

TRAINING AND EMPLOYMENT NOTICE	NO. 23-08
	DATE December 29, 2008

TO: ALL STATE WORKFORCE LIAISONS
ALL STATE AND LOCAL WORKFORCE AGENCIES
ALL STATE ONE-STOP CAREER CENTER SYSTEM LEADS
ALL STATE AND LOCAL WORKFORCE INVESTMENT BOARDS

FROM: THOMAS M. DOWD /s/
Administrator
Office of Policy Development and Research

SUBJECT: Release and Availability of a Literature Review on Competency Models

1. Purpose. To announce the release and availability of the paper, *Competency Models: A Review of the Literature and the Role of the Employment and Training Administration (ETA)* prepared in ETA's Division of Research and Evaluation, Office of Policy Development and Research.

2. Operational Definition. A competency is a characteristic related to effective and superior performance in a given work role, and a competency model is a visual diagram of approximately seven to nine competencies required of a particular job or occupation or within an industry.

3. Publication Description. The paper discusses the relevant literature on the use of competency models for business and workforce needs, and the challenges presented when using competency models for employee selection and appraisal functions. Furthermore, the report describes the investments ETA has made in various competency-based work, such as developing the Competency Model Clearinghouse, providing assistance to high growth industries for developing competency model frameworks, and testing a demonstration project that is providing competency-based training to prospective rural math and science teachers through Western Governors University, a distance education provider. These efforts are consistent with the uses of competency models explained in the literature review. Finally, future research, pilots and demonstration efforts are suggested. For example, ETA might expand upon the current investments made within the workforce investment system and among its partners. Using competency models to develop training and provide career preparation for targeted populations is also explored.

4. **Availability.** To download a PDF, or view or print the abstract or full report, please visit the ETA Occasional Papers Series Web site at <http://wdr.doleta.gov/research/keyword.cfm>.

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