Competency in the City

National Association of Community Development Extension Professionals (NACDEP)

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Priority

A National Framework for Urban Extension
A Report from the National Urban Extension Leaders
December 2015 (Original Report, September 2015)

How Extension attracts, develops, retains, and structures competent individuals and teams for urban communities

Strategic Analysis: Personnel
• Similar core set of competencies as Extension professionals in other geographic settings +
• Intensified degree to which a variety of personnel apply related competencies
So... What’s Different for Extension Personnel Working in the City?

Your Experience, Observations, Research, Imagination,...
Today’s Focus

• What’s Unique About the City?
  • And the personnel connection

• Who’s Working/Influencing Work in the City?

• Competencies:
  • Individual/Team/Organizational
  • Identify, Develop, Assess, Recognize

• So What?

THE OHIO STATE UNIVERSITY
College of Food, Agricultural, and Environmental Sciences

NACDEP
National Association of Community Development Extension Professionals

NATIONAL URBAN EXTENSION LEADERS
What’s unique about cities?

<table>
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<th>Demographics</th>
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<td>Person Reflect Constituency</td>
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Personnel Reflect Constituency
What’s unique about cities?

Complexity

Retain Personnel in Competitive Environment
What’s unique about cities?

Urban-Suburban-Rural Interdependencies

Connected Personnel
What’s unique about cities?

Percent of Personnel Per Capita

Number and Types of Human Resources
Personnel:  
Who’s Working/Influencing Work in the Cities?

• Types of Positions: Urban Extension individuals and teams
  • Administrators (county, regional, state)
  • Educators
  • Program Personnel (assistants, coordinators, directors)
  • Project Personnel (full-time, part-time, term, temp., virtual)
    • Specialists, engaged scholars (faculty, students – intern, capstone/studio, service, …)
    • Support units (Admin, Professional Develop & Evaluation, Grants/Contracts, Advancement, HR, business office, Communications)
  • Consultants/hot shots
  • Other

• Volunteers
Competency

• To attract, develop, retain, and structure competent Extension individuals and teams for urban communities… start with COMPETENCIES

• Competency: a set of observable performance dimensions, including:
  • Individual knowledge, skills, attitudes, and behaviors (KSAO, Mirable, 1997)
  • Collective team processes & organizational capabilities (Athey & Orr, 1999)

• Core Competencies

• Competency Model: collective set of competencies that define the requirements for effective performance in a specific job, profession or organization (Campion, Fink, Ruggeberg, Carr, Phillips, & Odman, 2011)
Competency: Foundation

McClelland 1973 (Individual)
Prahalad & Hamel, 1990 (Organizational)
Competencies/Models: Extension

• Developing a Competency Model for a 21st Century Extension Organization (Cochran, 2009)
Competencies/Models: Extension

• The Skills and Attributes of 21st Century Extension Professionals (Hibberd, Blomeke, & Lillard, 2013)

https://learn.extension.org/events/1073
Competencies/Models: Extension

- Others: **Program Specific** (FCS, 2015), Competency Specific
  
  [http://repository.lib.ncsu.edu/ir/bitstream/1840.16/6495/1/etd.pdf](http://repository.lib.ncsu.edu/ir/bitstream/1840.16/6495/1/etd.pdf)
Competencies/Models: Extension

Components of The Foundations of Practice

1. Understanding Communities and Their Dynamics (Offered through IP video.)
2. Developing Successful Community Initiatives (Offered in a 3-day workshop Nov. 1-3, 2006.)
3. Areas of Specialization and Emphasis (Offered through various regional workshops, web site, interest groups.)
Competency-based Human Resource applications represent an integrated framework for maximizing the human capital of an organization (Moutlon, 2003).

http://pde.osu.edu/competencyModel
Competencies/Models: Faculty & CED

- **State Specific** Application Examples: University of Florida Competency Assessment and Professional Development Plan
  
  [http://pdec.ifas.ufl.edu/prof_dev.shtml](http://pdec.ifas.ufl.edu/prof_dev.shtml) (urban needs assessment)
  
  (Amy Harder, NAEPSDP Recording) [www.youtube.com/watch?v=N2w7cdZ7zH0](https://www.youtube.com/watch?v=N2w7cdZ7zH0)
# Initial Competency Review

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<tbody>
<tr>
<td><strong>Personal</strong></td>
<td>Continuous learning, Flexibility and change, Professionalism, self-direction</td>
<td>Personal standard of excellence</td>
<td>Professionalism</td>
<td>Professionalism, Organizational Skills</td>
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<tr>
<td><strong>Interpersonal</strong></td>
<td>Communication, Diversity, Interpersonal relationships, Teamwork and leadership</td>
<td>Communication, Diversity, Teamwork</td>
<td>Communication</td>
<td>Public Relations</td>
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<tr>
<td><strong>The Business of Extension</strong></td>
<td>Customer service, Knowledge of Extension, Resource management, Technology, Problem-solving</td>
<td>Extension program &amp; teaching, Subject expertise, Translate research results</td>
<td>Program planning, development, evaluation</td>
<td>Program planning, execution, evaluation</td>
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<td><strong>Areas of Expertise</strong></td>
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<tr>
<td><strong>Other</strong></td>
<td></td>
<td>Entrepreneurial Spirit</td>
<td>Competency-specific</td>
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Competencies/Models: Urban Extension

• Urban Extension Competencies: Further Study
  • Literature
    • Ritsos & Miller, 1985, Survey research (categories and subcategories)
    • NUEL Endnote File – literature gathered Western Center (next step review)
  • DACUM: (Developing a Curriculum), job analysis with eXtension/Eduworks
  • Position Description Review (similar to 21st Century Approach)
  • Key Informant Interviews

• Competency Importance/Levels (based on type of position & urban setting)
• FYI Approach (+7 competencies based on unique context)
• Resources: HR Tools for Integration, Professional Development
So What? Quick Review

• What’s Unique About Extension Personnel the City?
  • Demographics – Personnel Reflect the Constituency
  • Complexity – Retain Personnel in a competitive environment
  • Urban-Suburban-Rural Interdependencies – Connotated Personnel
  • Percent of personnel per capita - Number and Toes of Human Resources

• Who’s Working/Influencing Work in the City?
  • Variety

• Competencies
  • Foundation, Extension-Specific, Program-Specific, Urban

• So What?
  • Integration into your work
So What?
Reflection: Focused Follow-up

- Integration into your work
- Types of positions
- Individual, Team, Organizational Competencies
- Identify, Assess, Develop, Recognize
- Unique City Dynamics: Urban-Suburban-Rural
- Other
So What?
Value to individuals, state groups, Extension CD

• Regardless of priorities, the effectiveness of the Extension programs greatly depends on the delivery approach and competencies of the Extension agent (Rasmussen, 1989).

• The answer to whether CES will stay important, in major part, lies within the competency of each of the Extension professionals (Bull, Cote, Warner, & McKinnie, 2004).
Want to know more…?

- Webinar, July 21, 2016, 3:00p.m., [http://metroextension.wsu.edu](http://metroextension.wsu.edu)
Contact & Resources

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http://cityextension.osu.edu/conferences