How to Increase Employee Engagement Through Competency-Based Talent Management
About our Presenter, Christine Lamothe

Ms. Lamothe has over 25 years experience as a human resources professional, and is well known for her expertise in developing competency-based human resource management programs and tools such as assessment, interviewing, competency-based human resource planning and development, and performance management.

She co-authored HRSG’s CBM Certification Program, defining the methodology for developing competency frameworks and using competencies in Talent Management.
Agenda

- What are competencies
- Their benefits
- Best practices
- Competencies and talent management
- Vignettes
About HRSG

- World leader in competency-based talent management
- Offices in Ottawa, Toronto and Dubai
- For 25+ years, we have helped our clients use competencies to:
  - define their talent needs,
  - address skill deficiencies, and
  - improve individual and organizational performance
- Partner with TalentGuard to deliver a competency-based talent management software suite
Return on Investment

- 92% greater ability to “respond to changing economic conditions”
- 156% greater ability to “develop great leaders”
- 40% lower turnover among high performers
- 87% greater ability to “hire the best people”
- 26% higher revenue per employee
  » Bersin 2010
- 19% improvement in employee performance
- 12.5% increase in sales and profits
  » Spencer 2001
“An organization does not succeed because it is big or long established; it succeeds because there are people in it who love it, sleep it, dream it, and build future plans for it.” (unknown)
Company-wide Enablement

**Competencies** provide clear information about how employees need to behave to achieve goals.

**Competencies** drive behavioral change.

**Competencies** provide a means to measure employee behaviors.

**Competencies** define your values in measurable terms (what is integrity?)

**Competencies** provide a key tool for career development

**Competencies** are a communication tool to engage employees in discussions about job improvement.
POLL
Why Do Organizations Turn to Competency-based Talent Management?

For organizations that seek to align their workforce with business objectives, competency management is critical.

Aberdeen Research
Link to Success

- Competencies translate the strategic vision, values and goals for the organization into behaviors or actions employees must display in order for the organization to be successful.

competency (also competence) • n.
1 the quality or extent of being competent. 2 the observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance.

competent • adj. having the necessary ability or knowledge to do something successfully.
What is a competency?

*Observable* abilities, skills, knowledge, motivations or traits *defined in terms of the behaviors* needed for *successful* job performance.
# Interactive Communication

Listening to others and communicating articulately, fostering open communication.

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<tr>
<th>LEVEL 1</th>
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<th>LEVEL 3</th>
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<tbody>
<tr>
<td>Listens and clearly presents information</td>
<td>Fosters two-way communication</td>
<td>Adapts communication</td>
<td>Communicates complex messages</td>
<td>Communicates strategically</td>
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<td>Listens/pays attention actively and objectively.</td>
<td>Recalls others' main points and takes them into account in own communication.</td>
<td>Tailors communication (e.g., content, style and medium) to diverse audiences.</td>
<td>Communicates complex issues clearly and credibly with widely varied audiences.</td>
<td>Scans the environment for key information and messages to form the development of communication strategies.</td>
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<td>Presents information and facts in a logical manner, using appropriate phrasing and vocabulary.</td>
<td>Checks own understanding of others' communication (e.g., paraphrases, asks questions).</td>
<td>Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.</td>
<td>Handles difficult on-the-spot questions (e.g., from senior executives, public officials, interest groups, or the media).</td>
<td>Communicates strategically to achieve specific objectives (e.g., considers optimal &quot;messaging&quot; and timing of communication).</td>
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<td>Shares information willingly and on a timely basis.</td>
<td>Elicits comments or feedback on what has been said.</td>
<td>Communicates equally effectively with all organizational levels.</td>
<td>Overcomes resistance and secures support for ideas or initiatives through high-impact communication.</td>
<td>Uses varied communication vehicles and opportunities to promote dialogue and develop shared understanding and consensus.</td>
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<td>Communicates with others honestly, respectfully, and sensitively.</td>
<td>Maintains continuous, open and consistent communication with others.</td>
<td>Understands others' complex or underlying needs, motivations, emotions or concerns and communicates effectively despite the sensitivity of the situation.</td>
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**HR Professional** | **HR Manager** | **Executive HR Director**
POLL
Translate the organization’s vision and goals into expected employee behavior
3 Vignettes

- Poor hiring decision
- Loss of a good employee
- Hiring a well aligned candidate
Vignette #1: Poor Hiring Decision

Meet Joe...

- 6 years experience in product development with related education and credentials
- Hired as a Product Development Manager
- Hiring method focused on education and experience
Vignette #1: Poor Hiring Decision

After 6 months, had to fire Joe due to lack of performance.
Why didn’t things work out with Joe?

**Poor fit**
- Personality conflicts
- Difficulty adapting

**Slow learning curve**
- Didn’t have the skills needed to learn quickly

**Lack of engagement**
- No clear understanding of expectations and role

**Poor performance**
- Didn’t meet targets
- Couldn’t motivate team to perform
Organizational Impacts

- Spent time and money hiring an employee who didn’t stay
- Affected morale and performance of team
- Risk of litigation
- Failed to meet goals: delayed product launch
Let’s try it again!

**Hiring methods** focused on key competencies required

- Teamwork & Team Leadership
- Adaptability

- Competencies defined
- Structured competency-based interview approach
- References focus on key competencies

**Orientation & Coaching**

- Clearly described behavioral expectations
- On-job Coaching for key competencies

- Used competencies to describe expected behaviors
- Coached to key competencies
- Monitored behaviors & performance
Vignette #2: Loss of a Good Employee

Meet Jackie...

- 12 years experience as a Sales Rep, strong track record and major potential for growth
- Accepted position due to company culture and potential advancement opportunities
Vignette #2: Loss of a Good Employee

Once hired...
- Manager did not communicate possible career path opportunities
- No mechanism in place to find the information

After 18 months, Jackie left the company to go to a competitor.
Why Jackie left?

Lack of feedback
- Manager unable to provide feedback on how to develop career path

Lack of management competencies
- Manager didn’t have the right competencies required to empower his employees

Lack of engagement
- Unable to take charge of her career
- Wasn’t challenged in the role

Poor job satisfaction
- Didn’t see where she fit in the organization and was unable to reach her full potential
Organizational Impacts

1. Spent time and money hiring and training an employee who didn’t stay
2. Lost a high potential employee to the competition
3. Lost momentum in making sales
4. Sends a message to other employees: no career here!
Let’s try it again Jackie!

**Career Development Tools**
- Key competencies recognized by the organization
- Competency Profiles within career path
- Tools for self-assessment and development
- Policies and resources for development of competencies

**Performance Coaching**
- Career development discussion with manager
- Competency assessment and coaching
- Development assignments

Everything you wanted to know about competencies
Vignette #3: Hire a well-aligned candidate

Meet Rebecca...

- 2 years retail sales experience
- Hired as a Customer Service Rep based on alignment of personal competencies to job requirements
- During interview process, demonstrated:
  - Achievement Orientation
  - Initiative
  - Client Focus
Vignette #3: Hire a well-aligned candidate

After 16 months, Rebecca was promoted to Customer Service Manager.
Why did Rebecca succeed?

**Good fit**
- Hired based on displaying competencies needed for success in the job AND the organization

**High level of engagement & job satisfaction**
- Was able to take charge of her own career due to clear development paths

**Short learning curve**
- Addressed skill and knowledge gaps in a targeted manner

**Excellent performance**
- Exelled in her position
- Manager reinforced and recognized competencies
Organizational Impacts

Customer Service delivered effectively and consistently

High impact and replicable hiring practices in place

Engagement among high performing employees; motivated to succeed
Best Practices for Using Competencies

1. **Hiring**
   - Communicate ideal candidate profile
   - Select to key competencies
   - Standardized tools and methods

2. **Performance**
   - Communicate job expectations
   - Coach to competencies

3. **Development**
   - Assess competencies to identify gaps
   - Learning plans to address gaps
   - Career development tools aligned with competencies

4. **Engagement**
   - Career development tools
   - Expected behaviors clearly defined
   - Reinforce key competencies

5. **Planning**
   - Assess successors against competencies (e.g., leadership profile)
   - Identify key competencies needed in workforce

**Goals**
- Hire better quality employees
- Greater job knowledge & competence
- Quick learning curve and targeted development
- Greater employee retention & motivation
- Build a high performing workforce
## Getting Started with Competencies

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<th>Step</th>
<th>Description</th>
<th>How HRSG Can Help?</th>
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<tr>
<td>1</td>
<td>Competency dictionary with general and technical competencies</td>
<td>Competency Libraries</td>
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<tr>
<td>2</td>
<td>Plan for implementation and roll-out</td>
<td>Consultation Engagement</td>
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<td>3</td>
<td>Enabling tools</td>
<td>Guides, Templates, Best practices</td>
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<td>4</td>
<td>Training</td>
<td>Support all talent management applications</td>
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Maximize the potential of your employees by measuring their progress.

Ensure total compensation and rewards are fair and transparent.

Enable employee-driven career development.

Find the best job fit for your workforce based on comprehensive data.

Take advantage of employee centered feedback to drive improvements.

Foster inspiration and high morale with accomplishments you can see.

Engage your workforce with competency-based learning.

Match employees with coaches and mentors to improve outcomes.

Our Career Core Competency Framework is the backbone of TalentGuard’s Talent Management System.

250+ Competencies

400+ Technical Skills

900+ Position Profiles

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Questions