

Core Competencies in Community Development



THE FEDERAL RESERVE BANK OF RICHMOND
RICHMOND ■ BALTIMORE ■ CHARLOTTE





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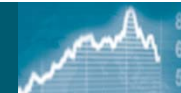
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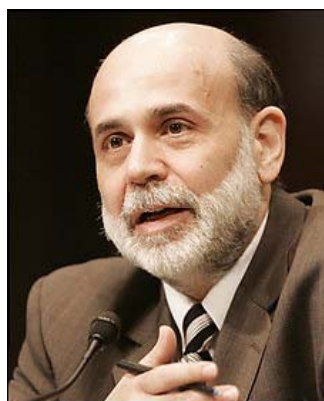


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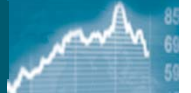
Chris Klepnis - Bloomberg

or the Federal Reserve System.



Susan Walsh - AP Wire Service





Community Affairs

- Function explicitly created in 1984
- Supports the economic growth objectives of the Federal Reserve Act of 1911
- Identifies and addresses a broad spectrum of challenges confronting low- and moderate-income communities in the Federal Reserve's Fifth District
- Works with financial institutions, public and private organizations, and community leaders
- Offers innovative strategies and technical assistance grounded in practical experience and applied research

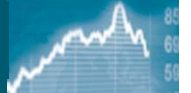




Strategic Areas of Focus

- Develop leadership and capacity in the community development industry and targeted communities
- Stabilize and revitalize communities impacted by foreclosures
- Strengthen community development banks and other CDFIs
- Inform consumers about new financial innovations and their benefits and risks
- Promote fair, impartial and increased access to credit.

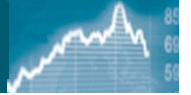




Leadership and Capacity Building in Virginia

- Emerging Leaders Luncheons
- Workforce Planning Workshop
- Core Competency Workshop
- Succession Planning Workshop
- Survey of Emerging Issues and desired products

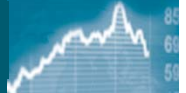




Human Resources Partnership with CAO

- To support organizational capacity building efforts
- To provide ideas and thought frameworks to local leaders
- To provide cross-training and development opportunities

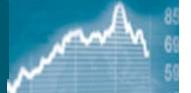




Sample Workforce Model



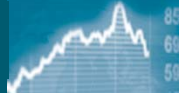
Business Goals and Strategies	High Impact & Mission Critical Positions	Growth, Attrition, Promotion, Retention Data	Recruiting, career planning, and external demographic trends	Plans to fill gaps
<p>What are the biggest people challenges created by your function's business strategy?</p> <ul style="list-style-type: none"> -attracting the right people -retaining people -developing them -managing individual performance 	<p>What specific talent groups or roles will be critically important to achieving this strategy?</p> <p>What new kinds of talent will be needed in the future?</p>	<p>What movement do you anticipate in & out of these critical jobs?</p> <p>What changes do you foresee in the next 3-5 years impacting the type of talent you will need?</p>	<p>How will you obtain the knowledge, skills, talent needed in the next 3-5 years?</p> <ul style="list-style-type: none"> -develop internally (build model) -recruit externally (buy model) <p>What does market and trend data say about availability of these skills in the labor market?</p>	<ul style="list-style-type: none"> -Design career development plans -Implement succession and leadership development programs -Build name recognition and employment brand for recruiting -Implement robust training and external recruiting programs



Core Competencies

- Describes and measures behavioral choices
 - Sometimes a person knows how to act in the best way.
 - Sometimes not.
 - Sometimes you need to learn.
 - Sometimes chooses to act contrary to his/her knowledge about appropriate behavior

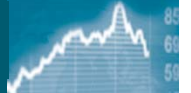




The Process of Identifying Competencies

- Small group representing a wide range of community development organization types, sizes and sectors.
- Identified long list of critical “must Have” competencies
- Pared this list down and created new competencies by consensus

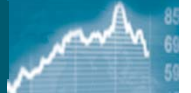




Core Competencies for Community Development

- Community Focus
- Integrity/Trust
- Perseverance
- Problem-solving
- Strategic Agility





Community Focus

- Skilled: Demonstrating deep respect and true listening for the needs of all the people in the community, seeing the breadth of an issue and taking actions to gain participation of all people who would benefit from the services
- Overskilled
 - May make too many exceptions and not form consistent policies, practices, and processes for others to learn and follow
 - May have flounder or freeze when facing serious conflict
- Underskilled
 - May not make the first move – won't meet and get to know customers
 - May not listen well to customers, may be defensive

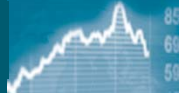




Integrity and Trust

- Skilled: Being reliable with words and deeds in functional, conscientious alignment
- Overskilled:
 - May go to battle based on beliefs and values when not appropriate
 - May be overly sensitive to situations he/she sees as litmus tests of principles, values and beliefs
- Underskilled:
 - May hedge or not take a stand
 - May not walk his/her talk and be seen as inconsistent

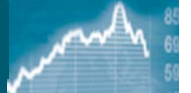




Perseverance

- Skilled: Sticking to the course in a pursuit of a worthwhile effort – doing the right thing
- Overskilled
 - May stick to efforts beyond reason, in the face of overwhelming odds and evidence to the contrary
 - May not set appropriate priorities
- Underskilled
 - Gives up too soon or moves on to something that's going better
 - Slow to act on opportunity
 - May not be motivated; may be bored or burned out

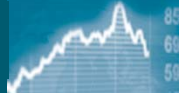




Problem Solving

- Skilled: Defining the problems, exploring all viable options and implementing effective solutions
- Overskilled
 - May make things overly complex
 - May do too much of the analysis personally
- Underskilled
 - Not a disciplined problem solver; may be stuck in the past, wed to what worked before
 - May get impatient and jump to conclusions too soon

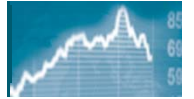




Strategic Agility

- **Skilled:** Disciplined decision-making combined with continuous sensing and response capabilities that is able to flexibly adapt to any contingency
- **Overskilled**
 - May overdevelop or depend on business knowledge and skills at the expense of personal, interpersonal, managerial and leadership skills
 - May be seen as manipulative, untrustworthy
- **Underskilled**
 - Lacks the perspective to pull together varying elements into a coherent strategic view
 - May have narrow experience and not be knowledgeable of business and world events

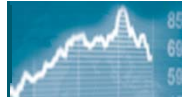




Implementing Competencies

- Recruitment
- Performance management
- Staff development

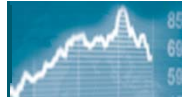




Using Competencies for Recruitment

- Know your audience/the market
- Communicate the features and benefits of the industry
- Behavioral interviewing around core competencies
- Maximize job descriptions
- Be easily found and recognized as an Employer of Choice.
- Networking

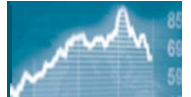




Using Competencies for Performance Management

- During orientation and onboarding
- Creating an inclusive environment which recognizes that everyone has a unique context
- Sharing information about competencies with staff members: work plans, development plans, board recruitment, etc.
- Employee engagement – what would motivate someone to become more skilled in strategic agility?
- Leverage your resources and prioritize opportunities

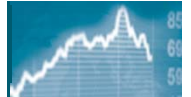




Using Competencies for Staff Development

- Have meaningful conversations regularly using the core competencies as an opening and way to depersonalize feedback
- Incorporate the competencies into individual development plans which, in addition to performance plans, should have measurable goals and management
- Encourage action learning and innovation to happen on a daily basis around the competencies
- Encourage the individual to use the competencies as a springboard for seeking guidance in mentorship and/or coaching relationships
- Rewards, Recognition and Incentives





Real World Implementation at Homeward

- The competencies
 - Community Focus
 - Integrity/Trust
 - Perseverance
 - Problem Solving
 - Strategic Agility
- Recruitment
- Development
- Management



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