Guidelines For Competency Assessment As A Monitor For

Staff Educator’s Guide to Clinical Orientation, 2E guides readers in creating and sustaining a high-quality orientation and onboarding program that meets the needs of nurses, organizations, and patients. In this fully revised second edition, authors Alvin Jeffery, Robin Jarvis, and Amy Word-Allen provide all the tools staff educator’s need to successfully develop a nursing and healthcare workforce. Whether the staff educator is new to leading orientation efforts or a seasoned nursing staff development specialist, this book will help readers: · Understand and use the ADDIE model · Analyze, design, and implement an orientation program · Evaluate an individual’s competency · Conduct surveys and focus groups · Manage orientee errors and personality conflicts

The Competency Mapping and Assessment Manual is a detailed illustration and user guide for HR and L&D Professionals. As Competencies are the foundation for talent management processes like performance management, compensation, development, assessment, selection and others. The identification and measurement of competencies will help them to address the current and Future capabilities of an organization, and monitor its human capital readiness index (HCRI). By the end of the program you will "LEARN HOW TO MAP AND ASSESS COMPETENCIES TO MEET THE TALENT MANAGEMENT CHALLENGES OF YOUR ORGANIZATION".KEY TAKE AWAY--Create awareness for the Participants on one of the most progressive and powerful Talent Management Tools used today.-Develop the required
skills that the Participants would require to design and implement Competency Framework and Mapping exercises independently.-Help the Participants to streamline the Recruitment & Selection, Performance Management, Learning & Development and Career & Succession Planning functions of their Organization.-Identify the current and required Competency Levels of the Employees for their Jobs, do the gap analysis and work on their Developmental Plans in a structured manner.-Help the Participants learn what an Assessment Center is and how to design a successful Assessment Center independently on their own.-Use Assessment Centers as an effective decision support system (DSS) for Recruitment & Selection, Performance Management, Learning & Development and Career & Succession Planning processes in their own Organization.-Help to create an objective and integrated system for implementing and tracking Employee Performance, Employee Promotion, Employee Development and Employee Reward systems.-Use Assessment Centers to design an effective feedback system for Employees to identify and develop their critical areas of Competencies required for performing on their Job.THRIS BOOK IS RECOMMENDED as a must for all those people who have a direct or indirect role to play, and are in a position to influence and take decisions in the areas of Recruitment & Selection, Performance Management, Learning & Development and Career & Succession Planning in organizations etc. CONTENT AND COVERAGECHAPTER 1: COMPETENCY MAPPING-What is a Competency -Competency Iceberg Model -Classification of Competencies -Measurement of Competency -Performance Aspects of Competencies -Preparation of a Competency Dictionary -Competence Management as a HR Tool -The PCMS ModelCHAPTER 2 COMPETENCY FRAMEWORK-What is a Competency Framework -Types of Competency Framework Uses of Competency Framework -Developing a
Competency Map - Steps in Competency Mapping - Measurement of Competency Gaps - Using BARS for Competency Maps - Uses of Competency Mapping

CHAPTER 3 ASSESSMENT CENTERS - What are Assessment Centers - The History of Assessment Centers - Basic Rules in an Assessment Center - Types of Techniques Used in Assessment Centers - Designing of an Assessment Center - Assessment Metrics and Evaluation Formats - The Use of Assessment Centers - Difference between Assessment and Development Centers

CHAPTER 4 EXERCISES AND FEEDBACK - Overview of Exercises - Functional Simulation Exercises - Behavioral Identification Exercises - Interview Types in Assessment Centers - Tests Used in Assessment Centers - The Role of an Assessor - Skills Required by an Assessor - Giving Feedback to Candidates

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Designed as a research-based yet matter-of-fact guide for beginning and future scientist-practitioners, A Practical Guide to Building Professional Competencies in School Psychology skillfully augments the reader’s training, supervision, and experience by providing a framework for honing essential skills in the field. This reader-friendly, evidence-based text encourages the continuing development of expertise in communication and collaborative skills, diversity awareness, technical knowledge, and other domains critical to building and maintaining an ethical, meaningful practice. Each chapter in this must-have volume examines a core area of expertise in depth, and provides checklists (linked to competencies set out in NASP’s
Blueprint III) and the Development and Enhancement of Competencies Assessment Form are included to enable readers to gain a more complete understanding of their professional strengths and needs. The skill sets covered include: Developing cross-cultural competencies. Evaluating students with emotional and behavioral problems. Assessing student skills using a variety of approaches. Preventing and intervening in crisis situations. Consulting with families, colleagues, and the community. Facilitating mental health services in the school setting. A Practical Guide to Building Professional Competencies in School Psychology provides an invaluable set of professional development tools for new practitioners and graduate students in school psychology.

Move your competency assessment process beyond meeting regulations and standards to creating excellence. The Ultimate Guide to Competency Assessment in Health Care, third edition is packed with ready-to-use tools designed to help you develop, implement and evaluate competencies. More than that, you will find a new way of thinking about competency assessment—a way that is outcome-focused and accountability-based. This book focuses on why competency assessment is so important: it ultimately helps us provide safe, excellent care to our patients, residents and other customers and achieve stunning survey scores.

"This monograph presents a brief history, current state of the art, and applications of 'competency' approaches to selection and human resources management."--T.p. verso.

While most English professionals feel comfortable with language and literacy theories, assessment theories seem more alien. English professionals often don’t have a clear understanding of the key concepts in educational measurement, such as validity and reliability, nor do they understand the statistical formulas associated with psychometrics. But
understanding assessment theory—and applying it—by those who are not psychometricians is critical in developing useful, ethical assessments in college writing programs, and in interpreting and using assessment results. A Guide to College Writing Assessment is designed as an introduction and source book for WPAs, department chairs, teachers, and administrators. Always cognizant of the critical components of particular teaching contexts, O’Neill, Moore, and Huot have written sophisticated but accessible chapters on the history, theory, application and background of writing assessment, and they offer a dozen appendices of practical samples and models for a range of common assessment needs. Because there are numerous resources available to assist faculty in assessing the writing of individual students in particular classrooms, A Guide to College Writing Assessment focuses on approaches to the kinds of assessment that typically happen outside of individual classrooms: placement evaluation, exit examination, programmatic assessment, and faculty evaluation. Most of all, the argument of this book is that creating the conditions for meaningful college writing assessment hinges not only on understanding the history and theories informing assessment practice, but also on composition programs availing themselves of the full range of available assessment practices.

The world of pharmacy management is changing rapidly. Reflecting this, Managing Pharmacy Practice: Principles, Strategies, and Systems takes a new approach to pharmacy management. The editor explores basic management principles and their role in pharmacy practice. Expert contributors discuss concepts such as social influence, professionalism,领导 Designed to help medical educators implement better assessment methods,
tools, and models directly into training programs, Practical Guide to the Evaluation of Clinical Competence, 2nd Edition, by Drs. Eric S. Holmboe, Steven J. Durning, and Richard E. Hawkins, is a hands-on, authoritative guide to outcomes-based assessment in clinical education. National and international experts present an organized, multifaceted approach and a diverse combination of methods to help you perform effective assessments. This thoroughly revised edition is a valuable resource for developing, implementing, and sustaining effective systems for evaluating clinical competence in medical school, residency, and fellowship programs. Each chapter provides practical suggestions and assessment models that can be implemented directly into training programs, tools that can be used to measure clinical performance, overviews of key educational theories, and strengths and weaknesses of every method. Guidelines that apply across the medical education spectrum allow you to implement the book’s methods in any educational situation. New chapters on high-quality assessment of clinical reasoning and assessment of procedural competence, as well as a new chapter on practical approaches to feedback. Reorganized for ease of use, with expanded coverage of Milestones/Entrustable Professional Assessments (EPAs), cognitive assessment techniques, work-based procedural assessments, and frameworks. The expert editorial team, renowned leaders in
assessment, is joined by global leader in medical education and clinical reasoning, Dr. Steven Durning. Whether a trainee is studying air traffic control, piloting, maintenance engineering, or cabin crew, they must complete a set number of training 'hours' before being licensed or certified. The aviation industry is moving away from an hours-based to a competency-based training system. Within this approach, training is complete when a learner can demonstrate competent performance. Training based on competency is an increasingly popular approach in aviation. It allows for an alternate means of compliance with international regulations - which can result in shorter and more efficient training programs. However there are also challenges with a competency-based approach. The definition of competency-based education can be confusing, training can be reductionist and artificially simplistic, professional interpretation of written competencies can vary between individuals, and this approach can have a high administrative and regulatory burden. Competency-Based Education in Aviation: Exploring Alternate Training Pathways explores this approach to training in great detail, considering the four aviation professional groups of air traffic control, pilots, maintenance engineers, and cabin crew. Aviation training experts were interviewed and have contributed professional insights along with personal stories and anecdotes associated with
competency-based approaches in their fields. Research-based and practical strategies for the effective creation, delivery, and assessment of competency-based education are described in detail.

Human beings are born into groups, educated in groups, and belong to many groups, yet routinely attribute individual motives to their actions when in fact group-influenced behaviors are the more likely culprit. The theory, research, and practice of group dynamics, group psychology, and group psychotherapy illuminate useful ways for us to learn group skills and to better understand how we are influenced by groups. In Specialty Competencies in Group Psychology Sally Barlow provides a comprehensive overview of the foundational and functional competencies related to the field of group psychology. Barlow describes the potential treatment benefits of group work and shows how the wide range of applicability makes this a relevant volume across diverse areas, regardless of the population receiving treatment or the theoretic orientation of the therapist. This volume distills the uniqueness and contributions of the specialty in a way that benefits not only psychologists who specialize in group psychotherapy, but also clinicians who have previously taken a more traditionally individual approach to treatment. Series in Specialty Competencies in Professional Psychology Series Editors Arthur M. Nezu and Christine Maguth
Nezu As the field of psychology continues to grow and new specialty areas emerge and achieve recognition, it has become increasingly important to define the standards of professional specialty practice. Developed and conceived in response to this need for practical guidelines, this series presents methods, strategies, and techniques for conducting day-to-day practice in any given psychology specialty. The topical volumes address best practices across the functional and foundational competencies that characterize the various psychology specialties, including clinical psychology, cognitive and behavioral psychology, school psychology, geropsychology, forensic psychology, clinical neuropsychology, couples and family psychology, and more. Functional competencies include common practice activities like assessment and intervention, while foundational competencies represent core knowledge areas such as ethical and legal issues, cultural diversity, and professional identification. In addition to describing these competencies, each volume provides a definition, description, and development timeline of a particular specialty, including its essential and characteristic pattern of activities, as well as its distinctive and unique features. Written by recognized experts in their respective fields, volumes are comprehensive, up-to-date, and accessible. These volumes offer invaluable guidance to not only practicing mental health professionals, but those training for
specialty practice as well. This practical guide provides a simple, useful reference to commonly raised questions about medical student assessment. The first part of the book provides succinct information on the general aspects of assessment such as purpose and principles of assessment; technical terms such as validity, reliability, and utility of assessment instruments; and how to choose assessment instruments for a given purpose. Individual assessment instruments are treated in the second part of the guide. The authors focus on about 20 selected assessment instruments currently in use or promising new instruments that are likely to get increased acceptance in future. For each instrument a general description is given, followed by discussion on its uses, limitations, psychometric characteristics, and recommendations for medical teachers. The reference section contains highly selective and well-researched resources, annotated and classified according to their usefulness. Many of these resources are available free on the Internet.

A guide to implementing a competency based system of assessment to identify competencies in the workplace, based on studies in Australia and overseas. Provides an introduction of the system and how to make it work, while chapters discuss such topics as writing competency standards, managing the system, judging evidence of competency and maintaining a quality assured system.
Includes four appendices, a glossary and an index. The author has been involved in industry training and staff development for over 20 years. This easy-to-read and understand book will unravel the mysteries of competencies and core competence and how they are used to impact organization performance improvement. You'll get all of the basics in this quick read without wading through chapter after chapter of technical jargon. By reducing these otherwise difficult to understand terms to useful concepts in the organizational context, this concise and comprehensive resource will give you the base of knowledge you'll need to begin your organization's transformation to a high performance workplace. A brief organizational assessment and action planning guide is included at the end of each key chapter.

The Guide serves as a valuable resource for orienting nurses new to ambulatory care as well as developing comprehensive competency assessment programs. A wide selection of age specific and specialty care topics are covered, including telehealth. The Guide contains many enhancements: 1) updated content from the previous book with definitions, Key Tips, and examples; 2) chapters on nurse educator competencies, defining the educator's role in ambulatory care and providing guidance and tools for use in developing needed competency; 3) a tool kit for transitioning to ambulatory care with many helpful links and resources; and
4) an appendix containing sample orientation and competency tools that will help you develop your own tools.

Competency is the ability of an individual to perform their working activities. Competencies should be based on roles, rather than on job descriptions. This book shows how to assess competency in practical and effective ways to deliver productive organisations. Essential reading for IT managers and directors, consultants, and team leaders.

As a supplement to other volumes in the Thinker’s Guide Library, this book provides a framework by which to assess the integration of critical thinking into an educational system. The critical thinking competency standards articulated in this guide serve as a resource for teachers, curriculum designers, administrators and accrediting bodies.

End your struggle to assess, validate, and document the competency of your nurses. Assess nurses in five key specialties. Now you don’t have to spend time researching evidence-based competencies to assess your nurses’ skill sets! Author Barbara A. Brunt, MA, MN, RN-BC, has taken her best-selling toolkit and cited each competency with solid, reputable evidence, so you can benchmark your staff against industry standards. "Evidence-Based Competency Management System: ""Toolkit for Validation and Assessment, ""Second Edition, ensures you have everything you need to meet and exceed evidence-based competency requirements. This binder and CD-ROM pair is a complete evidence-based competency program created specifically for assessing,
validating, and documenting the skills of your nurses. You'll find proven tips and strategies for effectively evaluating the training needs of your staff. This toolkit will bring you the evidence-based solutions you need to ensure safe patient care in the: Medical-surgical unit Operating room Emergency department Obstetrics unit Intensive care unit What's included? This proven and easy-to-use resource provides: 206 evidence-based competency skill sheets, plus 29 role-related checklists we've done the work for you by putting together ready-to-use assessment skill sheets 150 pages of invaluable information to help you develop or revamp your competency assessment program Best practices for selecting annual competencies for validation The Competencies Analyzer spreadsheet to help you document and track staff skills A CD-ROM containing each skill sheet ready for you to implement or customize for use in your facility today "Evidence-Based Competency Management System: "Toolkit for Validation" and Assessment, "Second Edition, is jam-packed with expert advice to help you: Schedule and organize competency assessments Develop an evidence-based competency assessment program Recognize the differences between mandatory annual training and competency validation Maintain a consistent validation system Keep up with new competencies Table of Contents at a glance: Chapter 1: Why is competency validation required? Chapter 2: What is competency validation? Chapter 3: Include competency validation in job descriptions and the performance-evaluation process Chapter 4: Train staff to perform competency validation Chapter 5: Keep up with new competencies
Chapter 6: Using your skills checklists


The Guide serves as a valuable resource for orienting nurses new to ambulatory care as well as developing comprehensive competency assessment programs. A wide selection of age specific and specialty care topics are covered, including telehealth. The 2nd Edition contains many enhancements: 1) updated content from the previous book with definitions, key tips, and examples; 2) chapters on nurse educator competencies, defining the educator's role in ambulatory care and providing guidance and tools for use in developing needed competency; 3) a tool kit for transitioning to ambulatory care with many helpful links and resources; and 4) an appendix containing sample orientation and competency tools that will help you develop your own tools.
This guide is designed to assist all those who are responsible for providing or overseeing formal education or practical experience that forms part of the initial professional development of aspiring professional accountants, or the continuing professional development of professional accountants. It is particularly relevant to professional accountancy organizations. It is also intended for policy makers and regulators who determine which organizations are licensed to certify professional accountants and related specializations, for example, audit professionals. The purpose of the guide is to • increase understanding of the gap between the current skills of many accountants in some regions and the skills that are relevant in increasingly digitized and globalized economies; • convey the essential features of Competency-Based Accounting Education, Training, and Certification (CBAETC); • provide a common reference framework for organizations pursuing CBAETC and the consultants working with them; • assist countries in developing in-country plans and implementing in-country processes that produce accountants with higher-order skills relevant to their economy’s rapidly evolving needs; and • improve financial reporting, auditing, and regulation. This guide complements and builds on International Education Standards (IES™) of the International Accounting Education Standards Board™ (IAESB™). Competence-based assessment has become the norm since this best-selling book was first published. It is now viewed in most organizations as essential that workplace efficiency is measured by occupational standards - but this can seem a complex area
for many trainers. This revised second edition provides trainers and students with a critical guide to the key principles, methods, implications and benefits of competence-based techniques. Drawing from her own extensive experience, Shirley Fletcher offers practical and authoritative guidance for all trainers and managers using, or wanting to use, this form of work-based assessment. In Part One she explains what competence-based assessment is, its purposes and uses, and looks at the different systems in existence. Part Two gives advice on implementation and examines in particular: setting performance criteria; collecting evidence of competence; matching evidence against standards or criteria; occupational; and behavioural competence.

This comprehensive text provides fundamental information on a broad spectrum of essential topics in health-system pharmacy practice. From an overview of health delivery systems and hospital pharmacy through various practice settings such as home care, long term care, hospice and palliative care, ambulatory care, and managed care this text focuses on various elements important to health-system pharmacies. The Handbook of Institutional Pharmacy Practice is the first step in developing a career in pharmacy and provides opportunities for study in career enhancement. New chapters included in the FOURTH EDITION: Integrity of the Drug Supply Overview of the History of Hospital Pharmacy in the United States Interprofessional Teams/Collaborative Practice Models Development, Implementation and Monitoring Therapeutic Plans and Evidence-Based Medicine
Understanding Competencies, Creating the competency, implementing competency, Sustaining competency, competency dictionaries, Boyatzis model, Functional competences, Core competencies, Levels of competencies, Applying competencies. Implementation of competencies, competency based HRM.

This Guideline presents the framework of process safety knowledge and expertise versus the desired competency level in a "super-matrix" format, vertically and diagonally. The matrix references for potential remedies/required training may be tailored to a company's internally developed training, reference externally available training, or some combination of the two. Chapters include: Identify Process Safety Roles & Competency Needs; Process Safety Competency Matrix; Individual and Corporate Process Safety Competencies; Conduct Assessments vs. Needs; Develop Gap Closure Plans; and Sustaining Competencies.

We all know how important it is to help professional nurses maintain and grow their competence in order to provide excellent care for the people they serve, but when busy nurse educators and development specialists are often just trying to “put out the next fire”, they need a concise, just-in-time aid to help make competency assessments and educational delivery programs successful for their nurses. From assessing and evaluating competency, to developing creative learning activities, to revising large educational programs, Staff Educator’s Guide to Nursing Competences book explores the nuts and bolts of nursing professional development practice (along with some
theory) related to promoting competency. Whether you’re new to leading assessment and development programs or a seasoned nursing staff development specialist, this book will help you: Design, develop, and analyze professional development activities
Implement professional development activities Evaluate and individual’s growth
Evaluate an education program’s performance Understand ethical and legal consideration Use technology to enhance learning activities
Skills and workforce development are at the heart of much research on work, employment, and management. But are they so important? To what extent can they make a difference for individuals, organizations, and nations? How are the supply and, more importantly, the utilization of skill, currently evolving? What are the key factors shaping skills trajectories of the future? This Handbook provides an authoritative consideration of issues such as these. It does so by drawing on experts in a wide range of disciplines including sociology, economics, labour/industrial relations, human resource management, education, and geography. The Handbook is relevant for all with an interest in the changing nature - and future - of work, employment, and management. It draws on the latest scholarly insights to shed new light on all the major issues concerning skills and training today. While written primarily by leading scholars in the field, it is equally relevant to policy makers and practitioners responsible for shaping the development of human capability today and into the future.
This book focuses on diversity, culture, and ethnicity as they relate to psychological
assessment of Hispanics. It is a how-to guide for clinicians, researchers, and instructors working with Hispanic clients. Each chapter contains an overview of cultural considerations needed for assessing the Hispanic client followed by a specific exploration of the assessment measures available and the research that has been conducted on these measures with Hispanic participants. An exploration of the strengths and limitations of each assessment measure is included. Considering that ethnocultural minority individuals who are of Hispanic/Latino origin make up the largest ethnocultural minority group in the United States, guidelines for working with this population are a must. Given that a large subset of this percentage is composed of immigrants many of whom do not speak English or who have learned English as a second language, special considerations for effective psychological assessment are necessary. This book fills a gap in the scientific literature by consolidating the research on psychological assessment with Hispanic samples into one comprehensive volume and providing simple recommendations for the psychological assessment of Hispanic clients. An exploration of the general psychological assessment domains (e.g., personality, intelligence) is included with references to research on the major assessment measures used in the field. A more specific exploration of psychodiagnostic assessment measures follows, including the assessment of mood disorders, anxiety disorders, sexual dysfunction, psychosis, etc. Several chapters are dedicated to specialized assessment, including neuropsychological assessment,
forensic assessment, and school-based assessment, overall creating the most comprehensive, up-to-date, research-based compendium of psychological assessment measures for use with Hispanic clients.

The perfect complement to The Ultimate Guide to Competency Assessment, this book provides the answers to all of your most perplexing competency assessment questions. Case studies help to illuminate the wide variety of ways that Donna Wright’s Competency Model has helped people and organizations across the world curb their unnecessary expenditures of time, money, and frustration!

The Ultimate Guide to Competency Assessment in Health Care

Creative Health Care

Management

The Competency Assessment Program is designed to identify & help meet the continuing education needs of community health nurses working in First Nations & Inuit communities. It is composed of three parts: a self-assessment, multiple choice examinations, and clinical skills assessment for expanded scope of practice. Part I of this document describes the application process required for completing the multiple choice examination & clinical skills assessment. Part II provides guidance on preparing for the competency assessments. An application form is included.

This report provides an international comparative analysis and policy advice to
countries on how evaluation and assessment arrangements can be embedded within a consistent framework to improve the quality, equity and efficiency of school education.
It is time to move your competency assessment process beyond meeting regulatory standards to creating excellence The Ultimate Guide to Competency Assessment in Health Care is packed with ready-to-use tools designed to help you develop, implement and evaluate competencies. More than that, you will find a new way of thinking about competency assessment - a way that is outcome-focused and accountability-based. With over 20,000 copies sold world-wide, it is the most trusted resource on competency assessment available.
Competency Assessment, Third Edition: A Practical Guide to the Joint Commission Brenda G. Summers, MBA/MHA, MSN, RN, CNAA-BC; WendySue Woods, RN, CSHA, MHSA Your one-stop competency compliance guide. Competency Assessment remains among The Joint Commission's top problematic standards. You need a resource that not only explains exactly how to comply with this perennial problem area but also provides real-time tools to evaluate competency. To help you, we've updated our "must-have" competency assessment resource: "Competency Assessment: A Practical Guide to the Joint Commission Standards, Third Edition." You'll have the information and tools you
need to achieve compliance. Population-specific competencies, ongoing assessment...we'll help you comply. We understand your need for more than just theorizing on the competency assessment standards. That's why this edition of "Competency Assessment" focuses on ongoing competency and validating competency in accordance with Joint Commission standards. You get an easy-to-reference guide with the very best real-world strategies, the most useful forms, and the most practical tools you can incorporate into your own competency assessment program immediately, including: Sample Orientation Outline Competency Assessment Tool Sample Questions for Self-Assessment Six Steps to a Successful Competency Assessment Program Job Descriptions List of Questions Surveyors Might Ask Sample Population-Specific Components Two posters you can hang in your facility to make sure everyone is aware of your commitment to competency assessment Ongoing Competence Decision Tree REAL-LIFE Case Study One of the most useful features of "Competency Assessment: A Practical Guide to the Joint Commission Standards, Third Edition," is a valuable real-life case study. You'll learn how an Ohio hospital put one of the authors' techniques into action, and how they benefited as a result. BONUS This valuable resource includes a CD-ROM full of job descriptions and competency plans you can customize to meet your facility's needs. This book
and CD-ROM set is your perfect solution to competency assessment compliance. With your copy close at hand, you'll: UNDERSTAND the intent of each Joint Commission standard and how best to comply and demonstrate compliance to surveyors LEARN how to assess competency, including population-served (age-specific) competencies CREATE effective strategies for carrying out ongoing competency assessments CUSTOMIZE the tools and techniques provided for your competency assessment program BENEFIT from knowing what to do with the results of your assessments Your staff must be qualified to perform their job; your patients' health--and lives--rest in their hands. Ensure a strong competency management system with this hands-on, how-to compliance guide.

Hiroaki Kobayashi has trained 1500 mariners in ship handling over twenty years and he has systematized the methods of safe navigation into nine elemental techniques. Taking a rigorous and scientific look at good practice and attitudes, good seamanship can be viewed as a series of concrete technical functions, which can be in terms of competencies. By giving proper attention to human factors the conditions for maintaining system safety can be defined, and the interaction of human competencies and environmental conditions and their effects on system safety can be recognised. System safety in turn depends on good bridge team management, with particular emphasis on communication,
cooperation and leadership – communication for the exchange of information, cooperation to smooth team activities, and leadership to ensure that each member of the team performs successfully.

As interest in competency-based education (CBE) continues to grow by leaps and bounds, the need for a practical resource to guide development of high-quality CBE programs led the authors to write this book. Until now, there has been no how-to manual that captures in one place a big picture view of CBE along with the down-to-earth means for building a CBE program. A variety of pressures are driving the growth in CBE, including the need for alternatives to the current model of higher education (with its dismal completion rates); the potential to better manage the iron triangle of costs, access, and quality; the need for graduates to be better prepared for the workforce; and the demands of adult learners for programs with the flexible time and personalized learning that CBE offers. Designed to help institutional leaders become more competent in designing, building, and scaling high-quality competency-based education (CBE) programs, this book provides context, guidelines, and process. The process is based on ten design elements that emerged from research funded by the Gates Foundation, and sponsored by AAC&U, ACE, EDUCAUSE, and the Competency-Based Education Network (C-BEN), with thought partners CAEL and Quality
Matters. In short, the book will serve administrators, higher education leaders, faculty, staff, and others who have an interest in CBE by: • Giving context to enable the audience to discover the importance of each design element and to help frame the CBE program (the “why”); • Providing models, checklists, and considerations to determine the “what” component for each design element; • Sharing outlines and templates for the design elements to enable institutions to build quality, relevant, and rigorous CBE programs (the “how”).

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