COMPETENCY ASSESSMENT:
TAILORED FEEDBACK TO IMPROVE EMPLOYEE PERFORMANCE

One of the most important roles a supervisor has is ensuring each employee has skills needed for success. At HUD, employees self-evaluate their skills annually to determine both areas of strength and for growth. Supervisors then provide employees with comprehensive reviews. Often, there is a discrepancy between the supervisor's rating of an employee and the employee's personal assessment. This discrepancy is referred to as a skill gap. HUD assesses such skills gaps to assist supervisors in tracking employee growth.

What was the Challenge?

Management and storage of paper-based skill gap assessments used to occur in an ad hoc manner. HUD did not maintain a central repository of skill gap assessments that supervisors could reference as employees advanced and transferred to different Departmental offices. This lack of tracking limited the usefulness of assessments for tracking employees' growth and capabilities.

What was the Solution?

In September 2019, HUD launched its automated Competency Assessment & Training Tool (CATT). The CATT is used to manage and store skill gap assessments in a central, Microsoft SharePoint-based repository. The Tool digitalizes the skill gap assessment process while providing supervisors and employees access to their full history of reviews. Additionally, the CATT stores individual and aggregate skill gap data for managers to use when determining HUD's training needs.

What were the Results?

The CATT allows supervisors and employees to better track the evolution of their skills throughout their HUD careers.

Benefits of the Competency Assessment & Training Tool (CATT) include:

- *Faster completion of skill gap assessments* - HUD expects the CATT to noticeably reduce the amount of time spent determining workforce capabilities.
- *The discontinuation of paper-based recordkeeping* - Supervisors and employees' skill gap assessments, along with associated trainings, are now digitally tracked via a central repository.
- *Smoother recordkeeping of employee development* - Completion certificates for employees' trainings are automatically uploaded into the CATT.
- *Individualized skill gap data* - Employees and managers can now track their individual skill gap data to identify where to best focus training efforts.
- *Aggregate skill gap data* - Managers can now use data to identify workforce trends from the Departmental level down to their immediate teams when making training decisions.

Future Steps

The CATT is one of what HUD plans to be many examples of successful process improvement projects. It demonstrates the Department's commitment to ensuring employees are fully equipped to achieve HUD's mission. HUD will continue to prioritize process improvement projects that enable employees to focus on mission-critical work, instead of administrative recordkeeping.