Management Start

Dynamic Human Resource Development.

…Competence Management Tool

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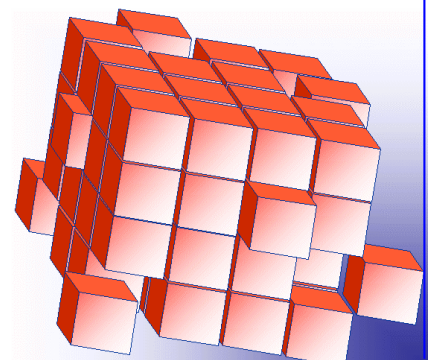
"Increasing Productivity with Dynamic Human Resource Development"

Content:

Introduction

This manual briefly describes the Management Start DHRD-approach towards competence management and also introduces the Microsoft Access-database that can function as a competence management tool.

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We sincerely hope your organization will benefit from implementing the DHRD-approach towards competence management.

Losser, the Netherlands, December 2006.

Maarten Mijwaart

Management Start
http://www.ManagementStart.nl

What is DHRD?

DHRD is an acronym for Dynamic Human Resource Development. 'Human Resource Development', 'Competence Management' and 'Performance Management' are focus areas for most businesses nowadays. Performance Management normally consists of two components:

- **Performance Assessment**: Assess and analyze how a job is being performed,
- **Development Planning**: Plan and schedule activities that improve job performance.

Most activities within HR departments are related to these two components. Very popular in bigger companies nowadays are the Learning Management Systems in which you can automate the educational planning for individuals by relating a person to a job profile which is filled with competencies that derive from a competence framework (i.e. NGI profiles, Helsinki Profiles, Exin Framework, etc.). These companies typically will encounter two 'challenges':

- The profiles are not very specific to the jobs people actually perform.
- There is not enough emphasis on the power of informal learning methods. Most profiles are directly related to a track of courses (learning objects) that can be delivered electronically or in traditional ways.

The result of not facing these challenges normally will be that learning effects will be minimal and that organizational competence will not be improved.

'DHRD' is a way of thinking in the area of organizational competence that upholds the following statements as core values:
- Each Job in each organization is more or less unique;
- Each individual has it's own learning style which can best be supported by a specific learning method;
- The success of learning activities is for 40% dependent on the context of the activities, for 40% dependent on the intrinsic motivation of the professional and for 20% dependent on quality of the learning activity (course);
- The change in companies, processes and jobs is frequent and should be reflected in the way Performance Management is made tangible;
- IT should not be leading; focus should be on the information and not on automation;
- If processes and procedures are clear and if the company culture is supportive, then the company performance can significantly be improved by improving the performance of individuals!

DHRD stores the competence building blocks in a plain and simple database. By generating reports from this database, one can create the forms that are necessary for the performance evaluation and development planning. The good thing about DHRD is that these forms are (a) specific to the job and (b) reflect the current situation for the job and the company.
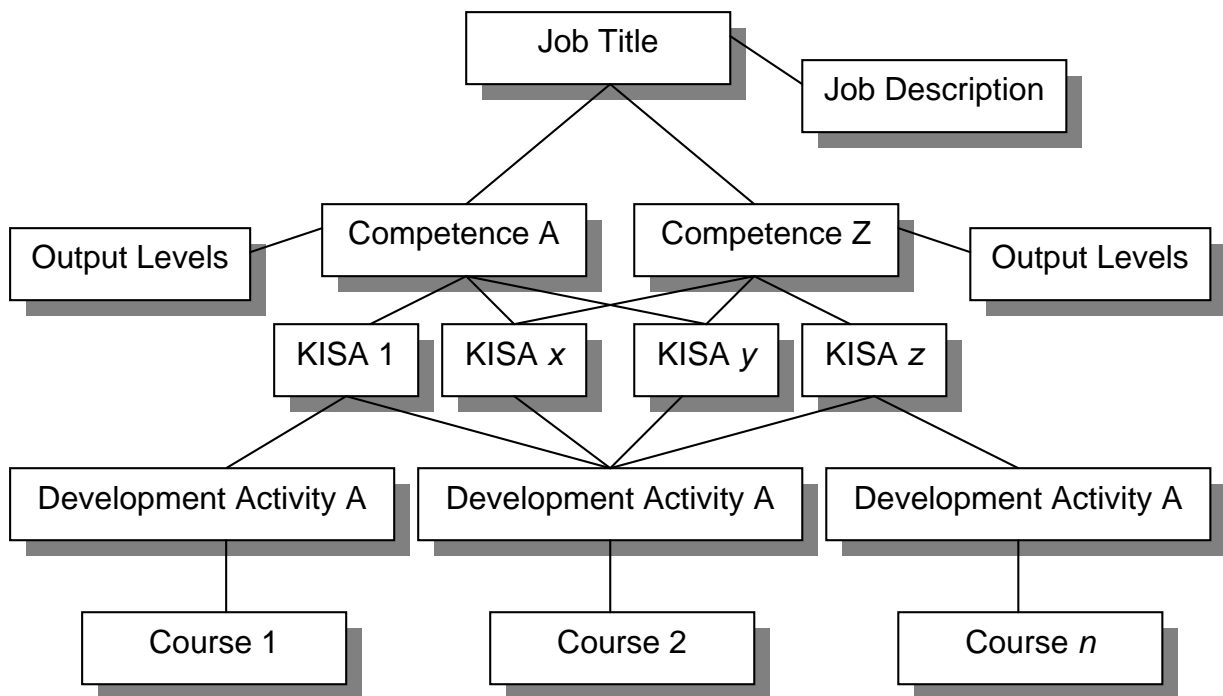
General

Human competence is a topic that is part of much research and activity in organizations worldwide. Thousand of books and articles have been published that try to explain how competencies within organizations can be assessed, analyzed, documented, supported, stored, maintained and used as input for managing 'the human capital'.

Definitions vary across these books. Within the DHRD approach however we identify the following building blocks for 'organizational competence':

Job Titles Based on the organizations processes, people perform certain roles within that process. Each role, or cluster of roles, that can be related to one professional, is considered a 'job'. A Job Title names each job.

Job Description A more or less extensive description of the work that is related to a job title. Possible topics are: objectives, nature of the job, context, management relationships, output (deliverables), etc.

Competencies Each task that is related to a Job Title and (1) significantly contributes to the job objectives and (2) is dependent on a specific set of Skills, Knowledge, Insights and Attitude.

Output Levels Each competence delivers results. The most visible is the way people carry out parts of their jobs. The professional's behavior shows us how well a competence is mastered. If the level is high, we can decide that no action is required. If it is low, we can decide on planning development activities.

KISA Elements A competence consists of KISA Elements:
Knowledge – The things you know
Insights – The things you understand
Skills – The things you are able to do
Attitude – The way you choose to act and communicate

Development Activities Formal and Informal learning methods:
Methods that will help a professional to acquire the knowledge, skills, insights or attitudes that are relevant to the competence that reflects parts of the work that need improvement.

Courses Courses are specific formal learning activities that can be related to Development Activities. A development activity could for example be: 'Follow E-learning course on Product X'. An external or internal course can then be related to this activity. If the course appears to be of insufficient quality, a new course can easily be linked to the Development activity.

These building blocks are obviously related to each other. The following diagram visualizes the relationships:

```
                              ┌──────────────┐
                              │  Job Title   │──────┐
                              └──────────────┘      │
                                     │        ┌──────────────────┐
                                     │        │ Job Description  │
                                     │        └──────────────────┘
                        ┌────────────┴────────────┐
┌───────────────┐  ┌──────────────┐      ┌──────────────┐   ┌───────────────┐
│ Output Levels │──│ Competence A │      │ Competence Z │───│ Output Levels │
└───────────────┘  └──────────────┘      └──────────────┘   └───────────────┘
                      ┌────┬────┬─────────┬─────┐
                 ┌─────────┐ ┌─────────┐ ┌─────────┐ ┌─────────┐
                 │ KISA 1  │ │ KISA x  │ │ KISA y  │ │ KISA z  │
                 └─────────┘ └─────────┘ └─────────┘ └─────────┘
          ┌────────────────────┐ ┌────────────────────┐ ┌────────────────────┐
          │ Development        │ │ Development        │ │ Development        │
          │ Activity A         │ │ Activity A         │ │ Activity A         │
          └────────────────────┘ └────────────────────┘ └────────────────────┘
               ┌──────────┐          ┌──────────┐           ┌──────────┐
               │ Course 1 │          │ Course 2 │           │ Course n │
               └──────────┘          └──────────┘           └──────────┘
```

The diagram shows the following build-up:
- A **Job Title** consists of
- **Competencies**, that consist of
- **KISA-elements**, that are related to
- **Development Activities**, that are related to
- **Courses**

The **'Output Levels'** are documented and related to competencies to enable performance evaluation.

It is important to realize that information that is stored should be normalized. Preventing redundancy in the information keeps the number of items limited, which greatly decreases the amount of work to be spent on maintenance. More important however, is the fact that by reusing competence items end KISA elements, one can analyze the overlap between jobs and thus plan development activities more efficient.

Jobs are identified as containers of tasks, activities and responsibilities that can be related to one role within an organization. The DHRD approach tells us to distinguish jobs when:
- Unique objectives can be applied
- A unique set of KISA-elements is required to perform the job
- The related responsibility and authorization levels are recognized by the organization

Job Descriptions

Job Descriptions have been constructed based on the following elements:

- Description
- Manages: / Is managed by:
- Primary responsibilities
- Secondary responsibilities
- Daily activities
- Output
- Organization
- Context of work
- Nature of the job
- Tools used in Job
- Expertise Needed

These Job Descriptions can dynamically be generated from the DHRD database. A subset of the elements mentioned above is applied in a short version of the Job Description (only in the DHRD Database).

For your convenience a MS Word template is also enclosed in the ZIP-file.

Competencies

A competency should be distinguished when:
- It significantly contributes to the job objectives and
- It is dependent on a specific set of Skills, Knowledge, Insights and Attitude.

Well-described competencies should be:
- Clear and unambiguous
- Short and easily recognized
- Containing a description of the activity
- Clear about the out coming result

The fourth requirement can be met by adding results to the description.

Competencies should focus on the activity and not on the context. Troubleshooting in a cluster may be the same activity (requiring the same techniques) as troubleshooting by a Test Lab Engineer. To avoid redundancy, it is important to describe the troubleshooting competency in such a way that it can be related to more than one Job Title!

Output Levels

During the assessment it is important to be able to recognize the performance level of the individual with respect to a specific competency. Therefore it is required to describe

recognizable behavior patterns that tell us if someone is in need of support to be able to perform better.

Within the DHRD-database the following four levels are recognized:

Level 1: Low	Level 2: Modest	Level 3: Good	Level 4: Excellent
Performs tasks poorly	Performs tasks without confidence with modest results	Performs tasks adequate.	Provides very good service to customers

The levels should preferably be made specific for each competency.

Starting the DHRD Database

Micro level training information is stored in a simple Access database. To use the database a working version of MS Access 2000 or higher is required.

The DHRD database can be opened by double clicking the icon 'DHRD2006a.mdb':

The following screen will appear:

This is the starting screen of the DHRD application. This screen will help you access the forms that enable data input and review.

By pressing SHIFT when opening the database the database will open in an editable mode. Access will otherwise not display the 'Database Window':
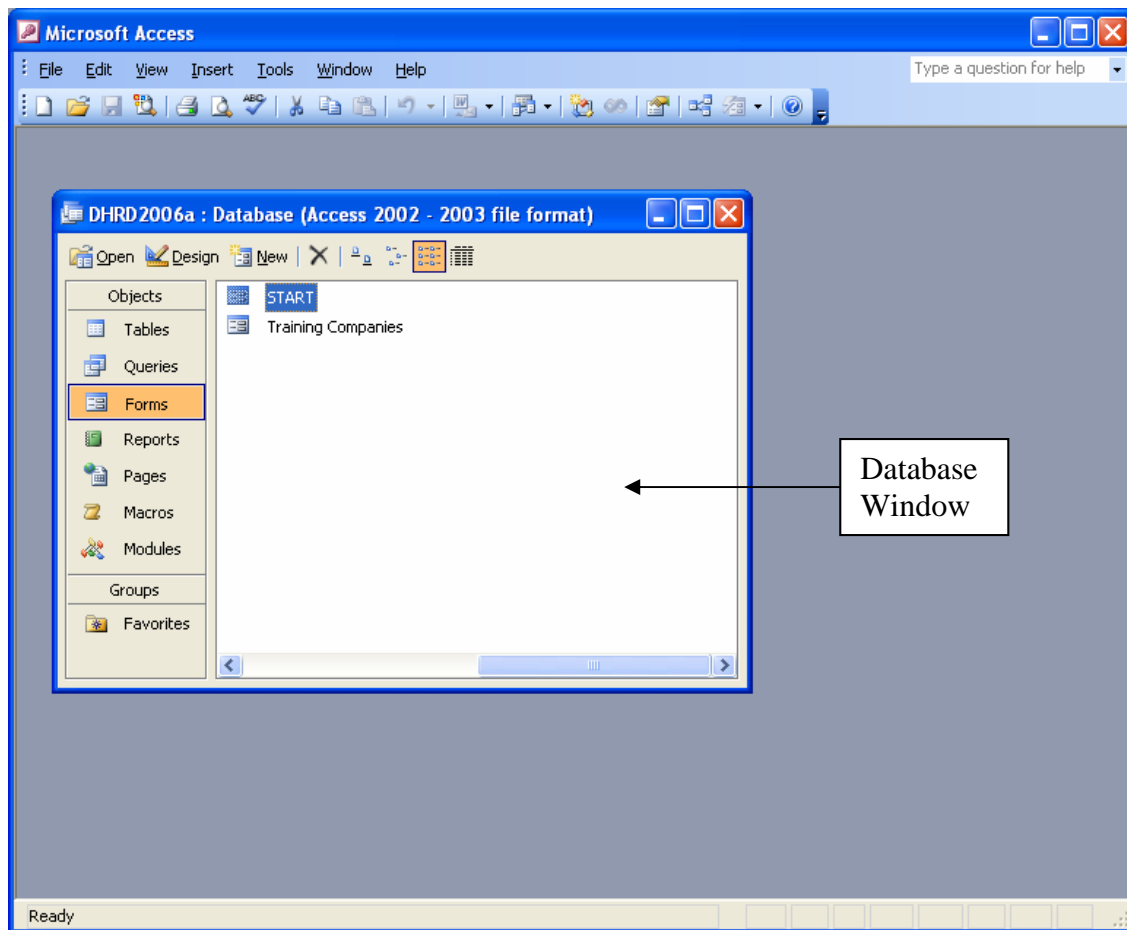
By using the Database Window, the design of the database can be changed.

Changing tables, relationships, filters, forms and other database objects requires skills and knowledge in Microsoft Access. The database was set up using MS Access 2000. Please use Access help and manuals to acquire the required level of knowledge.

The use of macros has been limited to a minimum.

Start Screen
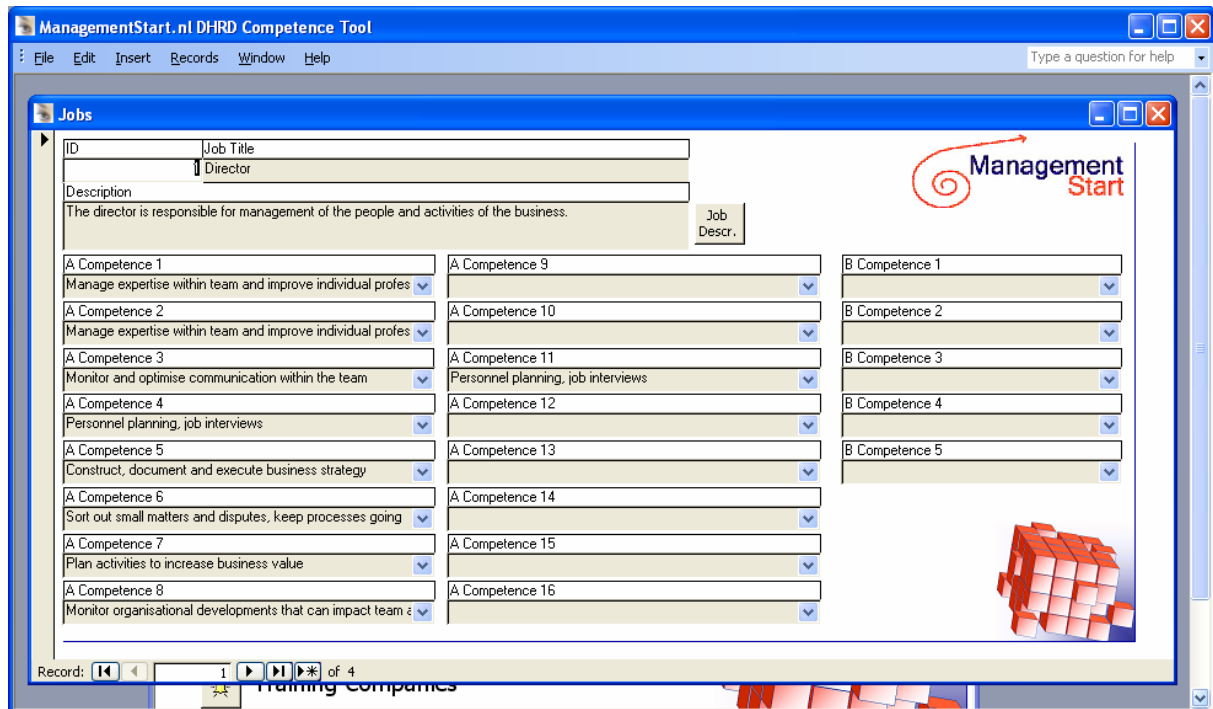
In the starting screen, the following options can be selected:
- Jobs & Roles
- Employees
- KISA Elements
- Competencies
- Development Activities
- Reports
- Training Companies
- Courses
- ?
- Stop

Each of the options will be explained underneath.

Jobs & Roles

Pressing **Jobs & Roles** will show the following screen:

This screen can be used to create and edit jobs.

Each window in the database contains buttons in the bottom to browse through the records:

| ◄	Move to first record
◄	Move up one record
►	Move down one record
► |	Move to last record
► ✳	Create new record

In this section you can also read how many records are available and if a filter is applied. Use the **Records** menu item to apply and remove filters.
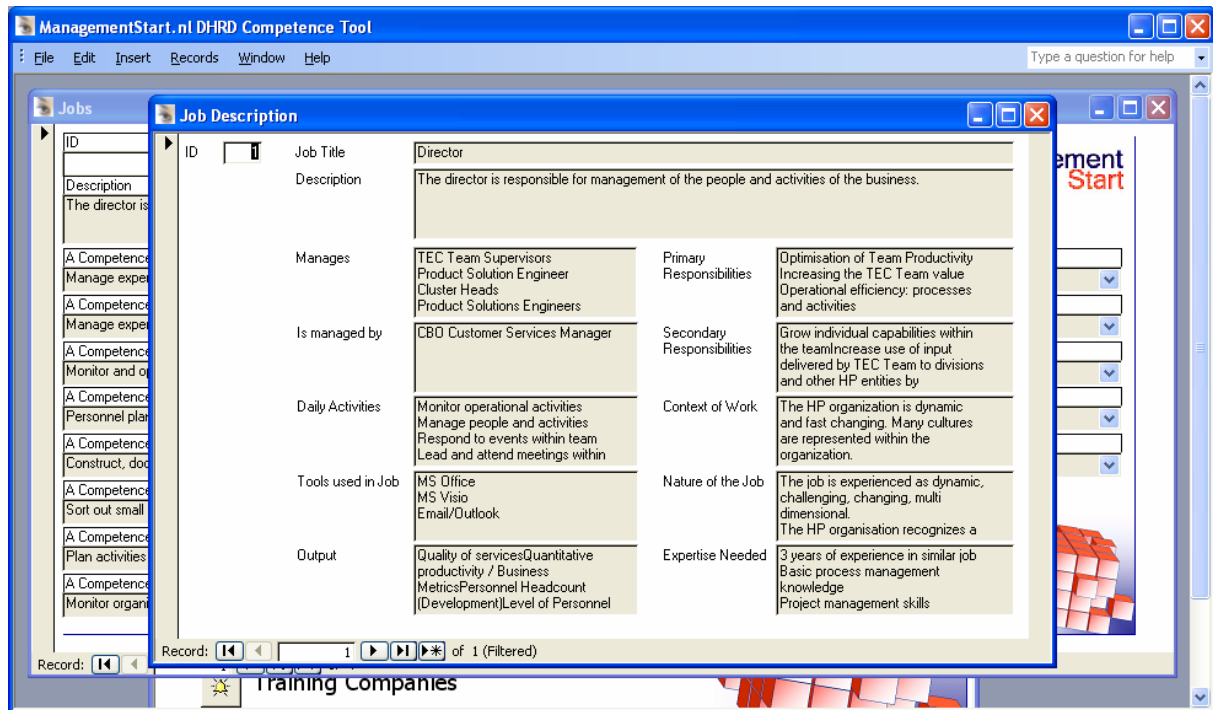
Each window contains two types of fields:
White fields (id)   can't be edited, contain the record id
Grey fields   can be edited by typing or selecting an item

Competencies can be related to jobs by selecting them. *They however first must be entered into the system.*

16 'A Competencies' and 5 'B Competencies' can be selected. Only 'A Competencies' are used in the forms/reports. The B Competencies are stored for refined discussions on job related issues.

The field **Description** is one of the fields that is part of the 'job description'. Pressing the button next to the field will show the **Job Description** window.
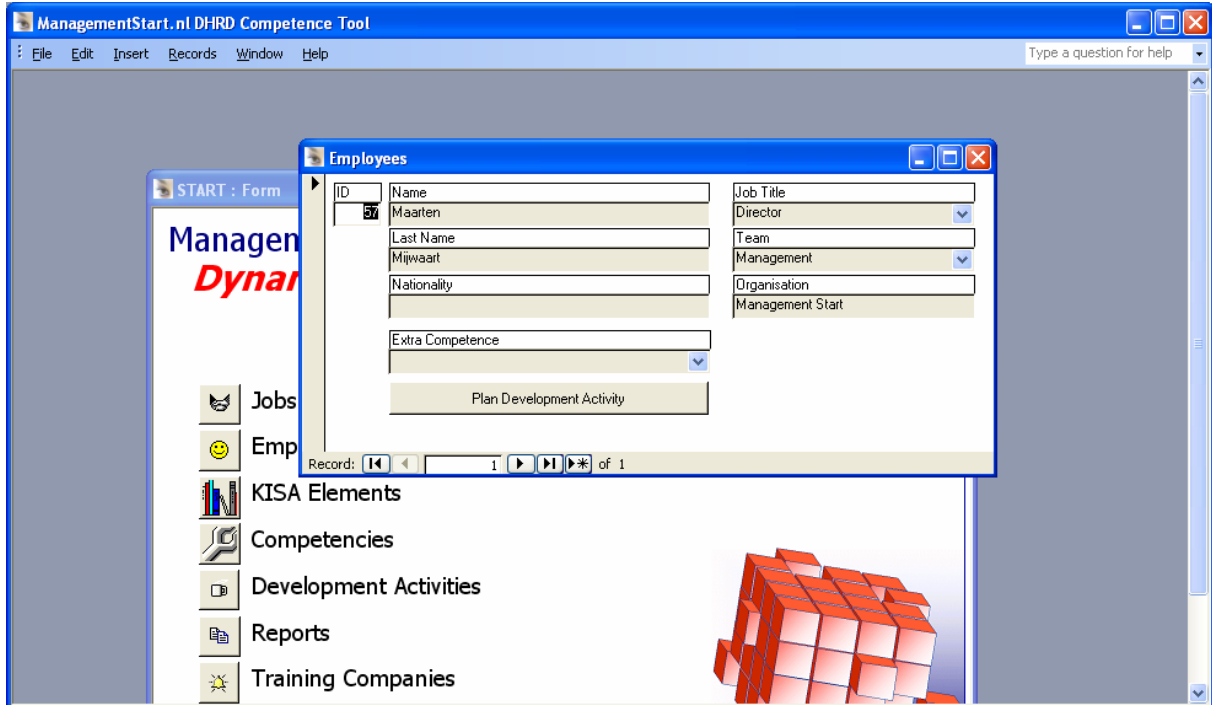
Input from this screen will be used to generate the job description reports.

None of the fields is resizable. Scroll bars will appear when activating a field that contains more content than the field can contain.

Employees

Choosing this option in the start screen will show the following window:
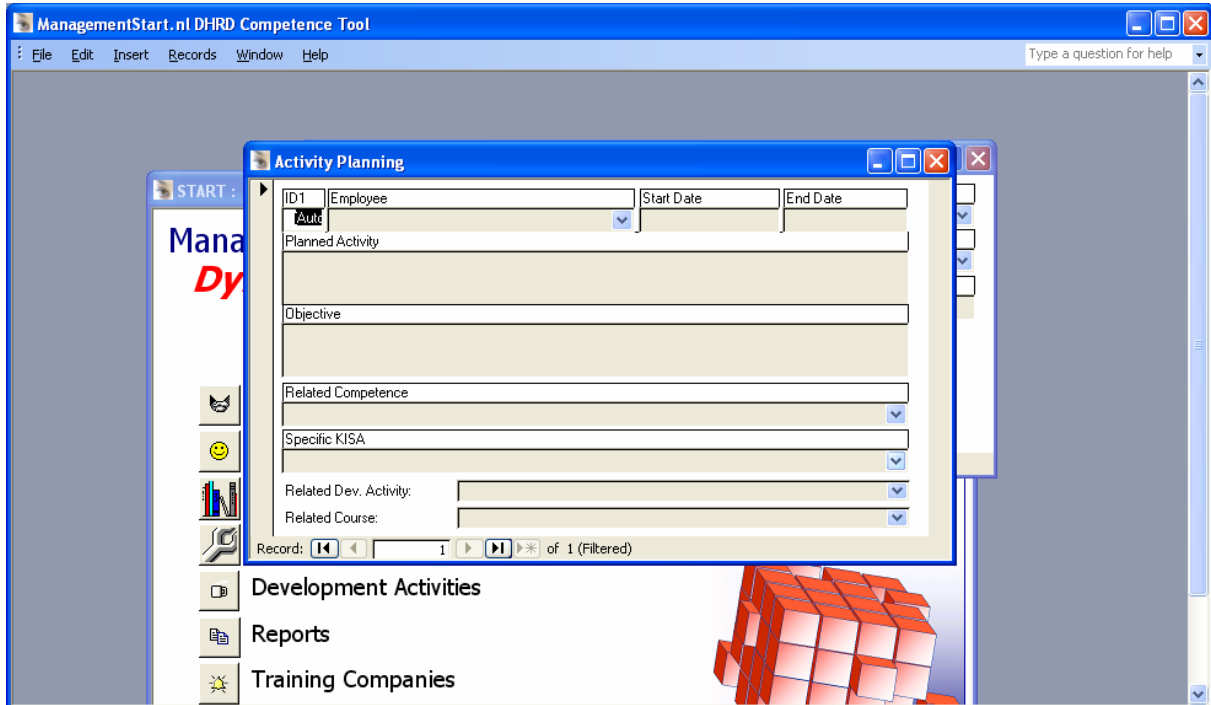
Basic information about employees can be entered using this form. Please select the appropriate **Job Title** and **Team**.

In the **Organization** field please enter the company the Team member is working for.

The **Extra Competence** field can be used to link the *person* to one of the competencies. This is useful if an individual performs an extra task that is not normally part of his/her formal job.

Pushing the *Plan Development Activity* button will show the following screen:

The window will show all records that relate to the employee that was active in the *Employee* window. The filter can be removed using the *Records* menu item.

Enter the starting and end date for the activity using the following format/mask: dd-mm-yyyy.
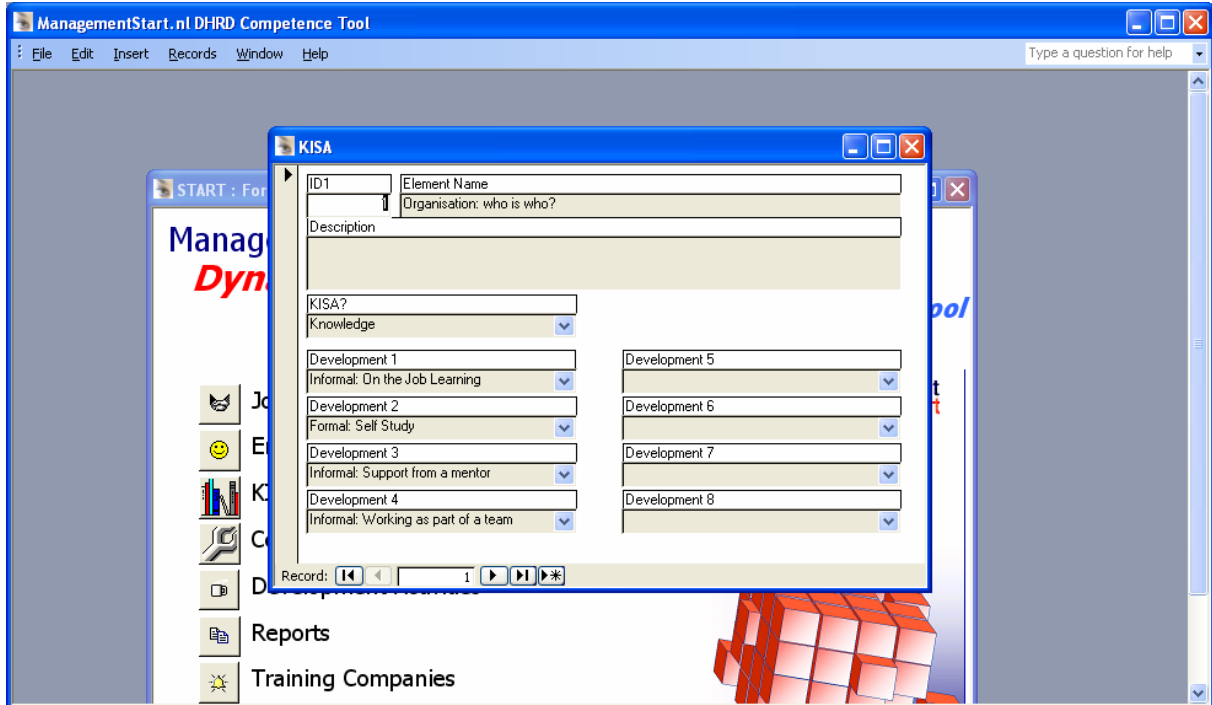
In the field *Planned Activity* please describe what is agreed upon. In the field *Objective* please enter what must be achieved within the selected time frame.

The other fields can be used to link competencies, a development activity or a course.

Standard MS Access functions can be applied to make use of these data. No reports are created yet to show what is entered.

KISA Elements

Choosing this option in the start screen will show the following window:
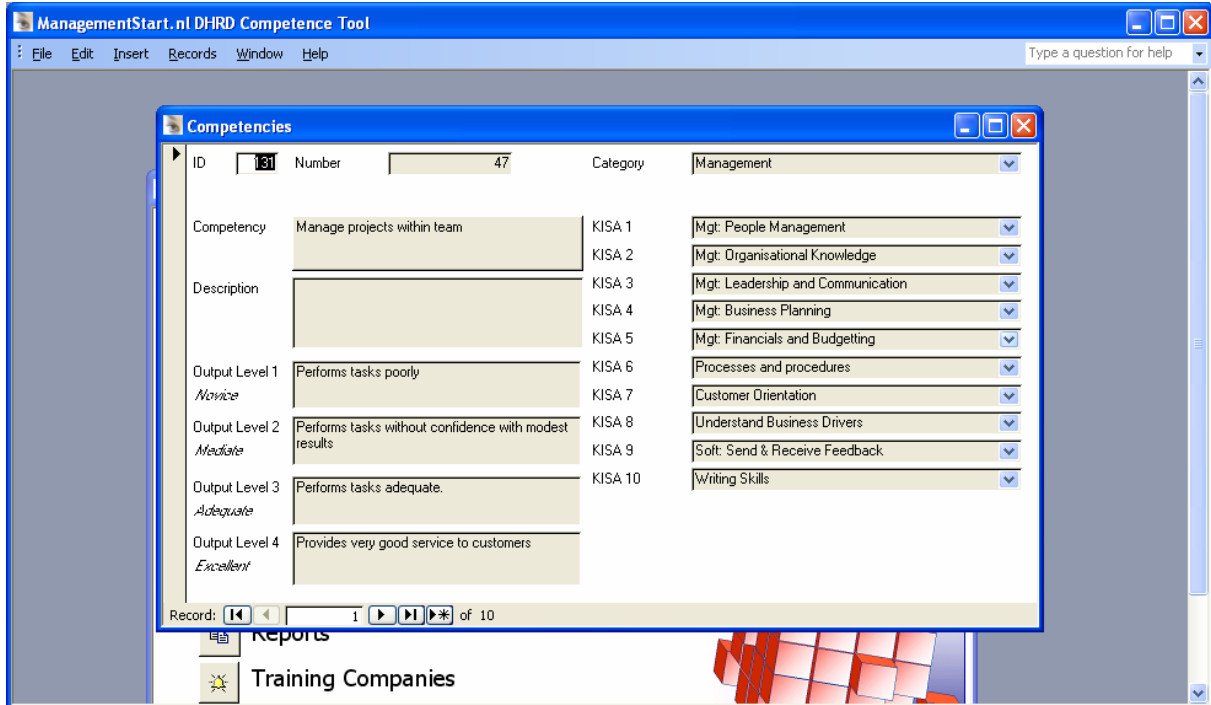

In the field **Element Name** the name of the KISA can be entered. In **Description** you can describe more detailed what the KISA-element is about.

In the field **KISA?** you select whether the element is about Knowledge, Insights, Skills or Attitudes.

Eight fields can be used to select Development Activities.

Competencies

Choosing this option in the start screen will show the following window:

The field *Competency* is used to store the (name of) the competency.

In the field *Category* you can select the appropriate category for the competency. This will help you to filter competencies. The categories can only be entered directly into the *Competencies* table.
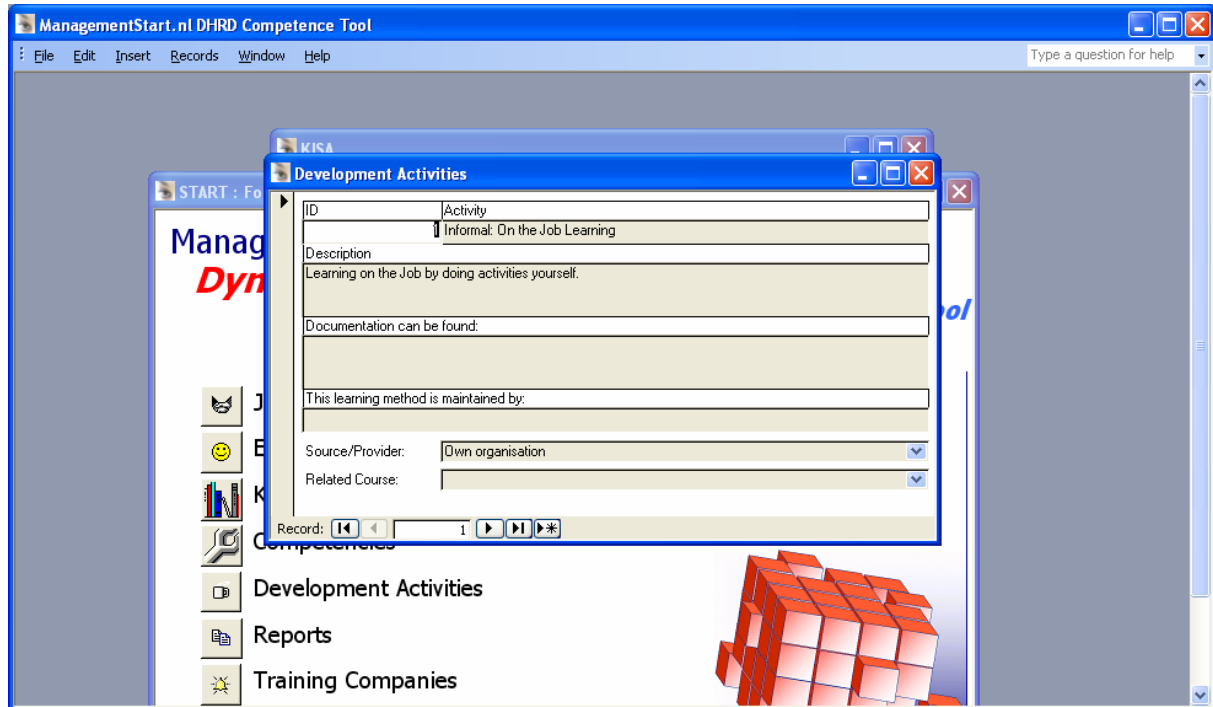
Use the field *Description* to provide more detailed information on the competency.

Four fields are available to describe *Output Levels*. More information on output levels is available in the previous chapter.

It is possible to link 10 *KISA*-items to the competency.

Development Activities

Choosing this option in the start screen will show the following window:

The field *Activity* can be used to store the (name of the) activity. Further details can be stored in *Description*.

It is important to know where *Documentation can be found*. For a development activity to be successful it is important that it is properly documented. The following questions should at least be answered:

- *What method/technique is applied to transfer expertise?*
- *How can this activity be implemented?*
- *What resources (people/materials) are required to organize this activity?*
- *How can the effects of the activity be measured?*

The answers to these questions can be stored in several ways: to be decided by the Team.

Parity also advises to name a product manager for each learning method. This small task involves making the learning method more explicit by thinking it over and documenting it.

One *Course* can be related to each learning method. The current set of methods however is too generic to be linked to a course. When more explicit learning methods are added, courses can be easily linked to it.

Reports

Choosing this option in the start screen will show the following window:
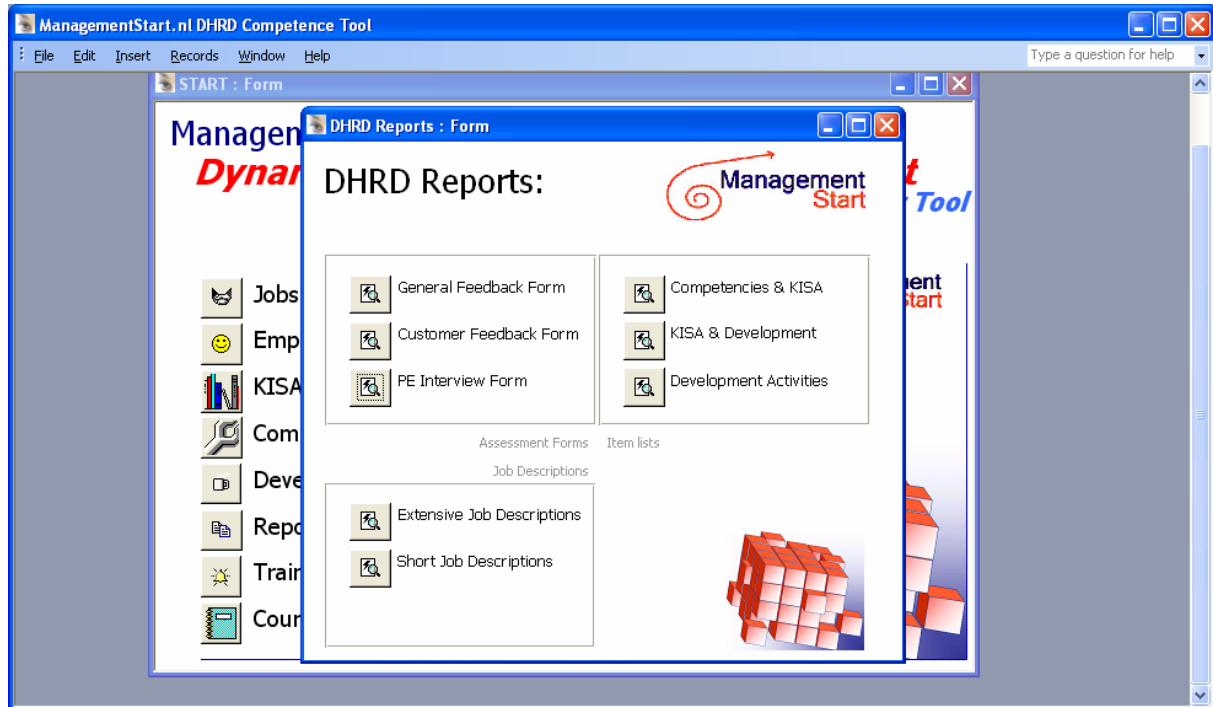
The forms mentioned are generated from the content of the database. The reports can easily be adapted to meet specific demands.

Assessment Forms:
- General Feedback Form   - used by colleagues, cluster heads and management
- Customer Feedback Form   - used by members from other ORGANIZATION entities
- PE Interview Form   - used by manager at annual Performance Evaluation
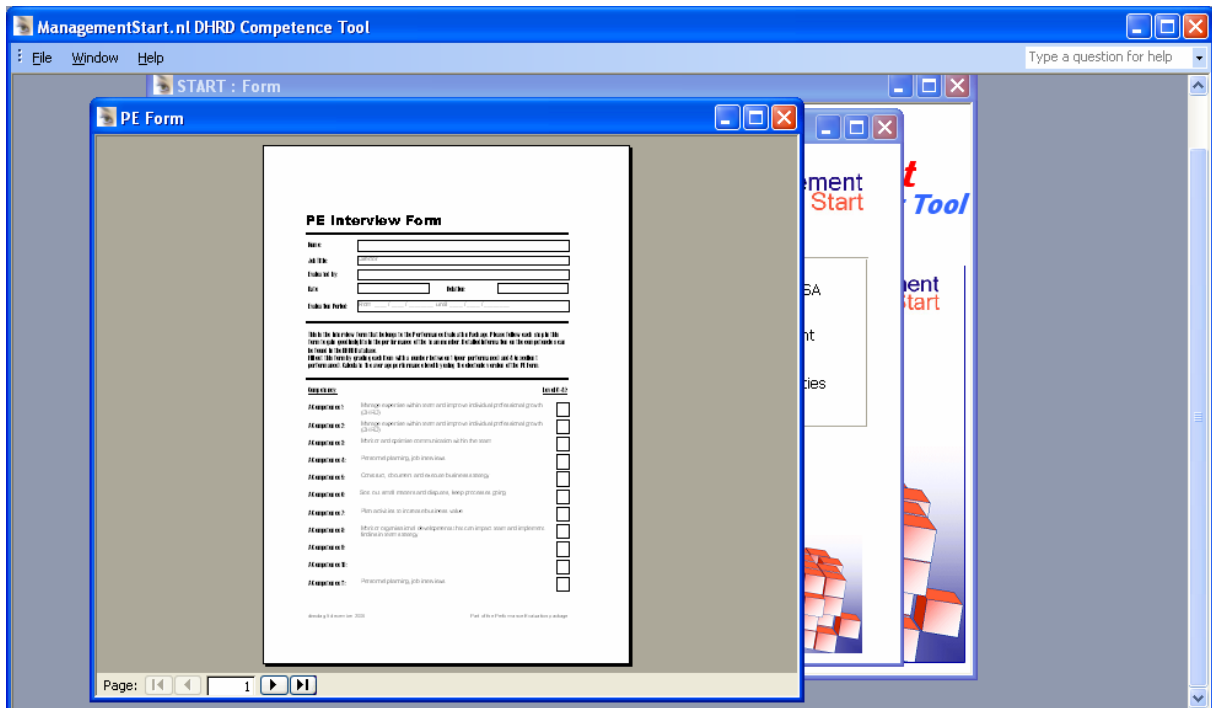
Item lists (can be used during PE dialogues):
- Competencies & KISA   - lists competencies and related KISA elements
- KISA & Development   - lists KISA elements and related development activities
- Development Activities   - lists specifics on development activities
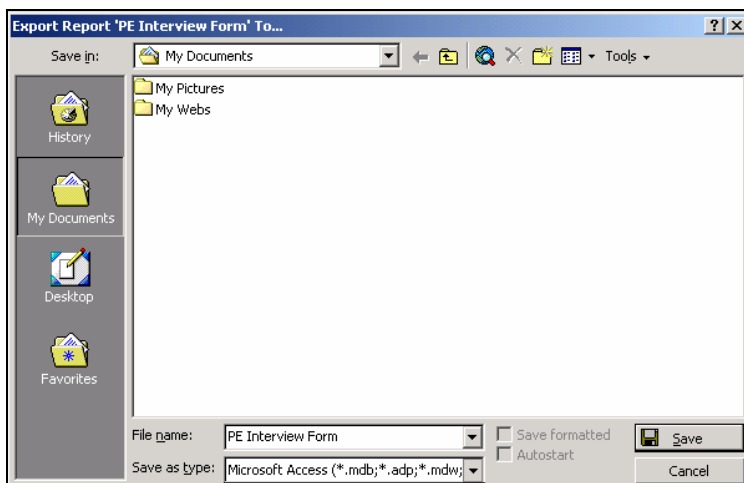
Job Descriptions:
- Extensive Job Descriptions   - generates all extensive job descriptions
- Short Job Descriptions   - generates all short job descriptions

After clicking the button of your choice the print preview of the report will appear.

The report can't be edited within MS Access, but it can be exported to several files using the **Export** option in the **File** menu.
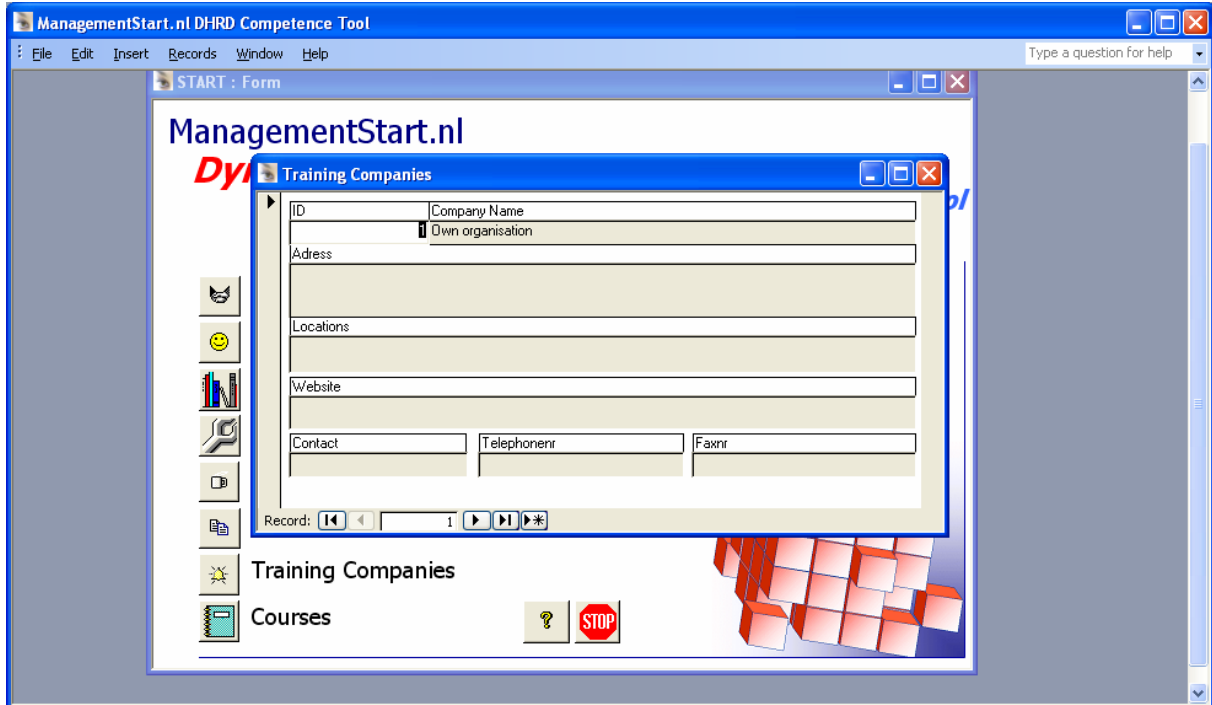
The report can be exported to text files, Excel and RTF-documents (also used for MS Word).

The feedback forms are part of the PE package. The reports should be combined with the forms that are presented in the back of this manual.

Training Companies

Choosing this option in the start screen will show the following window:

This form can be used to store detailed information on several internal and external training providers.

The field **Website** *contains hyperlinks.*

Courses

Choosing this option in the start screen will show the following window:

The form can be used to store detailed information on courses that are appropriate for team members.

In the field **Instrumentation** you can select the delivery method for the course.

Use the field **Training Provider** to select what company or division is delivering the course.

The rest of the fields can be used to store course characteristics.

?

Press the question mark in the start screen to show the splash screen with information on:
- Version
- Developer Credits
- Database Managers
- Where to find Information

Stop

Press the **Stop** button in the start screen to quit the application.
Changes made during work are saved automatically while the database file is open.

Process:

The Peformance Evaluation Process is to take place annually. Once each year the following proposed activities could occur:

1. The **Team manager** who informs all Team members formally starts the PE Process.
2. The **Team management** constructs a feedback planning: for each individual is to be decided who will leverage feedback on his/her performance. Each individual will be informed on this matter.
3. The **Team management** sends feedback forms to customers and team members with a kind request to return the forms within one week. In the communication is enclosed where more information can be found and who can be contacted to answer questions.
4. One **customer**, at least one **colleague** and one **supervisor** return the feedback forms.
5. Each **Team Supervisor** collects the forms for their team members and prepares the PE Interview.
6. The **Team Member** prepares the interview by self reflection.
7. The PE Interview takes place with the **Team Supervisor** and the **Team Member**.
8. The **Team Supervisor** documents conclusions and activity planning in the 'Personal Development Planning Form'.
9. The **Team Member** is responsible for initiating and carrying out agreed actions. The **Team Supervisor** is responsible for adequate facilitation and support.
10. After six months the **Team Supervisor** and the **Team Member** review the Personal Development Planning Form to ensure proper progress has been made. When necessary the content of the form is revised.
11. After one year the process restarts.

Procedure can be developed for each step in this process. In this phase we will discuss only the procedure for the actual interview. Most other activities are of a more logistic nature.

PE Interview Procedure:

Please use the following procedure when interviewing the Team Member:

Preparation:
- Ensure you understand the performance management process / DHRD by reading through this manual
- Review the previous PE forms from the professional to make sure you understand the history
- Check the DHRD database to see:
  - What activities are currently planned for this team member
  - If there is a specific competency linked to the individual
- Review all returned feedback forms and calculate average scores.
- Anticipate on thoughts/remarks the team member might have that will influence the conversation.

- Fill out the scores on the PE Interview Form *before* the interview.
- Make sure you have collected all necessary forms and data for the interview
- Make sure the team member has been invited and informed properly on:
  - Interview time and location
  - Objective of the meeting
  - Meeting agenda
  - Meeting attendees
  - PE Process
- Prepare the discussion by looking into the feedback forms and the DHRD Item Lists that contain the relationships between competencies and KISA-items and the relationship between KISA-items and development activities.

The Interview:
- Welcome the team member. Make sure he/she is comfortable
- Explain again the meeting agenda and objectives
- Explain that documented information will only be reviewed by management and one reviewing manager from senior management.
- Present the scores on the feedback forms
- Walk through the PE Interview Form and discuss the results
- Fill out the Personal Development Plan step by step, discuss each step, leave plenty of room for input from the team member
- Agree upon Personal Development Activities
- Sign the PDP form
- Thank the team member for his/her efforts and wish him/her good luck on his personal development and explain that in six months the progress will be reviewed.

After the Interview:
- Schedule the PDP progress review meeting
- Enter activities into the DHRD Database
- Store documents and forms in the personnel file
- Make sure your own activities are carried out right away

After six months there should be a review of the progress of the PDP activities. Just walk through the PDP document and ensure that actions are being taken and progress is being made.

The PDP-process can be integrated with regular Job-related processes within the organization.

Implementation Considerations

Database:

- Make sure the database is stored on a central location on the network.
- Make sure it can be accessed by those involved.
- Make sure adequate security policies are implemented.
- Make sure one person is awarded the DHRD Database Product Manager role. Be sure that this person has sufficient expertise on both DHRD and Microsoft Access.
- It would be advisable that the database is published on the intranet to be certain that all team members can review the content.

DHRD Data:

- Before starting the first PE Process, please review the content of the database to be certain that all data and relations adequately reflect the 'real world'.
- Make sure that all involved in the first round of interviews are aware that this is the first pilot round. Use feedback from all involved to review the data and relations in the database and all forms and procedures.
- Implement a process that will ensure that the DHRD content is reviewed and revised on at least an annual basis. This to ensure that the content is changing dynamically. Parity would advise to appoint a group of people that review the DHRD content.

PE Process:

- Virtually walk through the entire PE process to make sure every necessary element has been arranged.
- Document the process and integrate it in the work that has been done by the Ken Team.
- Integrate the new PE Process with the ranking process.
- Make Development Activities more explicit by documenting them and by developing tools to support the activities. Expand the development activity offer with explicit activities that relate to common expertise.

Future:

- Consider to expand the functionality of the system to other area's:
  - o Automated Training Planning
  - o Training Provider Documentation
  - o Automated/Online Development Planning
  - o Integrated Learning Offer

DHRD Forms

Some forms can be generated using the DHRD-database. This typically applies to forms that hold specific information that is related to the job. These forms are listed in the previous chapter.

One form is attached to this document: the Personal Development Planning form. This PDP-form is based on the former PE-form and input coming from the DHRD-approach.

Please read this manual carefully before applying this form.

Personal Development Plan

Name: _____

Team: _____   Cluster: _____

Mgr: _____   Period: _____

Empl.nr: _____   Ranking: 1 / 2 / 3 /4 / 5 (Last Ranking Date: _____)

General conclusions from 360° Feedback:

PE Score:

Describe 3-5 strengths for this individual:

1:

2:

3:

4:

5:

What Objectives have been achieved from previous Development Plan?

What Objectives have not been achieved from previous Development Plan? With what reason?

PDP Objectives and Activities:

Knowledge:		
Objective:	Activity:	Timeframe:
1		
Competency:		
2		
Competency:		
3		
Competency:		

Insights:		
Objective:	Activity:	Timeframe:
1		
Competency:		
2		
Competency:		
3		
Competency:		

Skills:			
Objective:		Activity:	Timeframe:
1			
Competency:			
2			
Competency:			
3			
Competency:			

Attitude:			
Objective:		Activity:	Timeframe:
1			
Competency:			
2			
Competency:			
3			
Competency:			

Other general agreements:

Are there specific competencies linked to this individual that must be reviewed?

Remarks from Team Member:

Please sign underneath:

Team Member	Team Supervisor	Reviewing Manager
Name:	Name:	Name:
Date:	Date:	Date:
Location:	Location:	Location:

Review after six months: YES / NO
Conclusions: