

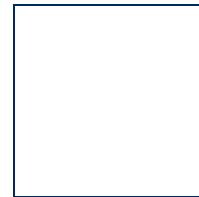


Core Competencies in Community Development



**Governor's Housing Conference
November 19, 2009**

- Courtney Mailey, FRBR Regional Community Development Manager**
- Keri Ellison, FRBR Talent and Organizational Development Consultant**
- Lee Householder, ElderHomes Executive Director**
- Mary Kay Huss, Better Housing Coalition Property Management Vice President**



THE FEDERAL RESERVE BANK OF RICHMOND
RICHMOND ■ BALTIMORE ■ CHARLOTTE



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 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 and 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 and out of these critical jobs?</p> <p>What changes do you foresee in the next 3-5 years that will impact 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 a person needs to learn
 - Sometimes a person chooses to act contrary to his/her knowledge about appropriate behavior





The Process of Identifying Competencies

- Small group representing a cross section 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:** Demonstrates deep respect and true listening for the needs of all the people in the community, sees the breadth of an issue and takes action to gain participation of all people who would benefit
- **Overskilled**
 - May make too many exceptions and not form consistent policies, practices, and processes for others to learn and follow
 - May 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: 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: Sticks 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: Defines the problems, explores all viable options and implements 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

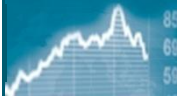




Strategic Agility

- **Skilled:** Disciplined decision-making combined with continuous awareness and responding capabilities; able to adapt appropriately to contingencies
- **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

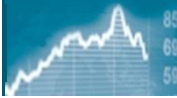




Using Competencies for Performance Management

- 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 - use the core competencies as a 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 Better Housing Coalition

- Recruitment
 - Incorporating into interview process
- Development
 - Incorporating into job competency analysis
 - Incorporating into individual development plans
- Begin to use the language of competencies at the senior staff level and then further in organization





Real World Implementation at ElderHomes

- Explaining the competencies
 - Community Focus
 - Integrity/Trust
 - Perseverance
 - Problem Solving
 - Strategic Agility
- Performance Management



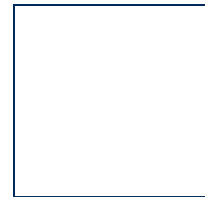
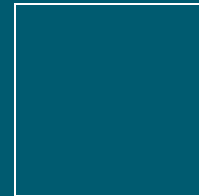
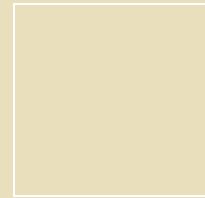


Real World Implementation at RCDA

- Re-energizing committees with the competencies
 - Community Focus - formerly Marketing
 - Integrity/Trust - formerly Executive Committee
 - Perseverance - formerly Governance Committee
 - Problem Solving - formerly Member Services
 - Strategic Agility - formerly Advocacy
- Recruiting for committees
- Developing the organization—sets a new tone for the organization that has just come out of a visioning process



Courtney Mailey
Regional Community Development Manager
Office of Community Affairs
(804) 697-8778
courtney.mailey@rich.frb.org



THE FEDERAL RESERVE BANK OF RICHMOND

RICHMOND ■ BALTIMORE ■ CHARLOTTE