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@inproceedings{Spencer1993CompetenceAW, title={Competence at Work: Models for Superior Performance}, author={L. Spencer and Signe M. Spencer}, year={1993} }

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This early work on competency modeling describes the McClelland/McBer job competence assessment (JCA) methodology that heavily influenced much of subsequent practice.

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Common competencies - relate to certain jobs. For example, in management roles common competencies may include strategic awareness, leading a team and managing team performance. Technical or job specific competencies - apply to certain roles or a ' job-family ' or ' job function ' within the organisation. They outline any technical expertise required and assess the depth and breadth of that skill and knowledge.

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## [Competence at Work: Models for Superior... book by Lyle M ...](#)

The ARZESH Competency Model (2018): Competency is a series of knowledge, abilities, skills, experiences and behaviors, which leads to the effective performance of individual's activities. Competency is measurable and could be developed through training. It is also breakable into the smaller criteria.

## [Competence \(human resources\) - Wikipedia](#)

3.0 out of 5 stars Classic in the History of Competency Modeling. Reviewed in the United States on February 26, 2009. This early work on competency modeling describes the McClelland/McBer job competence assessment (JCA) methodology that heavily influenced much of subsequent practice. Readers of Lyle and Signe Spencer's book will gain an historical perspective on current competency work in human capital and organizational psychology.

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