

1. To add an activity to a goal, click the Activities icon next to the newly created goal.
2. On the Activities page, click New.
3. On the Define Activity page, leave Select from existing learning activities selected and click Next.
4. Either search or page through to find the learning activity called Fundamentals of Management and check the checkbox next to it and click OK.

To delete an activity, on the Activities page, check the box next to an Activity and click Delete.

Notice in the Activities page, you are able to click the pencil icon next to the Activity to edit any of the Activity properties such as priority, start and end dates, etc.



Create and Associate Business Objectives with a Goal

It is possible to use a business objective for a goal rather than a learning activity. Let's set up the second goal as one that uses a business objective to achieve it.

1. Under the Plan menu, choose Development Plans.
2. Click the Goals icon next to your newly created development plan.
3. Click the Activities icon next to the Handling Stress Effectively goal.
4. On the Activities page, click New.
5. On the Define Activity page, select Define your own activity and click Next.
6. On the Activities Properties page:
    a. Enter a name beginning with your initials followed by an underscore then "Lower your blood pressure."
    b. Enter a description for the plan.
    c. Indicate the priority level of 4 – Critical.
    d. Specify the plan's start and end dates. **HINT** These do not have to be the same as the development plan dates, but should be within those dates.
7. Click OK.

Associate a Skill with a Goal

One or more skills can be associated with a goal in a development plan. Any learning activities associated with a goal may already be associated with the skill. To associate a skill directly to a goal:

1. Under the Plan menu, choose Development Plans.
2. Click the Goals icon next to your newly created development plan.
3. Select the checkbox next to the goal "Fundamentals of Management."
4. In the Task drop-down list box, choose Associate Skill and then click Go.
5. On the Associate Skill page, select the skill "E1-I can work with other employees in a courteous, flexible, collaborative, and compromising manner" and click Next.
6. On the Target Proficiency page, choose a Target Proficiency level of 3 – Extensive Experience and click OK.

Individual Plans vs. Group Plans

You may add participants to each development plan.

1. Under the Plan menu, choose Development Plans.
2. Click the Participants icon next to your development plan.
3. On the Plan Participants page, click Add.
4. You may add users by job, by organization, by manager, or by individual viewable users. Leave Select viewable users selected and click Next.
5. Select two users from the first page, then navigate to the next page and choose three more and click OK at the bottom of the page. Remember who you have selected as we will look at their records shortly. **HINT** You may select users on one page, navigate to another, select more users, etc then click OK. This adds all of the selected users at once saving you time.

To delete plan participants, check the checkbox next to the user and click Delete.

Viewing Plan Participants

Now let's stay in Manager mode and take a look at a plan participant.

1. Click the … button next to View in the upper right hand corner of Manager mode.
2. Select the radio button next to one of the users specified in Step 5 above as a plan participant and click OK.
3. Under the Plan menu, choose Development Plans.
4. In the View drop-down list box at the far right, choose Group.
5. Click the Goals icon next to the Development Plan just created.
6. On the Goals page, click the words Goal – Fundamentals of Management.
7. On the Goal Summary page, click the Activities button at the bottom of the screen.

If the equivalent of a goal has been achieved, the goal can be waived which means it and all of related activities are marked as 100% complete. A waived goal can always be canceled which puts the goal and related activities back to 0% complete. You can waive goals in Learner mode for your own individual development plans you created or for others within Manager mode.

Let's try waiving the activity for this user.

8. Check the box next to the Fundamentals of Management activity.
9. Click Go next to the Task Waive. Notice the black text message at top "You have successfully waived the selected activities." And the percent complete is now 100%.

To cancel the waiving of a goal:

1. Check the box next to the Fundamentals of Management activity.
2. In the Task drop-down list box, select Cancel waiver and click Go.
3. In the pop up dialog box, click OK. Notice the Percent Complete is set back to 0%.

Track and Report on Development Plan Progress

The development plan progress report provides a high level view of participant progress. To view this report:

1. In Manager mode, click the … button next to View in the upper right hand corner of Manager mode.
2. Select Workgroup of all viewable users and click OK.
3. Under the Plan menu, choose Development Plan Reports then Progress Report.
4. Select the development plan just created.
5. Under the Task drop-down list box, choose View progress by user or View progress by Goal and click Go.

The development plan details reports which will provide more information. To view this report:

1. Under the Plan menu, choose Development Plan Reports then Details Report.
2. Select the development plan and click Next.
3. The Development Plan Details report appears. Notice you can print this report.

Conclusion

Resources: Archived Webcast and Online Help

There are two main ways to get help with creating competency assessments and development plans. This guide can be viewed again as an archived Webcast. Online help provides an excellent reference for specific questions about using competency assessments and creating development plans. The online help has a Contents tab based on subject, an Index tab to search by keyword, or a Search tab to search for any relevant string.

You can now create and clone competency assessments plus:

- ✓ Link assessments to specific skills
- ✓ Add your own survey questions or leverage existing ones
- ✓ Identify targets for an assessment
- ✓ Identify raters for an assessment
- ✓ Set security levels including anonymity
- ✓ Deploy an assessment
- ✓ Decline all or part of an assessment
- ✓ Close an assessment
- ✓ Review competency assessment reports

Additionally, you can now create and edit development plans for yourself or for others including:

- ✓ Associate an activity and business objective with goals
- ✓ Add and edit a goal
- ✓ Waive a goal or cancel the waiver
- ✓ Associate skills with a goal
- ✓ Define plan participants
- ✓ Track and report on user progress
- ✓ Locate and use online help
- ✓

If you have any further questions on this material, please contact us at 800-356-9655 ext. 4072 or via e-mail at CPDOnline@cuna.coop.