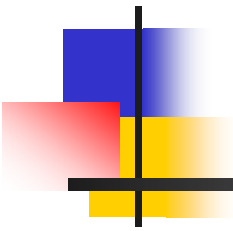


# Development and Use of an Integrated HR System



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# Overview

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- Competency model development
- Integration of model into all HR programs



# Situation

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- Large private sector organization
- Over 50,000 employees
- Previous competency model nearly 10 years old
- Industry has changed substantially in that time
- New CEO, COO, HRVP
- Significant initiatives to revise organization's values, increase awareness of diversity programs
- Separate models for executives vs. non-manager and manager



# Development of Model

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- Literature reviews for competencies, executive competencies
- Text analyses of CEO speeches
- Values revision
- Diversity initiative



## Development of Model, cont'd

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- Conduct executive focus group to learn future trends for industry, organization, business goals, expectations of employees
- Job activities and skills necessary for successful *future* performance
  - **2 focus groups at each management level:  
Executive, Director, Manager**



# Model Development, cont'd

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- **Job activities and skills needed to be successful *NOW* (from incumbents)**
  - Focus groups at Director, Manager, Supervisor level (8 groups total)
  - Interviews at Individual Contributor level (21)
  - Interviews at Executive level (3)
- **Job activities and skills necessary for successful performance *NOW* (managers)**
  - Interviews of Supervisors, Managers, Directors, and Executives (29)
- **Survey of over 1300 employees at all levels of management (42% response rate)**
- **Executive input**



# Changes

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- **Increased emphasis on:**
  - creativity and innovation
  - results orientation, accountability
  - cross-functional teams, collaboration within and outside organization
  - continuous learning

# The Competencies

**New Purpose  
and Values**

**New leadership,  
organization,  
and culture**

**New CEO's  
performance  
expectations**

**Expected Employee Behaviors (Competencies)**

**Competencies  
aligned with  
Purpose and  
Values**

**Consistent  
cultural  
alignment**

**Employees who  
clearly  
understand and  
demonstrate  
what is  
expected**



# The Competency Model

<b><u>Act with Integrity</u></b>	<b><u>Focus on Customer</u></b>	<b><u>Deliver Results</u></b>	<b><u>Build Relationships</u></b>	<b><u>Demonstrate Leadership</u></b>
<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• <b>Build a reputation for doing what is right</b></li> </ul>	<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• <b>Understand the customer and exceed expectations</b></li> </ul>	<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• <b>Set high expectations and meet them</b></li> <li>• <b>Analyze issues and find innovative solutions</b></li> </ul>	<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• <b>Value diversity and foster inclusion</b></li> <li>• <b>Build effective partnerships</b></li> <li>• <b>Communicate often and well</b></li> </ul>	<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• <b>Encourage continuous learning</b></li> <li>• <b>Make plans with the long-term impact in mind</b></li> <li>• <b>Build a high-performing work environment</b></li> </ul>



# Differentiation Among Levels

## Competency: Deliver Results

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### **All Associates**

- Fully engage – put forth best effort, best work
- Demonstrate a positive sense of urgency
- Seek creative solutions – take bold actions
- Make timely, fact-based decisions

### **Leaders**

- Create an environment that demands and supports best efforts, best work
- Set and meet aggressive goals
- Eliminate duplication, waste and bureaucracy
- Ensure work gets done in one place

# Benefits and Challenges of Model



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## Benefits:

- Simpler, with one model for all
- Updated based on internal and external research
- Uses same language as CEO
- Career development facilitated
- Data-driven model based on input from employees at all levels
- Aligned with purpose and values and reinforces business strategy

## Challenges:

- Significant change may cause resistance
- HR systems needed to be revised to reflect new dimensions and new structure
- May lose some face validity with executives and individual contributors because dimension labels are the same across groups



# Communication of Model

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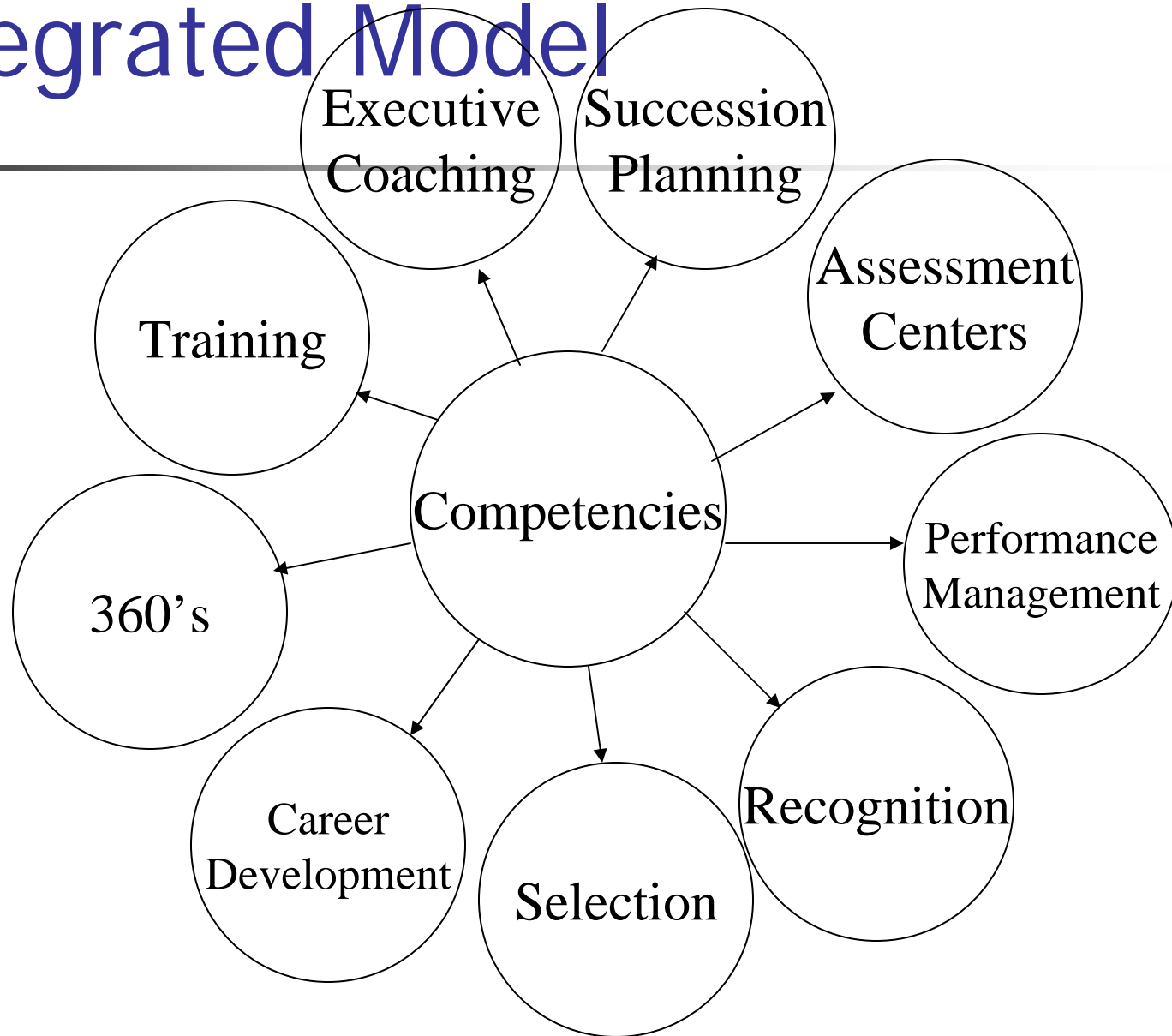
- E-mail to all associates
  - Intranet website for model
  - Intranet "Play to Win" stories
  - Communications to executives and managers via e-mail, websites
  - Integrated into program announcements – recognition program, performance management

**Competency:** Ray demonstrates the Competency **Focus on Customer**. He exceeded the customer's expectations by resolving the issue quickly and appropriately, even though it was outside of Ray's normal scope.

## **About this series**

"How I Play to Win" is an employee headline series appearing each Tuesday and Thursday on the organization's intranet homepage. The stories are designed to showcase actionable, specific ways associates are demonstrating one or more of the [Competencies](#) and truly making a difference. Visit the [Play to Win](#) site to nominate yourself or someone you know for a chance to be featured.

# Integrated Model



# Selection - Interview Guides

OASIS - Microsoft Internet Explorer

Questions

To create an interview guide, select the dimension(s) and behavior(s) that you are interested in asking questions about then select the questions that you would like included in your Interview Guide.

**INDIVIDUAL CONTRIBUTOR DIMENSIONS**

- Act with Integrity
- Focus on Customer
- Deliver Results
  - Fully engage - put forth best effort, best work
    - Sometimes you are very busy and other times you may not be so busy. How have you handled the times when you haven't been busy?
    - Tell me about the last time that you worked overtime to meet a project deadline.
    - Give me an example of the types of things you do to control the number of errors you make in your work.
    - Not paying attention to details can lead to the failure of a project. Tell me about a time when missing a few details caused you a lot of problems.
    - Describe a time when your job demanded extensive effort.
    - Tell me about a time when you worked at a fast pace for a long time.
    - Certain situations call for an extra effort. Tell me about a time when you decided you needed to give this extra effort.
- Demonstrate a positive sense of urgency
- Manage multiple demands and competing priorities
- Set high work standards
- Seek creative solutions - take bold actions
- Make timely, fact-based decisions
- Distinguish yourself through initiative and results
- Be agile and flexible in meeting challenges
- Challenge the status quo

Building Relationships

Demonstrate Leadership

If you like to add any additional questions, select Yes and your next form will provide you with the space and format for adding as many questions as you like.  Yes  No

When you are done, click "submit" to go to the next form.

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Local intranet

# Performance Management

The screenshot shows a web browser window with the following content:

- Menu Bar:** File, Edit, View, Favorites, Tools, Help
- Address Bar:** Back, Forward, Search, Favorites, Media, Go
- Main Content Area:**
  - 3. [MIP:Y/N \(%\) %\(\). Demonstrate value of products and services.](#)
  - 4. Add a new objective
  - 5. Add a new objective
  - 6. Add a new objective
  - 7. Add a new objective
  - 8. Add a new objective
  - 9. Add a new objective
  - 10. Add a new objective
  - 11. Add a new objective
- Demonstration of Dimensions Table:**

Demonstration of :	Dimensions	First Interim Review		Second Interim Review		Final Review	
		Emp	Sup	Emp	Sup	Emp	Sup
1.	<a href="#">Act with Integrity</a>						
2.	<a href="#">Focus on Customer</a>						
3.	<a href="#">Deliver Results</a>						
4.	<a href="#">Build Relationships</a>						
5.	<a href="#">Demonstrate Leadership</a>						
- Individual Development Plan (IDP) Section:**
  - 1. Add a new development goal (select a subdimension)
  - Overall Performance Summary**
  - Employee Comments:** [EDIT]
  - Supervisor Comments:**
  - Overall Rating:** This LINK is not yet rated. [View all rating definitions](#)
- Performance Planning and Support Table:**

	Performance/IDP Planning	First Interim Review	Second Interim Review	Final Review
Employee Acknowledgement	<a href="#">+ Enter Date</a>	<a href="#">+ Enter Date</a>	<a href="#">+ Enter Date</a>	<a href="#">+ Enter Date</a>
Supervisor Acknowledgement				



# 360-Degree Feedback

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- Build Relationships
  - Acknowledges the contributions of others (non-manager)
  - Encourages information sharing among team members and across units (manager)
  - Sponsors initiatives that promote diversity and inclusion (executive)

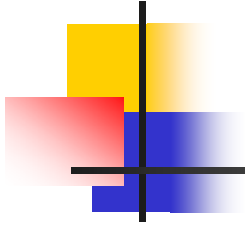




# Summary

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- Competencies built to reflect new CEO's direction, trends in business, organization's values
- Competencies integrated into all HR systems and programs, to ensure employees are hired, promoted, and developed based on competencies
- Daily reinforcement of direction and values



Questions?