Competency-Based Human Capital Management

Driving performance through skills alignment and employee development

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June 2008
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What Are Competencies, and Why Are They Important?

While competencies have become a mainstream business concept, there is still some confusion about how to define them and much confusion about how to make sure they produce impact. Current definitions run the gamut from the key capabilities of an entire organization to job-specific knowledge or technical performance criteria. Among most experts in the field, however, the basic definition of competencies has remained relatively unchanged for the past 25 years.

Competencies are those behaviors that excellent performers exhibit much more consistently than average performers.

However, competencies are also context bound. In other words, they answer the question: “What does an excellent performer look like in action in a particular setting?” Therefore, they vary depending on the context for which they are designed. The key drivers for designing competencies for a particular organization might include one or many of the following contexts:

- the total organization (e.g., core competencies or values);
- an entire function (e.g., finance, human resources);
- a career level or band (e.g., individual contributor, team leader, mid-level manager, strategist, or executive);
- a specific role (e.g., HR generalist); or
- a specific job (e.g., compensation analyst)

While the focus of a competency model is one critical element in building a framework, another is the level of future orientation. The degree of desired future orientation depends on how the organization plans to apply the model and the pace and nature of changes occurring within the organization. In most instances, organizations try to develop models with factors that will produce success for several years.

Traditional competency methods provide behavioral criteria for individuals in current work settings. This can actually limit their impact. For example, behavioral event interviewing focuses on historical data of excellent performers and, sometimes, matching control groups. Implicit in this classical methodology is that the behaviors top performers exhibit to succeed in the recent past will provide evidence relevant to future success. In settings that change slowly, this presumption is generally correct. In today’s rapidly changing work settings, this assumption is often not true. To match the needs of today’s environment, we almost always modify classical data gathering approaches to include information such as benchmarking data, expert interviews, or stakeholder meetings. Practitioners frequently need to balance the focus of interviews or focus groups between past performance situations (i.e., behavioral events), future performance needs (i.e., critical incidents) and other validation and refinement techniques, such as surveys or focus groups.

In defining what competencies are, it is also important to understand what competencies are not. Competencies are not a psychological construct. For example, there is no single behavior that could be termed “Customer Responsiveness.” A typical competency called “Customer Responsiveness” would
be comprised of a group of behaviors that, taken together, describe how an employee demonstrates customer responsiveness through behavior on the job. Figure 1 presents an example of a competency for “Customer Responsiveness.”

Competencies, therefore, are a collection of observable behavior statements that require no inference, assumption or interpretation. The statements — typically referred to as “behavioral indicators” — are grouped according to a central message or theme, which becomes the title of the competency and are often captured in a definition summarizing the behaviors included in the competency.

Most competencies are presented in the form of a model, or grouping of several other competencies merged to represent excellence in a particular work context.

**Figure 1: Customer Responsiveness**

| Definition: Consistently focuses on actions or activities that align with customer needs and preferences.
| • Asks questions to clarify customer requirements.
| • Maintains focus on the key drivers of customer satisfaction.
| • Responds to customers with an appropriate level of urgency.
| • Builds confidence in customers that their needs are given the highest priority.

For many organizations, competencies typically exclude “baseline” behaviors — those behaviors that are common to average and excellent performers. The overriding reason for excluding baseline behaviors is to maintain a focus on excellence. Most organizations utilizing competency-based human capital management systems are trying to drive excellent — not average — performance. Thus identifying “baseline” behaviors runs the risk of encouraging average performance or, at a minimum, wasting development time on behaviors that most members of the work force are already exhibiting.

**Why The Interest In Competencies?**

Contrary to the perceptions of many human resource professionals, competencies are not a new concept. Competency-based human resource practices have been in use for decades, but principally as assessment criteria. Only in the recent past have competencies emerged as a broad-based human resource tool for many organizations.
It's not hard to understand why. Our experience and research indicates competencies are viewed by many as the answer to a problem – how to effectively manage and motivate employees in a new work environment characterized by:

- greater focus on integration and improvement of work processes;
- increased demands on people to acquire and demonstrate new behaviors and skills;
- a reduction in the number of traditional jobs and the elimination of structured career paths and ladders;
- an increased focus on teamwork and team performance; and
- a focus on the organization's people as the source of competitive advantage.

The most successful organizations commonly report that the competency-based HCM systems they put in place have:

- **Raised the performance bar.** Because competencies are based on the behaviors that distinguish excellent performers, the goals set for individuals are higher than before. This increases everyone’s performance level.

- **Helped align individual behavior with business vision and strategies.** Organizations that are relentless in linking their competency models to the organization’s strategic values report that individuals' actual behaviors are better aligned with these values. Just as important, individuals see this linkage.

- **Provided vital support for a new employer-employee contract.** Gone are the days when employees are promised job security and fair pay in exchange for loyalty and a fair day’s work. Many organizations are looking to replace this old contract with a new one – one in which the organization provides individuals with the opportunity to develop and use new skills and knowledge in exchange for their loyalty and labor. For these organizations, competency-based human resource systems provide a vehicle for assessing needs and developing the necessary competencies.

- **Changed the measures of success.** For organizations looking to de-emphasize “ladder-climbing” and title acquisition, competencies have introduced a new way to measure success. While broad banding tends to de-emphasize titles and levels, it fails to offer a replacement for them. Competencies can provide a substitute measure or indicator of an individual’s growth and performance success.

- **Provided a spark for creating and sustaining a culture of learning.** Many organizations believe that competencies enable them to develop and sustain a culture where people want to learn and develop. Competencies can help clearly identify a roadmap for success, provide tools for self-development, and reward employees when they acquire and master relevant competencies.
How Are Competency Models Developed?

Organizations generally frame their competencies around discrete models. Models are groups of behaviors bounded by a defined work setting (e.g., job, role, function) and organized according to themes or topics (called competencies) to make understanding, assessment, and development easier. The nature of models varies depending on whether the organization is defining success for:

- the overall company (i.e., the business strategy and/or desired corporate culture);
- a specific function (e.g., human resources, finance, sales, etc.);
- a given role, career level (e.g., strategist, integrator, team leader, or individual contributor); or
- a specific job.

Figure 2 depicts a typical competency framework outlining types of competencies aligned with both career bands or role and functional areas.

A number of factors influence how models are structured within an organization.

In general, the more specific the model, the more powerful it can be for focusing and developing people. However, highly specific models are potentially more costly to develop and maintain. Often, organizations create a core and leadership model to communicate the organization’s mission, vision, and values, and to ensure organizational alignment around key criteria. To provide for more powerful performance development, organizations often create functional and role- or job-based models for highly leveragable areas. Few organizations develop models for all jobs or levels and functions.

Whatever the nature of the model or models developed by an organization, most place a premium on brevity. They typically emphasize between five to 20 important competencies for each model, depending on the application.

**Figure 2: Competency Framework**
In most engagements focusing on competency development, we build models using a process similar to the one in Figure 3. Initially, we spend time with key stakeholders to define needs, outcomes, expected impact, cultural issues and organization context. During this initial engagement phase, we also determine design criteria for the competencies:

- Is the focus on the level, function, or specific roles?
- What is the level of validity required for desired applications (e.g., reduction-in-force, succession planning, or selection applications require more rigor and legal defensibility than development applications)?
- How are models structured (e.g., cluster, length, scaled behaviors, etc.)?

The three primary drivers of an engagement study design are:

- **Efficiency** — the resources required to build the model
- **Buy-in** — the degree of acceptance and ownership required to support widespread application
- **Validity** — the degree to which the models reflect behaviors actually demonstrated by exceptional performers in the organization.

**Figure 3: The Competency Modeling Process**

1. Clarify Organizational Context and Challenges
2. Study Design
   - Analyze Work Role/Processes
   - Gather Data (e.g., Behavioral Event Interviews/Focus Groups)
   - Benchmarking
3. Thematic Analysis
   - Generate development framework and competency profiles
4. Validate Development Framework and Competencies
5. Refine and Implement Competencies
After this initial framing of the engagement, we use existing models within the company and our own extensive database of models to produce a straw man model or models as a starting point. With almost all of our clients, this application of existing excellence profiles along with additional data gathering decreases cost, improves the quality of the models, saves time, and is just as valid and legally-defensible as model-building from scratch.

For engagements requiring significant customization of competencies, we usually conduct semi-structured interviews and/or focus groups of a selected group or groups of top performers and key stakeholders. Typically, we thematically analyze the data generated and then hold an integration session or sessions to generate revised drafts of models. If appropriate for the organization, we often enroll client engagement leaders to participate in the data gathering and analysis process. This increases clarity about and buy-in for the model-building process with internal staff.

Next, we test the models. This is usually accomplished through a validation survey and/or additional focus groups/feedback sessions. To generate an initial approved version of models, we most often present profiles to a key stakeholder group for review and sign off.

After approval, models are then imbedded into specific applications or tools. During this phase of development, we collaborate in designing methods for measuring impact, and for refining and updating models over time. No matter what techniques are applied, we strongly recommend integrating competencies into tools and HCM processes, proactive planning for model updates and tools, and formal measurement of program impact over time.

Applying competencies properly provides an excellent engine for raising the bar, promoting common standards, and integrating HR processes. However, competency development should always be coupled with other implementation strategies such as organization redesign, communication and change management activities, curriculum offerings and coaching programs to make the full impact. Misapplying competencies can actually have a deleterious effect. Too often, models are communicated as cure-alls for a range of performance problems and organizational needs which competencies are not designed to address. In addition, the behavioral approach for developing competencies can be too reductionistic, too limited or too superficial, sometimes cloaking a set of deeper needs. In many situations, organizations need to address culture, strategy, and process issues instead of, before, or in parallel with implementing competencies.

Finally, competency initiatives often fail because models are too long and too detailed or because organizations build resistance by spending too much time and too many resources researching and editing behaviors.

Consequently, organizations fail to provide a simple framework to users in a timely manner. Models that work best follow the 80-20 rule. They provide the 20% of behaviors that drive 80% of excellent performance.
An Integrated Approach To Human Capital Management

Perhaps the most critical truth about competencies for organizations is that they are not ends in themselves. They are simply a means to an end — a set of standards to drive human resource processes. The goal for most organizations is a more satisfied, motivated, productive work force. Increasingly, organizations are concluding that, to develop empowered employees, it is necessary to align and integrate human resource systems. Too often, an organization’s human resource systems have been developed without regard to either business strategy or the issues and opportunities inherent in various HR core processes. The result has been either a poorly focused — or even confused — workforce.

Though competencies were originally developed for assessment training and development efforts, organizations have begun to use competencies in virtually every human resource domain. Competencies can provide the linkage for developing a truly integrated human capital management system. By viewing the entire range of human resource practices as a set of closely related activities, organizations can:

- align human performance systems design with other process improvements or re-engineering interventions
- identify conflicts, synergies, and redundancies among various HR processes
- clarify, communicate, and continuously improve the entire human capital management system.

Figure 4 illustrates how competencies link larger organizational issues and a wide range of human resource practices.
Through the hiring and selection process, organizations can use behavioral-event interviewing techniques and scoring checklists to identify individuals who have the competencies needed to be successful in the organization. In general, the greatest effort is devoted to identifying individuals with competencies in areas considered to be difficult to develop or in areas where immediate success is required.

When integrated into the organization's development and career planning processes, competencies have been used in a wide variety of ways. Competency-based curriculum design has been a mainstream practice for many years. In addition, career planning across bands or roles has been used for many years by many organizations. More recently, competencies have been used to develop initiatives ranging from multi-source feedback and assessment to coaching tools and comprehensive-learning frameworks.

Through the performance management process, organizations can clearly communicate the behaviors important to individual success. They can also help individuals see how well they demonstrate the competencies and develop plans for individual improvement.

Competency-based human resource planning is an emerging area with potential for producing significant improvement in organizational effectiveness. Currently, firms are using competencies primarily in
succession planning (i.e., to “rank” candidates according to competencies for a targeted position); management resource reviews (i.e., evaluating total team talent for strength, vulnerabilities, and development needs); and staffing decisions.

Finally, through the compensation systems, organizations can reward individuals for demonstrating and developing the competencies the organization says are important to success. In other words, the organization can reinforce what it says with some tangible action.

Perhaps the most important distinction between competency-based performance management systems and conventional systems is one of underlying philosophy. Many organizations with conventional performance management approaches focus performance management narrowly on operational goals and/or the steps that lead up to and include performance appraisal. By contrast, organizations that utilize competency-based approaches to performance management are more likely to view performance management as the foundation for a systematic approach to leveraging human resources and as the cornerstone of an overall performance development process that also includes:

• hiring and selection
• team assessment
• development and career planning
• coaching and mentoring
• self-directed team learning
• courseware focused on competency development.

Making Change Happen

While the structure and content of competencies has received significant attention in recent years, organizations have focused less on translation into human capital management applications and implementation strategies. Recent studies by various groups focusing on this topic highlight that competency applications vary widely. Most organizations start with developmental and hiring interventions and progress toward more formal, applications such as performance management, succession planning and compensation.

Our own studies of competency initiatives indicate that successful programs use more integrated approaches to competency implementation, provide tools and job aids to managers and team members, and apply structured change management principles during roll-out. Clearly an individual practitioner can take the initiative to adapt existing competencies as their own standards for assessment and development. However, implementing competencies in multiple applications across an entire enterprise constitutes a large-scale change and requires significant resources and time. In other words, clarifying the critical success factors or competencies required for the success of individuals is a necessary, but not sufficient aspect of organizational transformation.
Individuals and organizations too often focus on defining the specific behaviors that support excellence, neglecting barriers to change such as culture, structural, process and learning systems issues. In practice, six key factors characterize settings that support successful long-term implementation of competencies:

- **Relevance**: Approaches that work answer specific, well articulated, highly felt needs of users, employing tools and approaches that have practical, day-to-day impact. In other words, lasting implementations are "customer"-driven.
- **Alignment**: Competencies are designed that actively support the organization's vision, strategy, and key capabilities. In the most successful settings, they are actively applied to help individuals understand how their own behavior supports vision and strategies.
- **Integration**: Competency initiatives that produce the most significant change are applied systemically across a range of human capital management processes. Impact correlates with the number of applications encompassed in a common framework.
- **Distribution**: Competency standards alone have little impact. They must be actively communicated and highly accessible (often on web portals or within IT applications).
- **Practicality**: Competency models and systems frequently fail because they are too complex or require an unsustainable level of sponsorship or program support. Implementations that work best focus on the development of simple models imbedded in tools that can be applied day-to-day by users with relatively little ongoing support.
- **Acculturation**: Installing competencies should result in a significant, lasting organizational change. Too often organizations define and introduce new standards without a plan for sustainability. Competency programs that work, become part of the culture and the mindset of leaders through repeated application and refinement over a significant period of time (i.e., years not months). Competencies become a philosophy for raising the bar, producing accountability and empowerment and ensuring continuous feedback and development.

As with all large-scale change initiatives, successful implementation of competencies depends primarily on designing and sustaining a consistent process. Failure to make a major impact is frequent. In contrast, initiatives that work consistently include a series of stages and typical activities (see Figure 5). In practice, even effective implementations are never a linear process marked by steady progress. Rather, most competency programs encounter typical stumbling blocks during rollout. Often, initial optimism is followed by sagging commitment in the face of competing priorities. If early adopters are identified and enlisted to apply competencies and if early successes are communicated widely, programs commonly make significant, early impact. Wider effects generally require the support of an organized change team and operational sponsors who bridge inevitable setbacks in application.
The Future: What to Expect

Predicting the future is a risky business, but in this case certain emerging trends seem abundantly clear. We believe that more and more organizations will be implementing competency-based applications, and that organizations with existing models will be looking for more effective ways to deploy them for greater overall impact. The reasons are apparent:

- As organizations get the last ounce of productivity improvement out of business and strategy alignment and process re-engineering, they will need to turn to the asset they have ignored over the past decade — the “human asset” — if they are to gain greater productivity.
- Competency-based human capital management systems have the capacity to actually drive organizational change rather than simply enabling change to take place.

Figure 5: Change Leadership Model

- Competency development provides a useful alternative to the “job progression” that many organizations are seeking as they delayer, broadband, and otherwise de-emphasize structured jobs.
- Competency-based tools offer a more effective method for targeting and leveraging a broad range of self-directed activities that actually produce personal, team, and organizational change.
- Competency-based feedback provides the most tangible, supportive manner for coaches to conduct productive conversations for leveraging strengths and focusing on development needs.

There are some potential obstacles to widespread use, however, that need to be navigated.
• First is the need to streamline the model-building process. In the past, organizations, spent thousands of dollars and countless hours of staff time creating “competency models” without any tools or processes for applying these tools. This is clearly a waste of time and money. For competency-based systems to become more widely used, organizations must be able to develop models faster, and at a fraction of the cost. This is why we often prefer to use its process of rapid model prototyping using established off-the-shelf models and competency management tools. This approach enables organizations to spend the majority of time and effort where it belongs — on tools, processes and implementation.

• Second, effective practices for implementing competency-based systems must be developed. Too often, models are not translated into practical applications that can be sustained over time. Simple, user-friendly tools must provide help for managers and individuals with their day-to-day human resource problems and opportunities.

These obstacles are being overcome as more and more organizations develop and implement competency-based human resources systems. We see competency use expanding significantly over the next decade, especially as organizations become more aware of best practices and see the power of using competencies as an integrating vehicle for all human capital management systems.
HCM Products and Services

**Competency Model Building**

Our approach to competency model building effectively links behavioral success criteria to an organization’s strategy, culture, HR applications, evaluation processes and metrics.

We generally start the model-building process by accessing competencies in our library of validated competency frameworks based on 25 years of behavioral and systems research. Depending on the level of desired customization, we use various methodologies to develop a valid success profile.

We can also transfer the technical capabilities for competency model development to our clients through our Interviewing and Model-Building Workshop. This workshop helps practitioners and managers learn the fundamentals of behaviorally-anchored interviewing techniques and thematic analysis.

**Six Sigma Leadership**

Six Sigma methods represent a very significant advance in the application of quality principles to produce business impact. For many companies, these quality techniques have had a profound impact on business results because they represent a more systemic and systematic approach. We provide services that integrate critical leadership development best practices into Six Sigma initiatives.

Our range of services are designed to help organizations enhance the impact of Six Sigma initiative through enhancing program-specific leadership. The primary deliverables we provide include:

- Program design and change enablement services,
- Competency-based development for all Six Sigma roles (e.g., course modules; performance development toolkits; assessment, development planning and performance management solutions),
- Web-based support and learning resources (e.g., on-line, self-service resources).
- Design and delivery of Six Sigma metrics applied to Six Sigma programs.

**Hiring and Selection**

Hiring and selecting the right people for positions within organizations represents one of the highest impact HR interventions. This consulting service offering focuses on designing and implementing the criteria, the process, and the supporting tools and training to help organizations maximize role-person fit.

In many engagements, we not only develop the interview process and guidelines, but also create overall approaches to hiring and selection (e.g., campus hiring strategies, talent pipeline development, new hire assimilation) and provide the rollout training.

We also provides a specific workshop for recruiting and hiring managers - Hiring Right Every Time - that helps hiring managers master best practices for hiring and selecting employees. This one- or two-day workshop provides practical approaches for successfully integrating and using competency interviewing techniques and tools for collecting and analyzing interview data.
Assessment and Development Planning
Schoonover Associates and Salary.com help organizations maximize their human assets by providing objective, competency-based assessment services. We help organizations fulfill their assessment needs by developing assessment criteria, defining the process, and supporting appropriate gap analysis and development planning.

We provide a range of role/person assessments including:

- Self and manager assessment (assessing an individual for coaching purposes and development planning).
- 360º assessment (assessing an individual using multi-rater feedback).
- Workforce assessments (assessing employees against roles to identify workforce development issues).
- Succession planning (assessing multiple high potential employees against particular roles/criteria in order to make better decisions around talent).

Career Development
We have developed a range of tools, techniques and training to aid in successful career development processes and programs.

Through years of research, we have determined that excellent career planning applies three kinds of criteria in concert:

- Role-specific competencies: Success factors that focus on what the organization wants from an individual.
- Preferred competencies: Attributes that represent those skills and abilities that an individual excels at and enjoys performing at the same time. In other words, these success criteria focus on what an individual -- not the organization -- wants to do.
- Life values: Criteria that focus on the characteristics of an individual’s total work environment. They focus more on the elements that support an individual's emotional or spiritual satisfaction (such as how a work setting supports friendship, service, creativity, wealth, etc.).

In our consulting practice we frequently design and implement entire career systems. Typical projects range from application of off-the-shelf competencies in a generic planning process to highly-customized approaches using organization-specific competencies and techniques such as online toolkits and assessments.

Succession Planning
An important part of creating effective leadership in organizations is related to building a pipeline of excellent performers. However, succession planning and talent management vary widely in practice.
We help organizations design and implement succession planning and talent management programs focusing on goals, such as:

- Development and replacement of key leaders.
- Clarification of key positions and the criteria required to fulfill them.
- Generation of a talent pipeline to fill key positions.
- Specification of leaders’ strengths and experiences to accelerate leadership growth of individuals and a total talent pool.
- Offering learning and development experiences to accelerate leadership growth of individuals.
- Building a value proposition to motivate and retain key talent.
- Development of the leadership success criteria and practices to generate the talent required to meet business strategies.
- Generation of a program to manage the leadership talent pool most efficiently (including who to retain; who to release; how to streamline structures and processes, etc.).

**Performance Management Systems Design and Implementation**

Our approach to performance management aligns an organization’s business strategies, goals and culture requirements with its employees’ performance standards and objectives. Our approach involves designing and implementing a consistent process that includes goal and standard setting, ongoing assessment of strengths and vulnerabilities, development and career planning, coaching and feedback, and appraisal.

Our typical engagements generally involve many or all of the following steps:

- Developing a consistent approach to goal and standard setting and performance planning
- Developing organizational competencies/values
- Aligning individual and team goals and objectives with the organization’s goals and strategies
- Providing a focused, objective process for planning, coaching, feedback and appraisal
- Providing links to:
  - Learning and development
  - Career development
  - Succession planning
  - Compensation
  - Improve employee productivity, satisfaction and retention

Automating the process, through our performance management software – TalentManager™ that automates the workflow, generates reports, and analyzes organizational performance strengths and vulnerabilities.

Supporting the process through a series of training modules related to performance development and coaching.
Strategic Human Resource Planning

Mobilizing and managing human assets has become one of the most critical factors for organizational success. Our experience and research indicates clearly that maximizing the contribution of all team members requires a systemic approach that relies on three characteristics:

- Alignment of individual and team behavior and goals with organization values and strategies
- Integration of human asset applications into a common set of processes based on common success criteria
- Distribution of accountability and learning using enabling tools and technology

We help organizations both define and augment their human resource strategies through activities such as:

- Creating a vision, values and supporting competencies.
- Developing a core people strategy.
- Generating a goal-setting approach.
- Creating talent identification and pipelining processes.
- Producing a human assets management approach (i.e., ensuring availability, mobilization and development of the right people for the right projects and/or positions).
- Developing processes, tools and support materials to create a learning organization.
- Integrating the core human asset management applications (e.g., hiring/selection, assessment, development, learning and performance management) into a common process.

Learning and Development

We develop approaches to learning and development that focus on aligning learning with business and human resource strategies, creating curricula that significantly improve performance, linking learning to day-to-day activities and key experiences, and providing highly accessible, self-directed learning opportunities, including online learning portals. We provide both off-the-shelf and customized learning solutions.
About the Author

Dr. Stephen C. Schoonover is Vice President of Professional Services at Salary.com. He is a graduate of Harvard College and Harvard Medical School and was a board-certified practicing psychiatrist and Harvard Faculty member for more than 15 years. He taught in Harvard’s department of psychology and currently teaches courses at Kellogg School of Management. Over the past 25 years, Dr. Schoonover has managed consulting firms specializing in executive coaching, developing leadership programs and installing competency programs with a range of Fortune 100 companies.

Dr. Schoonover and his associates use their extensive consulting experience in competency development, leadership and career development and performance management to help clients design and implement human asset management programs that produce high-performing, adaptive workforces and deliver superior results.

For the past 25 years, Dr. Schoonover has designed and implemented performance development systems and pioneered the development of a competency-based leadership framework. He has delivered successful competency consulting engagements for leading Fortune 100 companies such as GE, Lockheed Martin, HP, Oracle, EDS, Raytheon, Tyson Foods, Freddie Mac, PWC, Accenture, Ernst & Young, GAP, Merck, and Johnson & Johnson.

Dr. Schoonover is a renowned authority on competency-driven human capital management and has published several key studies, including Competency-Based HR Applications: Results of a Comprehensive Study in partnership with the Society for Human Resource Management and Arthur Andersen; a study for the Society for Human Resource Management on human resource competencies “Human Resource Competencies for the Year 2000: The Wake Up Call” published by SHRM and it’s companion piece Human Resource Competencies for the Year 2000: A Professional’s Toolkit for Performance Development.

As of January 2008, Dr. Schoonover and the Schoonover associates team joined Salary.com to form the Human Capital Management (HCM) Consulting Practice.
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