

American Express: Refining Global Competency Models and Competency-based HR Applications

Start - Completion Date (Status): 2003 – 2007 (ongoing)

Intended Results

American Express has recently been engaged in efforts to revise and revitalize their global competency models across multiple job bands. Objectives included:

- Align functional and job family specific competency models with the current leadership competency models and the AXP Corporate Values.
- Ensure the relevance across all Associate positions worldwide.
- Support competency-based HR applications, helping to improve employee development, as well as the targeted hiring and promotion of the best available talent.

Following the success of these initial initiatives, AXP has engaged ePredix/PDRI in a continuing series of engagements to update, validate, and apply the competency models in response to a variety of business needs. By doing so, AXP ensures the usefulness and vitality of the competency models in meeting identified business needs.

Achieved Results

In 2003, new leadership competency models were developed for Bands 45+ and Bands 30-40. In 2004, American Express (AXP) and ePredix (along with its subsidiary, PDRI) partnered to revise the global competency model for Associate-level employees, based on extensive input from incumbent Associates and leaders.

PDRI achieved the following results:

- Defined global, consistent, and validated competency models for several of its most critical occupational families.
- Ensured that each resulting competency model achieved a representative and comprehensive sampling of competency requirements around the world.
- Follow-on projects have addressed specific issues and applications of the Amex model in various situations.
- American Express now has a consistent, valid global competency framework, enabling alignment of HR programs and systems across the American Express organization.
- Specific deliverables include interview guides, behavioral rating scales, assessment exercises & scoring protocols, realistic job previews, evaluation & linkage of training curricula against the competency model, and validation studies in specific functional groups, all as needed to support the global roll-out of American Express competency models.