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.
Sodexo Management Competency-Based Systems

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

<table>
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<tr>
<th>Phase</th>
<th>Positions</th>
<th>Activities</th>
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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.iam sodexo.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
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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