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Making every day a better day

Competency-Based Systems for Frontline Employees

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Overview

- **Background**
  - Sodexo – who are we?
  - Competency-based tools for management positions
  - Our approach to job analysis and instrument development
- **Development of Competency-Based Tools for Frontline Employees**
  - Job Analysis
  - Competency Model and Brochure
  - Position Profiles and Basic Qualifications
  - Structured Interviews
  - Performance Management
  - Management Training – Interviewing and Performance Management
- **Benefits for the organization**
- **Recommendations and future directions**

Sodexo – Who Are We?

- Sodexo is the leading food and facilities management services company in North America
- Revenues: $7.2 billion USD, including approximately $1 billion in facilities management
- Where we are:
  - Schools: 500
  - Universities & colleges: 1,000
  - Senior Services: 500
  - Hospitals: 1,800
  - Corporate Services: 2,000
  - Government and Defense: 70
  - Remote sites: 50 (Alaska, Canada and Mexico)
- Employees: 125,000+; 20,000 management, 105,000 hourly

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- **Job analysis of all management positions led to:**
  - **Competency Model and Brochures**
  - **Position Profiles**
  - **Basic Qualifications**
  - **Competency Phone Interviews**
  - **Structured Hiring Manager Interviews**
  - **Online Performance Management**
  - **Online Succession Planning**
  - **Manager Training**
    - Interviewing
    - Performance Management

Our Approach

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Phase I

**General Managers
District Managers
Sales Positions**

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

Phase II

**In-Unit Managerial
& Professional
Positions**

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

Phase III

**Operations
Vice President
Positions**

- Job Analysis
- Assessment Development & Validation
- Performance Management Development & Validation
- Implementation

Phase IV

Staff Positions

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

Phase V

Hourly Positions

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

Considerations in Meeting the Needs of Frontline Staff

- Size and variability of the incumbent population
- Accessibility of resources to deliver and utilize competency-based tools
- Reading level and fluency of incumbent population
- Turnover in frontline positions
- Reach to managers of frontline employees

Frontline and Administrative Job Analysis – Scope and Methodology

- **Over 100,000 employees; 281 collapsed job titles in approximately 6,000 locations**
- **All four market segments and HQ**
- **Goal: Collect reliable, complete, and sufficient job analysis data to create position profiles, job families, selection tools, and performance management tools**
- **Method:**
  - Participants = supervisors of hourly employees
  - Materials = electronic task and competency surveys
  - Procedure = e-mail invitation to individual supervisors
- **Sample job titles: test tube washer, salad worker, cold food prep helper, barista, baker I, II, III, and IV, reprographics operator, seamstress**

Frontline and Administrative Job Analysis - Results

- **Surveys sent to 5,800 supervisors of frontline and administrative positions; complete responses received from 2,273 participants (response rate 39%)**

- **Analyzing the Data:**
  - Demographic representation
  - Scope and entry requirements (e.g., experience, education)
  - Task frequency and importance for general and technical tasks
  - Competency importance and required upon entry for general and technical competencies
  - Overlap analysis within job families for tasks and competencies between and among jobs

Frontline and Administrative Job Analysis - Outcomes

- Competency Model and Brochure
- Position profiles
- Basic Qualifications
- Structured Interviews
- Performance Management
- Manager Training
  - Interviewing
  - Managing Performance
- Delivery Mechanism: Sodexo's Intranet and Frontline website (www.iamsodexo.com)

Competency Model for Frontline Employees

Position Profiles and Basic Qualifications

- **Development of Position Profiles**
  - Existing profiles were locally developed and somewhat sporadic in coverage
  - New profiles follow consistent format and are based on job analysis data; all positions have profiles
  - Elements include key duties, critical competencies, scope and entry requirements

- **Basic Qualifications for Frontline Positions**
  - Education
  - Functional Experience
  - Supervisory Experience

Structured Interviews for Frontline Employees

- Interviews based on critical competencies for meta-job families
  - Support
  - Food
  - Facilities
- Six versions of each interview available to hiring managers of frontline employees
- Behaviorally-based questions; mirrors format of management interviews
- Evaluation standards (rating scale) written specifically for each question/competency

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Performance Management for Frontline Employees

- Old System: paper-based forms, multiple forms available, not tied to competencies or specific job titles
- New Performance Management Forms:
  - Tied to critical competencies for frontline positions
  - Tied to Sodexo's values (Team Spirit, Spirit of Progress, Service Spirit)
  - One form for all frontline positions
  - One form for administrative positions
  - Frontline form still paper-based
  - Administrative positions now part of online performance management tool

Training for Managers of Frontline Employees

- ⊙ **Interviewer Training**
  - Hiring managers of management employees must take 3-hour online/webinar training course
  - Hiring managers of frontline employees CAN take online course
    - Emphasis in e-learning on how to navigate the online/management hiring process; does not apply to hiring frontline staff
  - Recorded webinar available on intranet for managers of frontline staff
    - Highlights of conducting effective interviews
    - Do's and Don'ts for hiring managers
    - Resources for assistance/guidance
- ⊙ **Performance Management Training**
  - Similar to interviewer training – e-learning mandatory for managers of managers; voluntary for managers of frontline
  - E-learning includes managing online process not relevant for managers of frontline staff
  - Recorded webinar for managers of frontline emphasizes fair evaluation of performance, how to have productive performance conversation, how to set realistic and meaningful developmental goals

Benefits of Competency-Based Systems for Frontline Employees

- Emphasis on frontline positions mirrored prior emphasis on management population

- Competency-based framework provides the paradigm for instrument development, communication, and implementation

- HR tools have been developed and validated in accordance with legal and professional guidelines

- Consistency across the organization for attracting, selecting, evaluating, developing, and retaining frontline staff

- Ease of communication with and acceptance of managers - competencies are part of the language of Sodexo

Recommendations and Future Directions

- **Recommendations:**
  - Infrastructure – support for the effort
  - Manageable pieces of the effort at any one time
  - Communication!
  - Usability!
  - Implementation of more than one tool at a time
- **Future directions:**
  - Hourly recruitment efforts
  - Translations into Spanish of competency brochure
  - Development of job family-specific brochures
  - Further refinement of online delivery
  - Explicit alignment with Employee Value Proposition (recruiting, welcoming, living, growing, rewarding)
  - E-learning course for frontline performance management

Questions and Contact Information

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