

# Competence Management

Denne værktøjskasse indeholder følgende værktøjer:

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- Form 3: Competency Development Plan
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# Introduction:

## How do we develop people and company?

To manage the competencies of people who report to you in an effective manner, you must know:

- What your competencies are today
- What they need to be tomorrow to achieve your goals (those of your company, department, division etc.)
- How to bridge the gap between current reality and your future vision

This product package takes you through the main areas of competency management and explains how to use different tools to analyse current competencies, identify future competencies, and bridge the gap between them. It provides state-of-the-art information on competency management, simple summaries of competency analysis tools and a checklist to make sure you have the knowledge you need to start planning and developing your own competency management system.

## Article

Supplementary reading:

Prahalad, C. K.; Hamel, Gary (1990): The Core Competence of the Corporation, *Harvard Business Review*, Boston; May/Jun 1990; Volume: 68, Issue: 3, Pages: 79 - 92

For those REALLY interested in reading more on competency management:

The influential work is by Richard Boyatzis:

Boyatzis, Richard (1982): *The Competent Manager*, Wiley, New York

## Author

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Leiden, Holland, February 2001

If you need advice related to this theme, do not hesitate to contact [hwb@henrikwbendix.dk](mailto:hwb@henrikwbendix.dk)

Otherwise these toolkits might inspire you:

- **Job Profiles - Does the employee know what to do?**

In the case of defining responsibilities, the most effective tool is the Job Profile, which shows the function of the employee, the key responsibilities, the region, reporting structures, personal skills and qualifications together with experience and education. Greater efficiency and teamwork will be the result of implementing job profiles and this tool will also be beneficial when trying to recruit the right employees in the future.

Find it at [www.henrikwbendix.dk](http://www.henrikwbendix.dk), check "Resources".

- **Learning Styles - Do you learn enough?**

Managing employees in a way that helps them to learn is perhaps the most real and important work as a manager of all. To manage learning, you as a manager must be able to understand differences in learning styles, and use this knowledge to enhance all learning related activities including training, development, competency management, etc.

Find it at [www.henrikwbendix.dk](http://www.henrikwbendix.dk) check "Resources".

# User Guide: Competency Management

You manage competencies every single day. Some of these are work based – meaning the knowledge and abilities required to perform all kinds of job-related tasks. Some of these are behavioural, meaning the effective behaviours employees exhibit when they perform their jobs. But the question is, do you manage these well? Are you aware of how to identify those competencies most essential to the success of your business? Do you know how to define what competencies you will need to reach the goals you have set for your business? And how can you bridge the gap – often big – between the competencies you have today and those you need to meet your challenges?

The management of competencies is one of the most important aspects of Strategic Human Resource Management, and something almost every single Manager does with or without knowing it. Instead of simply reacting to business threats or markets changes, a well thought out competency based management approach entails you actively nurturing your employees and managers, encouraging learning, and optimising the competencies within the company today in order to achieve success tomorrow.

A framework for managing competencies is particularly useful when your company is growing. It allows you to consider disparate aspects of Human Resource Management – such as selection, career planning, training and strategy, in a coherent way. As your company moves from small to medium, and medium to large, you will notice an increase in the number of issues you must consider when resourcing your company. The competency management framework allows you to understand the interaction between different parts of the resourcing process, like selection and training.

## **Who will benefit from this product package?**

There are three broad categories of people who will clearly benefit from using this product package.

### Category One

- *Managers who are devising a plan to assess the current competencies of their staff*
- *Managers who are devising a plan to determine future competency needs*
- *Managers who are devising a plan to bridge the gap between current and future competencies*

What will YOU get from this?

- Guidance on how to undertake assessment of competencies
- Tips as to how to ease the process
- Guidance on how to determine future competencies
- Tools for achieving a relevant and useful picture of future competency needs

### Category Two

- *Managers who are collaborating with others – the HR department/line managers/consultants – to assess current and determine future competency requirements*

What will YOU get from this?

- A clear explanation of the competency management process
- An understanding of your own role in the process, even when it is organised by others
- Insight into competency management will help you to work more effectively with competency managers, whether inside your organization or external to it.

### Category Three

- *Managers and employees in any organisation who wish to learn something about the assessment and determinations of competency requirements.*

What will YOU get from this?

- Insights to help you to prepare yourself to maximise your own competencies
- Insights to help you prepare yourself for the assessment process
- Insights to help you to see the ‘bigger picture’ in terms of your company’s competency development plans and your role therein

Whoever you are, this product package will help you to:

- Analyse and understand your current approach to managing your internal competencies
- Plan for future competency development in response to opportunities and threats.

We will achieve this using the following tools.

#### **Form 1: Assessment of actual competencies**

The Assessment of actual competencies is designed to help you to analyse your own situation. It asks questions about all of the core aspects of competency management to assist you in clarifying your own situation, and the current state of competency management in your company or your section of the company. By completing the questionnaire, you will uncover your current approach, its strengths and weaknesses, the key actors involved and their roles, etc.

#### **Form 2: Competency Identification**

The competencies can either be work based (occupational) or behavioural.

Work based competencies refer to knowledge, skills and abilities required to do a job, and standards against which job performance can be assessed. Behavioural competencies refer to personal behaviours people bring to the work which can impact on performance.

#### **Form 3: Competency Development**

In order to bridge the gap between future competency requirements and current competencies, Competency Development plans can be developed for all employees, or at least key personnel. Use this form every time you meet your employees for a Competency Development Plan Update. It might be useful for you to fill out a sheet for each employee, and to get the employee to also fill out the sheet in advance.

#### **The Competency Management Report**

The competency management report is the heart of this product package. It contains a wealth of information including:

- An introduction to the strategic importance of competency management
- Tools of analysis in competency management

- Tools for identifying required competencies for tomorrow's success
- Tools for competency development to bridge the gap between today's reality and tomorrow's Vision.

The Competency Management Report contains valuable information on the “what and how” of competency management. You will receive practical advice on competency analysis, handy tips on how to conduct your analysis, and insight into why competency based management is the key to strategic renewal in your company.

# Form 1: Assessment of Actual Competencies

Assessment of Actual Competencies
Who is currently responsible for analysing, assessing, monitoring and planning for your company's competencies?
What do you currently <b>know</b> about your internal competencies?
Assuming <b>you have</b> identified desired managerial and employee competencies in your company. What are the desired competencies actually related to in the company?
Assuming <b>you have not</b> identified desired managerial and employee competencies in your company, how do you plan on doing so?

# Form 2: Competency Identification

Competency Identification
<p><b>Name of Employee:</b></p> <p><b>Type of Job:</b></p> <p><b>Name of Manager:</b></p> <p><b>Date:</b></p>
<p><b>Work- related Competencies</b></p>
<p><b>Behavioural Competencies</b></p>

# Form 3: Competency Development Plan

Competency Development Plan		
<b>Name of Employee:</b>		
<b>Name of Manager:</b>		
<b>Date:</b>		
<b>Goal 1:</b>	Describe the major parts of your goal	
	List major activities and the time schedule	
	How do you measure progress and when?	
	How is the goal stretching your capabilities?	
	How is the goal clearly agreed between you and your manager?	
<b>Goal 2:</b>	Describe the major parts of your goal	
	List major activities and the time schedule	
	How do you measure progress and when?	
	How is the goal stretching your capabilities?	
	How is the goal clearly agreed between you and your manager?	



# Checklist: Tying it all together

Checklist		
Stages	Containing	Your Notes
<b>Analysis of current competencies</b>	Tools include job descriptions, expert opinions, workshops, structured interviews and critical incidents	
Developing a vision of where you want to go in order to succeed	Assemble a team of key people to develop priorities from the business plans, from core values, and from critical operational requirements	
<b>Comparing current competencies with future needs</b>	Ask the question: How do our current competencies match up to those we have defined from business plans, core values and operation requirements necessary in the future?	
<b>Plans for bridging the gap between current competencies and future needs</b>	Based on the previous three stages, set up comprehensive plans to ensure that tomorrow's competencies become today's guides to training (on- and off-site) and development	
<b>Monitoring the development of training and development activities</b>	Review the usefulness of training and development activities on an ongoing basis to make sure it is ACTUALLY contributing to competency development	