SU412
Keys to An Amazing
Competency Based Training Program
Introductions

Joe McClary
- Chief Executive Officer, International Association for Continuing Education and Training (IACET)

Jennifer Naughton
- Principal & Founder Naughton Consulting

Dr. Manny Straehle
- President & Founder (AERE) Assessment, Education & Research Experts
Presentation Outcomes

- **Analyze** CBL and its benefits
- **Recognize** the best conditions for CBL
- **Identify and apply** best practices via the IACET Standard for CBL
- **Recognize** a quality competency model based upon the IACET Standard
- **Improve** the confidence of attendees to implement a CBL program
How confident are you?

- If you had to implement a quality competency based learning program today, on a scale from 0 to 5 with 0 being the least confident, how would you currently rank your confidence in your knowledge of CBL to do so?
What is Competency Based Learning?

Learning events with the goal of mastering specific pre-determined individual knowledge, skills, attitudes, and/or other characteristics required to meet a specific standard/proficiency.
## Competency Based Learning

<table>
<thead>
<tr>
<th>Assess</th>
<th>Crs 1</th>
<th>Crs 2</th>
<th>Crs 3</th>
<th>Crs 4</th>
<th>Crs 5</th>
<th>Crs 6</th>
<th>Crs 7</th>
<th>Crs 8</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**LEARNER 1**

**LEARNER 2**

**COMPETENCY**

**LEARNING GAP**

**Full Competency**
Competency Based Learning (CBL)

- Trading clock hours for competency
  - CBL in Academia
  - CBL in Training
  - CBL in Professional Education
- Micro-learning, MOOCs, previous work experience
- $aving$ is a driving force
- IACET’s Standard for Competency Based Training
Other characteristics of CBL?

<table>
<thead>
<tr>
<th>Competency Based Learning</th>
<th>Traditional Training Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieves outcomes and demonstrates mastery</td>
<td>Earns credit through attendance</td>
</tr>
<tr>
<td>Achieves competency through a variety of informal and formal learning activities</td>
<td>Attends classes</td>
</tr>
<tr>
<td>Focus is on specific outcomes</td>
<td>Focus is on the subject matter</td>
</tr>
<tr>
<td>Learner-centered</td>
<td>Instructor-centered and lecture-centered</td>
</tr>
<tr>
<td>Self-paced</td>
<td>Time-based</td>
</tr>
<tr>
<td>Frequent use of technology-enabled solutions</td>
<td>Frequently classroom based</td>
</tr>
</tbody>
</table>
How did IACET develop the CBL keys and Standard?

1. Identified the need from providers and other stakeholders
2. Hired the best consultants
3. Sought out the best thought leaders and practical practitioners
4. Formed consensus in a series of virtual and onsite meetings
<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thelma Michelle Moore, MA</td>
<td>Michelle Moore Consulting</td>
</tr>
<tr>
<td>Phillip Tanzilo, MBA, CPLP</td>
<td>Phillip Tanzilo, Inc.</td>
</tr>
<tr>
<td>Ruth Moskowitz, Ph.D.</td>
<td>Development Dimensions International</td>
</tr>
<tr>
<td>Jennifer Naughton, MA</td>
<td>Naughton Consulting</td>
</tr>
<tr>
<td>Cathy Stawarski, Ph.D</td>
<td>Booz Allen Hamilton</td>
</tr>
<tr>
<td>Manny Straehle, Ph.D.</td>
<td>AERE</td>
</tr>
<tr>
<td>Teri Laliberte, MA</td>
<td>IACET</td>
</tr>
<tr>
<td>Joseph McClary, Ed.S. CAE</td>
<td>IACET</td>
</tr>
<tr>
<td>Deborah Covin Wilson, MS, CPLP</td>
<td>Covin Wilson Associates</td>
</tr>
<tr>
<td>Name</td>
<td>Organization</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>Dr. William “Bill” Rothwell, Ph.D.</td>
<td>Rothwell &amp; Associates/Penn State University</td>
</tr>
<tr>
<td>Darin Hartley, M. Ed. CPLP</td>
<td>Building Industry Consulting Services International</td>
</tr>
<tr>
<td>Elaine Biech, CPLP</td>
<td>ebb Associates Incorporated</td>
</tr>
<tr>
<td>Dr. Patti Phillips, Ph.D</td>
<td>ROI Institute</td>
</tr>
<tr>
<td>Dr. Manny Strahle, Ph.D</td>
<td>AERE</td>
</tr>
<tr>
<td>Joe McClary, Ed.S., CAE</td>
<td>IACET</td>
</tr>
<tr>
<td>Jennifer Naughton, MA Ed, SPHR</td>
<td>Naughton Consulting</td>
</tr>
</tbody>
</table>
## CBL Standard Business Advisory Taskforce

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Irving Brown</td>
<td>Siemens</td>
</tr>
<tr>
<td>Daryl Lim</td>
<td>CET Global (Singapore)</td>
</tr>
<tr>
<td>Marie Martin</td>
<td>Chevron</td>
</tr>
<tr>
<td>Kris Newbauer</td>
<td>Rotary International</td>
</tr>
<tr>
<td>Sandra Schwarz</td>
<td>Emerson</td>
</tr>
<tr>
<td>Thomas Yeo</td>
<td>CET Global (Singapore)</td>
</tr>
</tbody>
</table>

---

![Dr. Irving Brown](image1.png)
![Daryl Lim](image2.png)
![Chevron](image3.png)
![Kris Newbauer](image4.png)
![Sandra Schwarz](image5.png)
![Thomas Yeo](image6.png)
What’s the value of a standard?

Leveraging a research-based standard helps organizations to:

- Quality
- Reliable
- Safe
- Reduce Costs
- Streamline
- Drives Innovations
# IACET CBL Standard

## Categories – “The Keys”

<table>
<thead>
<tr>
<th>Category 1: Provide Organization, Responsibility, and Control</th>
<th>PROVIDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 2: Provide Learning Environment and Support Systems</td>
<td>DESIGNER</td>
</tr>
<tr>
<td>Category 3: Analyze Needs</td>
<td>FACILITATION</td>
</tr>
<tr>
<td>Category 4: Define Competencies</td>
<td>LEARNER ACHIEVEMENT</td>
</tr>
<tr>
<td>Category 5: Define Learning Outcomes</td>
<td></td>
</tr>
<tr>
<td>Category 6: Provide Content and Instructional Requirements</td>
<td></td>
</tr>
<tr>
<td>Category 7: Facilitate Learning</td>
<td></td>
</tr>
<tr>
<td>Category 8: Assess Learner Achievement</td>
<td></td>
</tr>
<tr>
<td>Category 9: Evaluate the Program</td>
<td>PROGRAM IMPACT</td>
</tr>
</tbody>
</table>

---

![IACET Logo](https://example.com/IACET_Logo.png)
CBL Case Study
1. Provide Organization, Responsibility, and Control
   - refers to the provider’s institution

2. Provide Learning Environment and Support Systems
   - refers to the systemic support provided by the stakeholders
3. **Define Competencies**  
   - identifying desired performers

4. **Analyze Needs**  
   - pinpointing gaps

5. **Define Learning Outcomes**  
   - clarifying the on-the-job desired performance targets

6. **Provide Content and Instructional Requirements**  
   - instructional content and media targeted to outcomes
Create the competency model

- Identify high performers for rapid workshop
- Brainstorm the categories (100,000 ft level of what high performers do)
- Unpack each category into the tasks they do (10,000 ft level)
- Describe the behaviors at various levels of proficiency (1,000 ft level)
- Select the target minimum level of proficiency
Assessment methods

- Self-assessment
- Manager assessment
- Team assessment
- Data-based assessment (360 / 180)
- Work samples and quality reviews

Behavioral examples provide you with the best chance of unbiased assessment
Activity

- What methodologies have you used in your organization to define and/or assess competencies?
7. Facilitate Learning
- Refers to the steps taken by the learners to use the content and media to achieve the identified learning outcomes
8. Assess Learner Achievement
- Refers to the question:
Did the individual learn such that he or she closed the measurable gap?
9. Evaluate the Program

➢ Refers to two key questions:

1. Is the program relevant to the job?
2. Did learners build the competencies needed for success on the job?
Final Questions

- What final questions do you have?
- What were your key takeaways?

These can be recorded on your handout.
How confident are you?

- If you had to implement a competency based learning program today, on a scale from 0 to 5 with 0 being the least confident, how would you currently rank your confidence in your knowledge of CBL to do so?

1. Open browser
2. Go to www.slido.com
3. Enter code #Q905
IACET CBL Standard

- To promote and advance the IACET 1-2018 Standard for Competency Based Learning we need:
  - People or organizations familiar with CBL to contribute to blog posts, webinars, educational events involving CBL.
  - Find out more or signup at IACET.org/CBL
Questions?

Joe McClary
- Joe@iacet.org

Jennifer Naughton
- Jennifer@Naughtonconsults.com

Dr. Manny Straehle
- Manny@aerexperts.com
Feedback Counts!

Your feedback helps ATD continue to provide top-notch educational programs that help you stay on top of a changing profession.

Evaluations forms for this session are available via the mobile app and at the following link: [http://www.atdconference.org/attendees](http://www.atdconference.org/attendees).