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### Biographical Sketch

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Steven E. Smith, M.Ed.

**Labor Categories:** Senior Analyst, Management Analyst, and Technical Writer

**Education:** M.Ed., Adult Education and Human Resource Development,  
Virginia Commonwealth University

Steven Smith has more than 10 years of experience in designing, implementing, and evaluating human capital solutions to improve organizational performance. Mr. Smith has worked for Human Technology (HT) for the past 5 years. During this time, he has worked with organizations to develop leadership and technical competency models and conduct individual and organizational competency assessments. Mr. Smith specializes in workforce analysis and assessment including areas such as developing competency models, developing assessment systems, assessing competency gaps, and developing enterprise-wide strategies for closing those gaps (e.g., selection, development, performance management, etc.).

Prior to joining HT, Mr. Smith worked for the Virginia Commonwealth University Training and Development Office, where he developed and facilitated strategic training and learning solutions to address the university's human capital needs.

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### Recent Experience

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- Implemented several initiatives in support of the new Federal Communications Commission (FCC) Corporate University, including:
  - Developing and validating technical competency models for mission-critical occupations and a leadership competency model.
  - Identifying training opportunities for all validated competencies.
  - Designing and developing both a print-based and an online catalog depicting training opportunities organized by occupation and competency.

In 2003, the FCC Corporate University was the recipient of the Training Officers Conference Distinguished Service Award for providing an umbrella for aligning all of FCC's learning activities to its strategic goals.

- Served as a core team member to define, develop, and validate occupation-specific technical and leadership competencies for the U.S. Missile Defense Agency (MDA). These competencies were used for a comprehensive workforce analysis and career development effort. The project resulted in the development of career guides or "roadmaps" for all occupations within MDA. The career guides include competency and proficiency-level definitions and development solutions for employees to use in enhancing their competencies.
- Co-managed the development and implementation of an agencywide web-enabled skills assessment for MDA. The assessment was based on both the occupation-specific technical competencies and the core competencies. The assessment captured data from the employee and supervisor perspectives. It also offered individual feedback reports to any employee who completed the assessment as well as overall group data for the agency. Over 1,600 employees and contractors completed the assessment. The project team analyzed results for the agency as a whole as well as for various subpopulations, then compiled and presented recommendations with the results in a series of comprehensive reports. Briefings are currently underway to summarize the data and facilitate the implementation of recommendations for closing mission-critical competency gaps.

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### Recent Experience (Continued)

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- Managing the development of a comprehensive workforce analysis and assessment initiative to define, develop, and validate core, occupation-specific technical and leadership competencies for the TRICARE Management Activity (TMA). HT is currently working with TMA to identify mission-critical occupations for which to develop competency models.
- Worked with Immigration and Customs Enforcement to develop and pilot a Management Development Program (MDP) by identifying core competencies; building, testing, and implementing a 360-degree assessment; and providing individual coaching for participants on the results of the assessment as well as the completion of their Individual Development Plans. Also facilitated a group session to identify group strengths and development needs and set priorities for MDP training.
- Designed, developed, and implemented a web-based 360-degree assessment system for all managers at MDA. The assessment was implemented as part of a comprehensive leadership development program. Once all managers completed the assessment, group results were compiled and overall recommendations were developed. Many current development efforts are based on the recommendations made as a result of this assessment.
- Developed and validated both a leadership competency model and a foundational competency model for the Department of Health and Human Services by developing a preliminary competency model and refining that model through a series of focus groups with representatives from all the agency's operating divisions. Developed a web-based multirater assessment system and feedback session. The assessment system and feedback session have been used on their own as well as integrated into various development programs.
- Designed, developed, and implemented a multirater assessment system and a feedback/individual development planning system for FCC managers. Utilized the same process to implement an assessment for employees based on the FCC core competency model.
- Created a Leadership Development Guide for the U.S. International Trade Commission that included a leadership competency model, a development planning process, career paths for leaders in major occupations, and development opportunities. Designed a web-based 360-degree assessment system based on the leadership competency model developed for the guide.
- Managed the development and validation of a core competency model for the Forest Service (FS) by developing a preliminary competency model and validating that model through a series of focus groups with representatives from across the organization. HT is currently developing competency models focusing on mission-critical occupations within FS in order to conduct an enterprise-wide skills gap analysis.