Competency & Performance Management

Learning Nugget

13. December 2022

SCHEDULE

1. **What** is Competency & Performance Management?

2. **Why** is it useful?

2. **What** are the Components?

3. **How** does the process look like?

COMPETENCY & PERFORMANCE MANAGEMENT
REASONS FOR

NO DOCUMENTED SKILL REQUIREMENTS

LACK OF TRANSPARENCY OF PERFORMANCE

NO MONITORING & INCENTIVE SYSTEM

LACK OF INTEGRATED DEVELOPMENT SYSTEM

LOW EMPLOYEE RETENTION

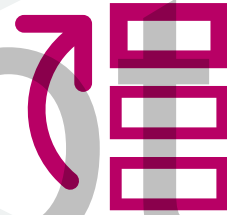# COMPETENCY & PERFORMANCE MANAGEMENT
REASONS FOR

RECRUITMENT

INDIVIDUAL DEVELOPMENT

CAREER DEVELOPMENT

PERFORMANCE REVIEWS

COMPETENCY & PERFORMANCE MANAGEMENT
BENEFITS

- Promote Career Development
- Assure Quality
- Develop Capacities
- Shape a common culture
- Increase Employee Retention
- Incorporation of Values
- Alignment Workforce & Strategy
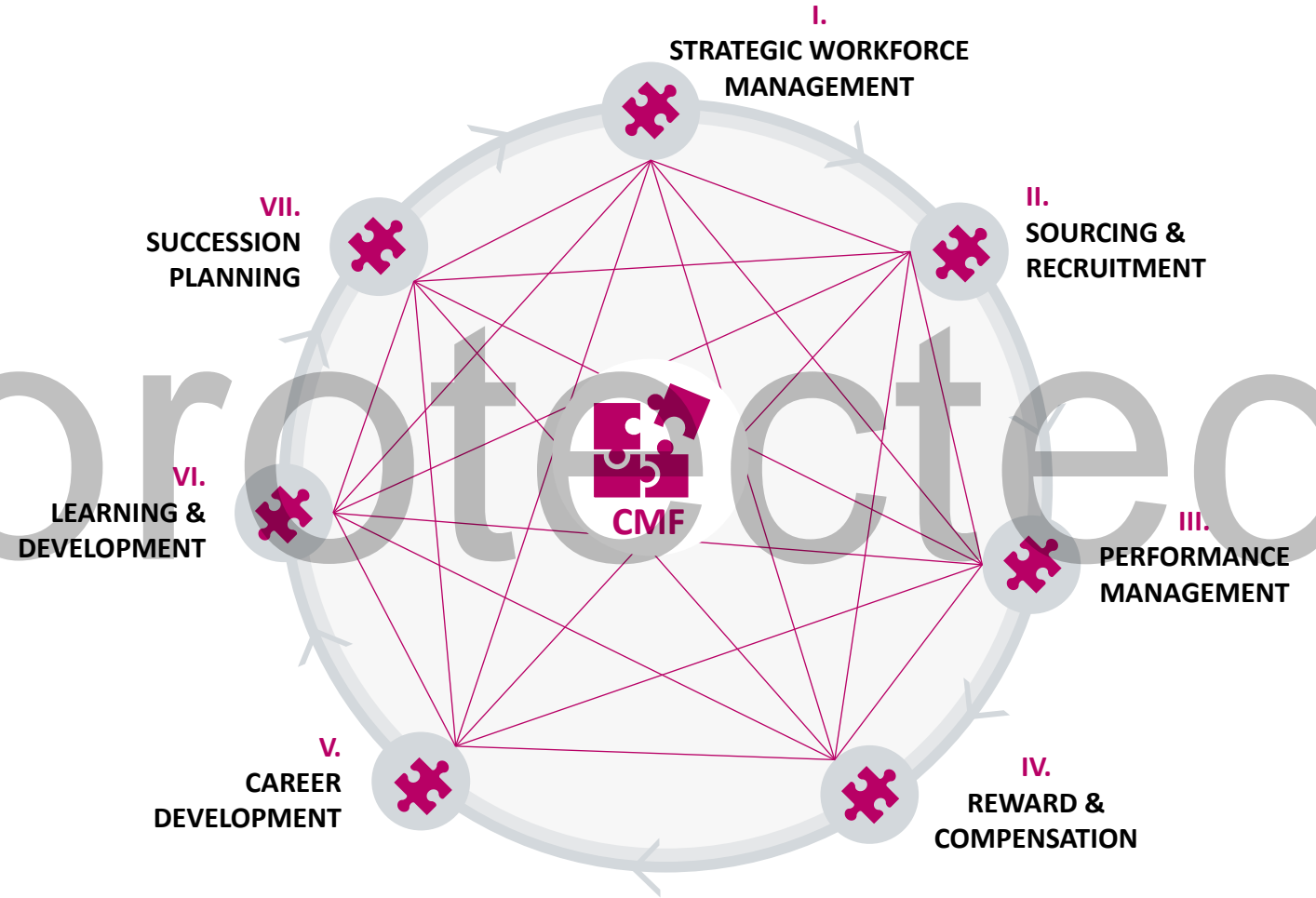- Improve Productivity & Performance
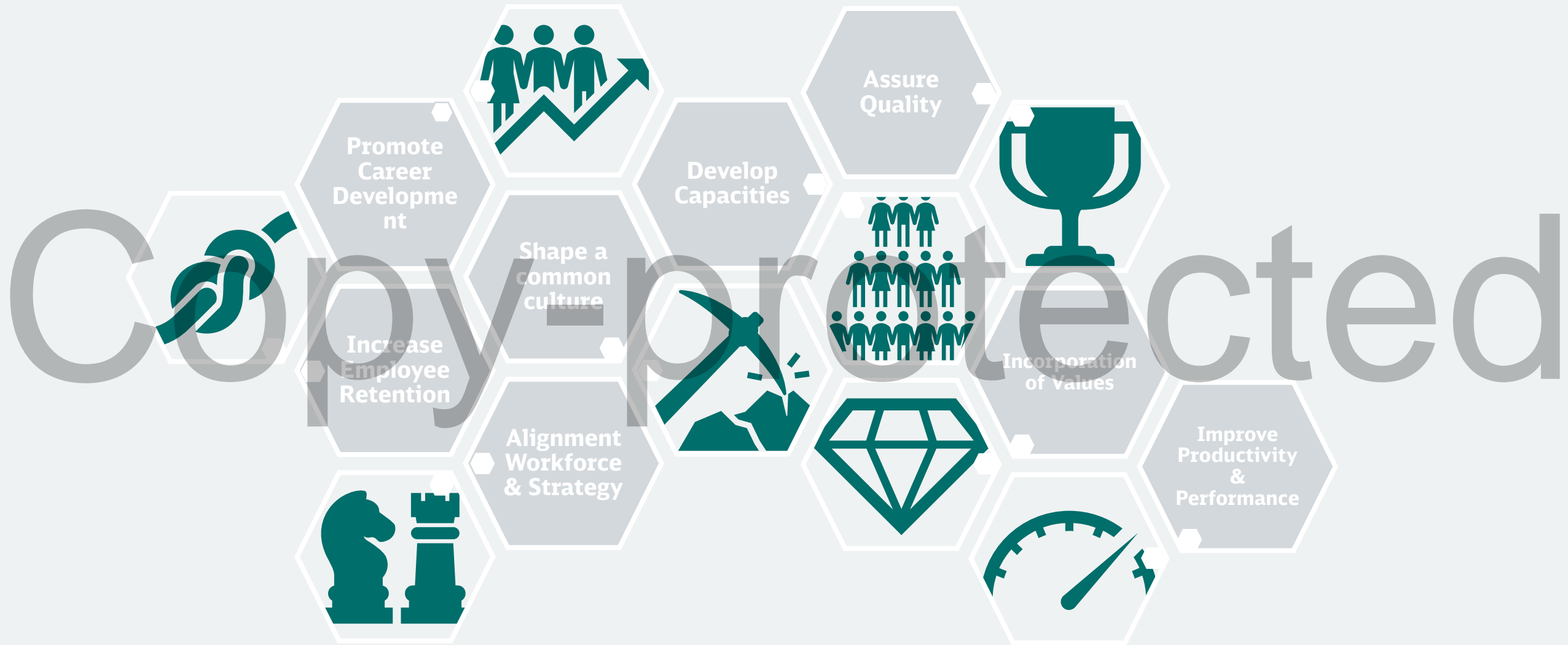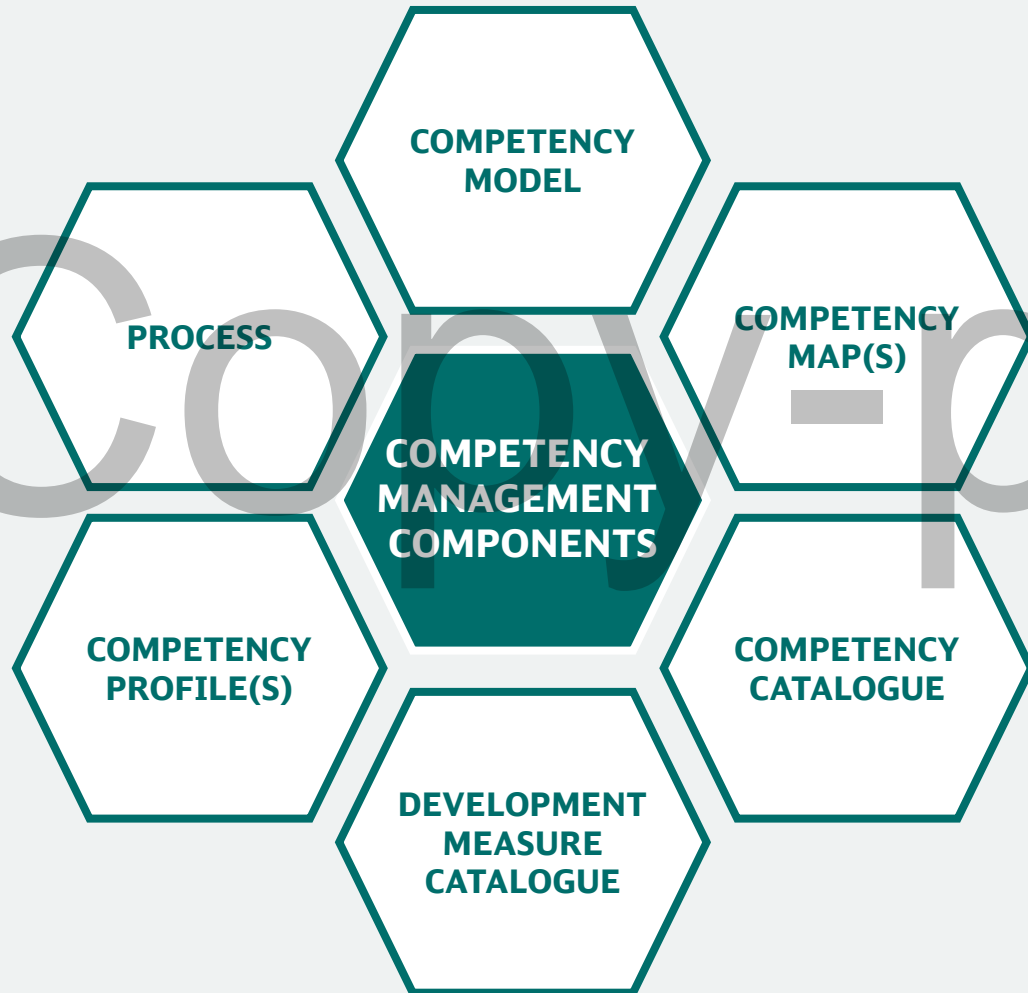
COMPETENCY & PERFORMANCE MANAGEMENT
THE DEFINITION

COMPETENCY & PERFORMANCE MANAGEMENT describes competencies, makes them transparent and ensures the transfer, use and development of competencies considering to strategic business goals. It bundles the framework for individual and strategic perspectives, their further development and instruments.
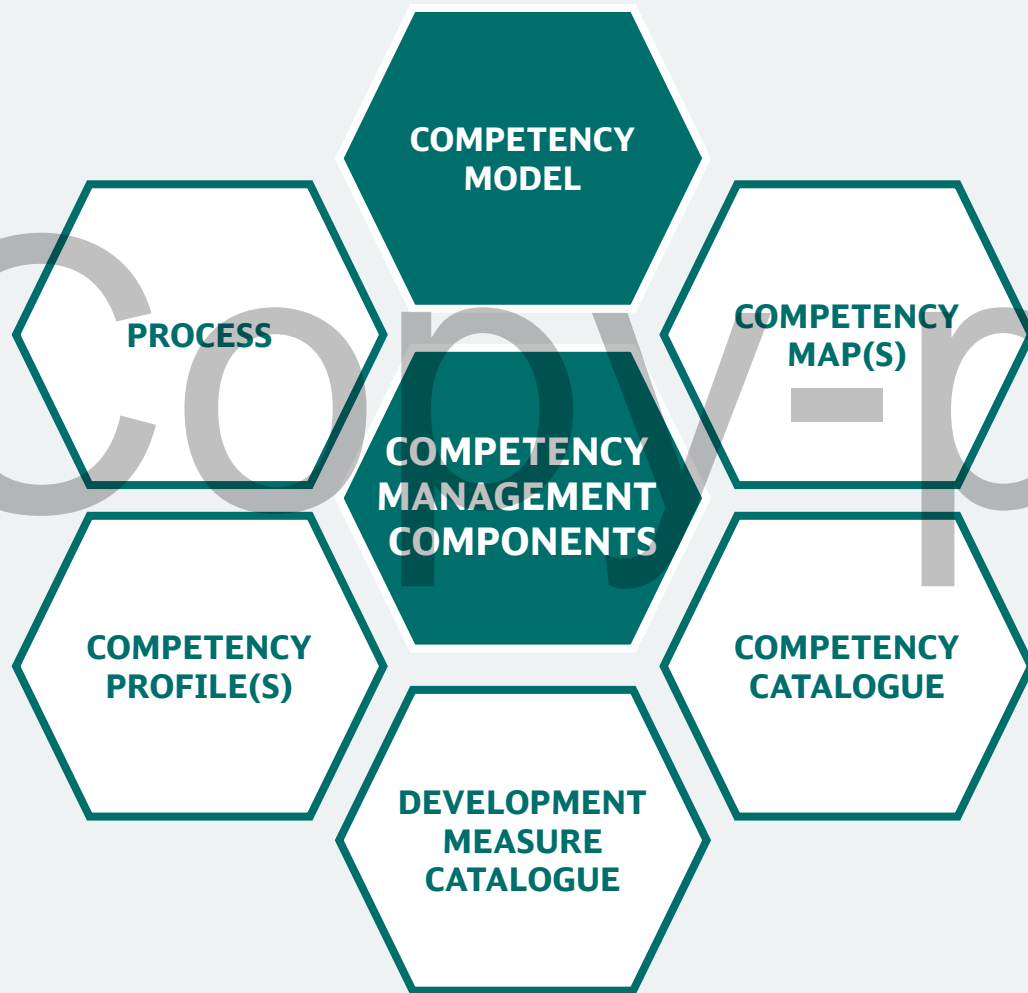
Employee

Managers

Company

I.
STRATEGIC WORKFORCE MANAGEMENT

II.
SOURCING & RECRUITMENT

III.
PERFORMANCE MANAGEMENT

IV.
REWARD & COMPENSATION

V.
CAREER DEVELOPMENT

VI.
LEARNING & DEVELOPMENT

VII.
SUCCESSION PLANNING

CMF

COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

COMPETENCY MODEL

PROCESS

COMPETENCY MAP(S)

COMPETENCY MANAGEMENT COMPONENTS

COMPETENCY PROFILE(S)

COMPETENCY CATALOGUE

DEVELOPMENT MEASURE CATALOGUE

COMPETENCY & PERFORMANCE MANAGEMENT
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COMPETENCY PROFILE(S)

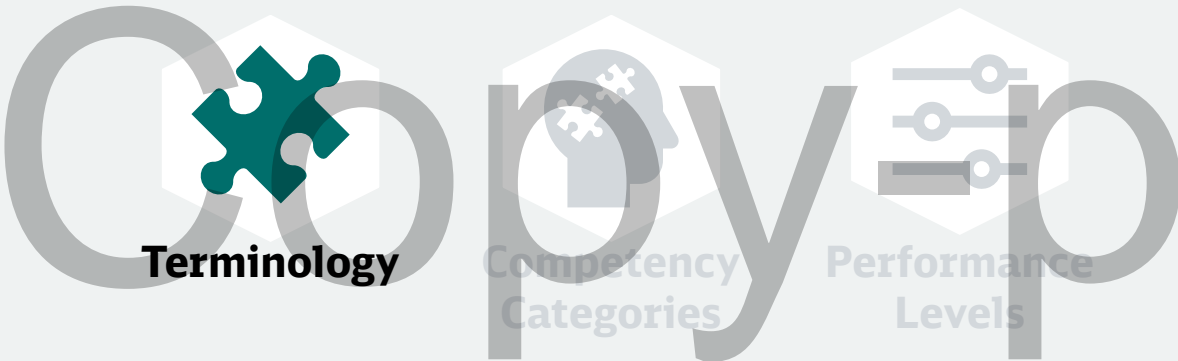COMPETENCY CATALOGUE

DEVELOPMENT MEASURE CATALOGUE

COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

A competency model relates the goals of a company and to the skills of the employees. The model defines

Terminology

Competency Categories
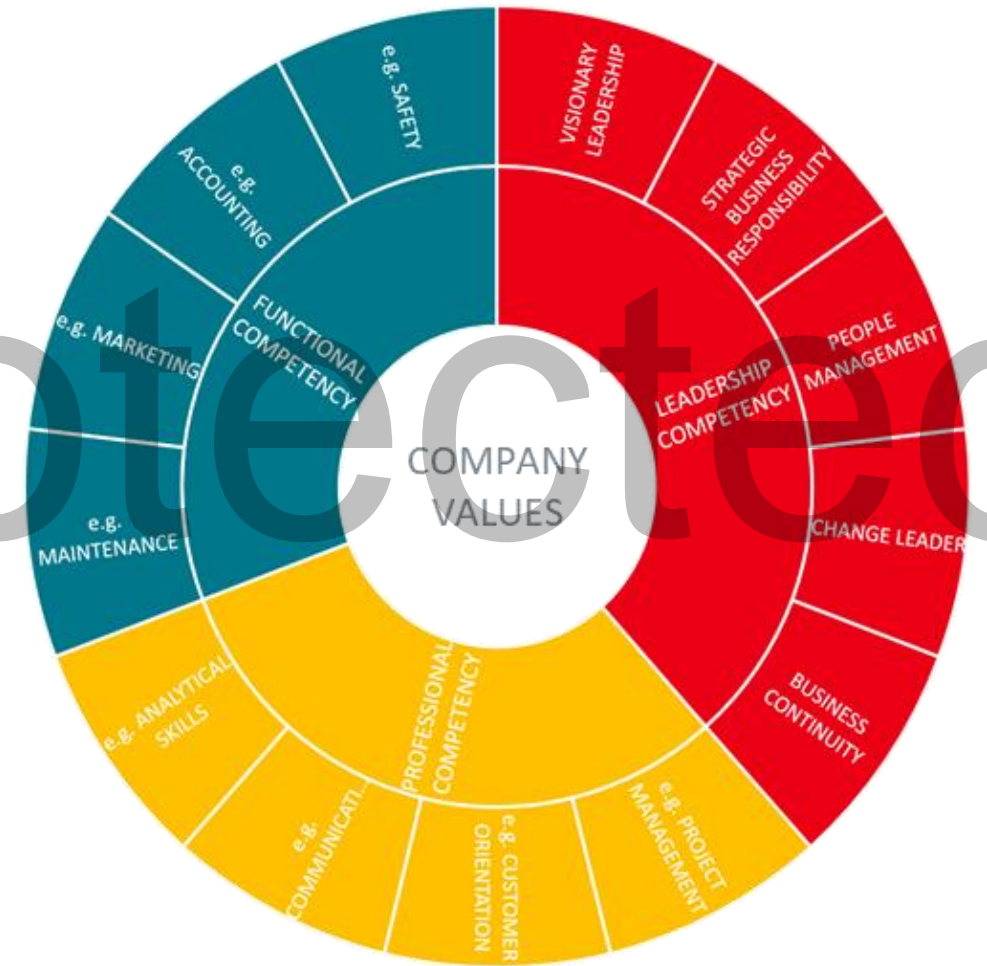
Performance Levels

COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

A competency model relates the goals of a company and to the skills of the employees. The model defines

Terminology

»Competencies« describe abilities, skills and motivation to translate existing knowledge into professional and situationally appropriate action so that the specific requirement situations in everyday work can be handled safely, efficiently and successfully. Their fulfillment is measurable and, if necessary, scalable.

COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

A competency model relates the goals of a company and to the skills of the employees. The model defines

Competency Categories

COMPETENCY & PERFORMANCE MANAGEMENT
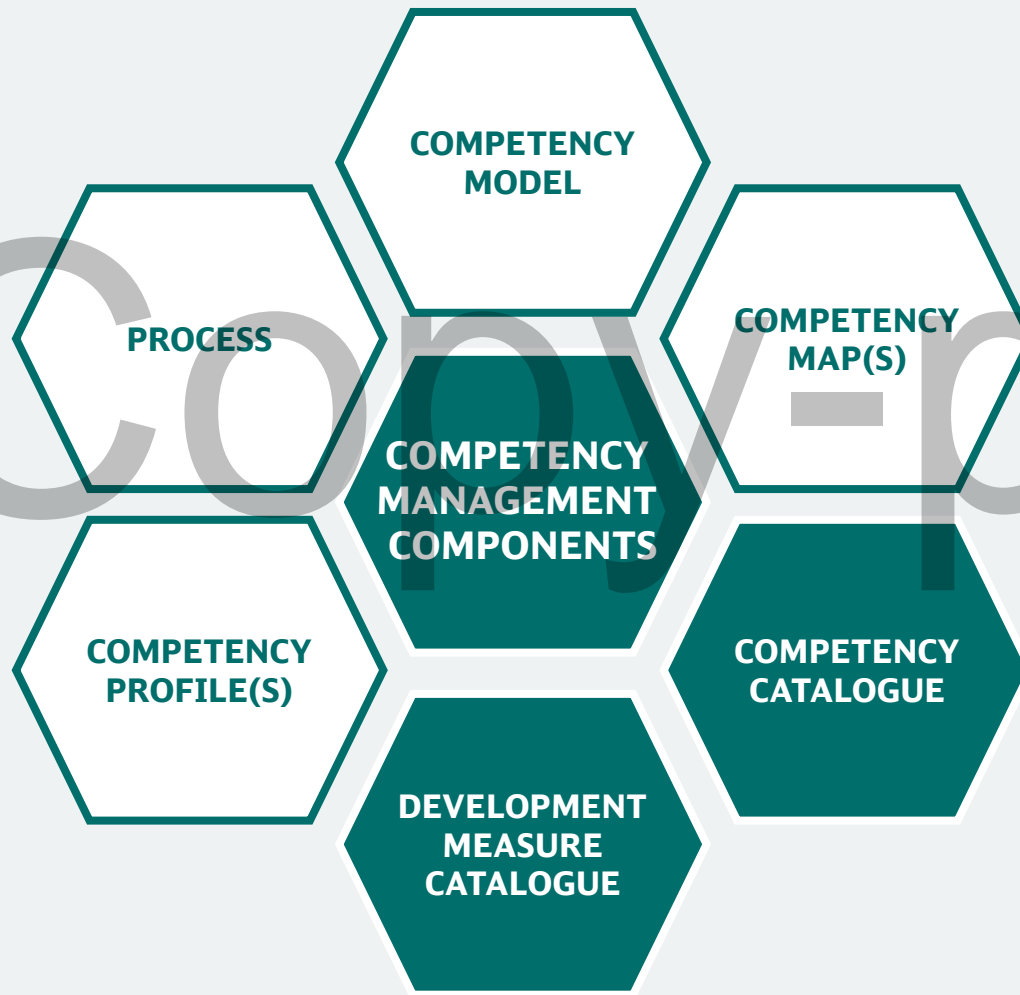## THE COMPONENTS

The Performance Levels defines the different degrees of expression of a competency. It is used to determine the target level of a competency but also the individual level.

Performance Levels

COMPETENCIES

PERFORMANCE LEVEL

BEGINNER
0 – 50%

INTERMEDIATE
50 – 75%

EXPERT
75 – 100 %

MASTER
>100 %

Behavioral Anchors

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DEVELOPMENT MEASURE CATALOGUE

COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

Competency Catalogue is a document that consolidates and masters all competencies including their descriptions and content relevant to the organization.

- Terminology & Competency Model

- Overview of all Competencies and their General Descriptions

- Performance Level Descriptions

- Relevant Development Measure(s)

COMPETENCY CATALOGUE

Development Measure Catalogue is a document that contains a variety of learning and educational tools that aim at improving the knowledge and skills of employees for improving their performance.

- Overview of all 26 Development Measures
- Descriptions & Duration
- Responsibility & RACI Matrix
- Related Competencies

Description:
- Individually working on a descriptive case study with a quantitative research approach
- Improvement of handling statistical related problems
- Strengthening analytical skills
- Applying technical expertise and managerial knowledge in a job related topic such as project management, business planning, risk management…etc.

Method:

Duration: 6 weeks to 12 months

Responsibility:

Responsible	Employee
Accountable	Supervisor
Consulted	HR
Informed	

Competencies:

Accounting & Cost Optimization	Market & Competitor Analysis
Analytical Skills	Market Research
Auditing & Controlling	Marketing & Communications Strategy
Business Valuation	Marketing Controlling
Change Management	Marketing Strategy & Planning
Complaint Management	Methodological Competency
Conceptual Ability	Negotiation Skills
Construction Planning	Obsolescence Management
Controlling	Organizational Performance Management
Costing	Organizational Strategy & Development
Design & Construction of Signalling Technology	Problem-Solving Skills
Emergency Management	Product & Price Strategy
Entrepreneurial Behavior & Acting	Production & Resource Planning
Goal & Result Orientation	Quality Awareness
Implementation Orientation	Revenue & Yield Management
Interface Management	Sales Planning & Control
Investment Management	Sales Strategy
IT System Architecture	Simplification Capability & Complexity Reducibility
IT System Operation Management	Strategic Thinking & Acting
Knowledge Management	Strategy Development
Laying Plan	Time & Self-Management
Legal Knowledge	

| Measure	On-the-Job	Near-the-Job	Off-the-Job	Functional	Professional	Leadership	Employee	Supervisor	HR	Other
Business Game	x			x	x		R	I	I	C
Case study		x		x	x		R	A	C	
Coaching		x				x	I	A	R	
Horizontal Change	x			x	x		I	A	C/R	
Interims Management	x				x		R	A	C	I
International Study Tours		x	x		x		R	C	A	C
Job Enlargement	x			x	x		R	A	C	
Job Enrichment	x			x	x	x	R	A	C	

COMPETENCY CATALOGUE

DEVELOPMENT MEASURE CATALOGUE

COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

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- COMPETENCY MANAGEMENT COMPONENTS
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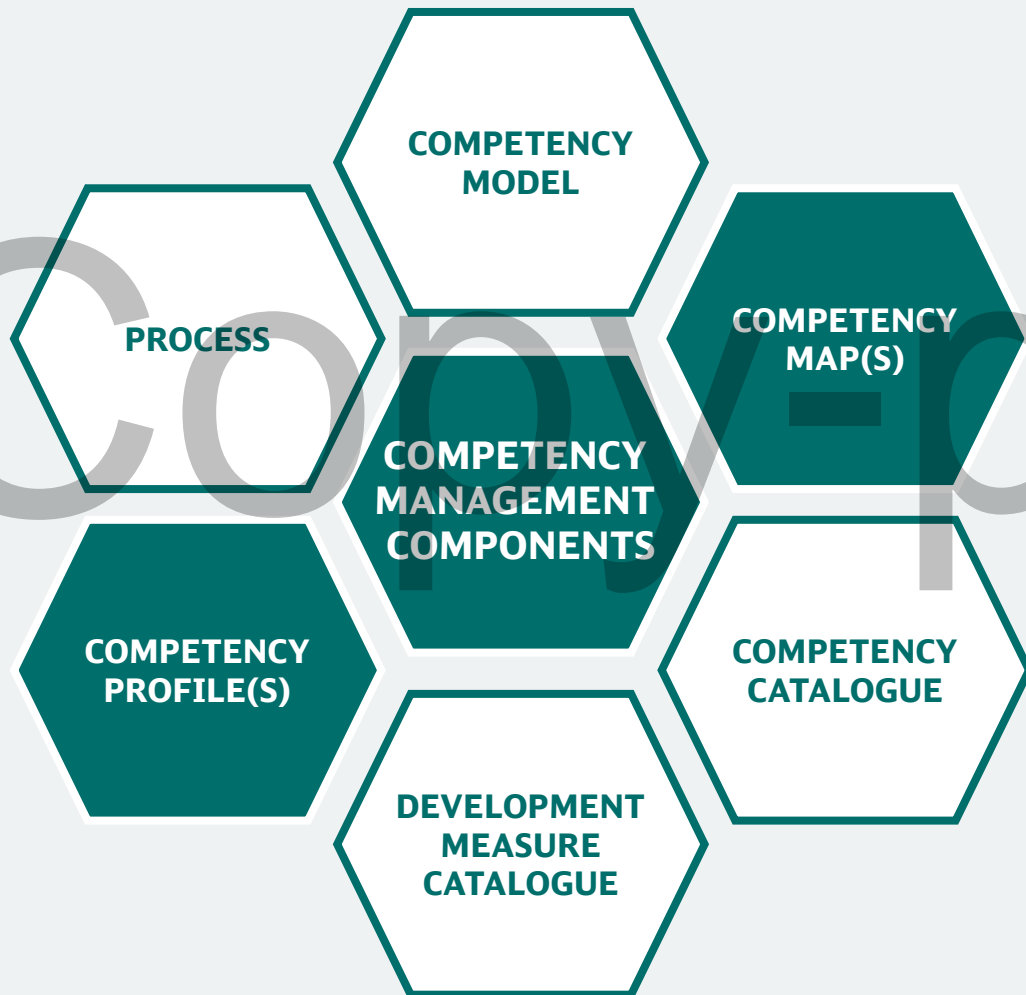
COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

A **Competency Profile** defines:
- Standard Competencies relevant for all employees within the business unit and department
- General job-related competencies

It considers company values as professional competencies, links them to career paths, individual development, talent management, targeted recruiting and specific training activities and is a tool for competency gap assessment

COMPETENCY PROFILE

COMPETENCY MAP

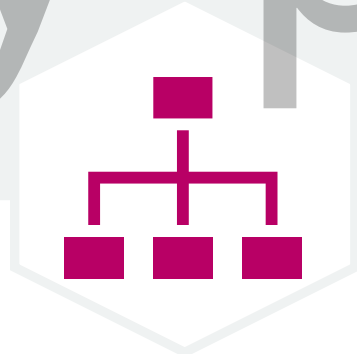# COMPETENCY & PERFORMANCE MANAGEMENT
THE COMPONENTS

A competency map or also known as competency matrix shows the different **unique positions** and the assignment of competencies within the different proficiency levels.

COMPETENCY PROFILE

COMPETENCY MAP

The competencies are specified through different proficiency levels:
Basic, **I**ntermediate, **E**xpert

COMPETENCY & PERFORMANCE MANAGEMENT
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THE PROCESS

COMPETENCY & COMPETENCY PROFILE

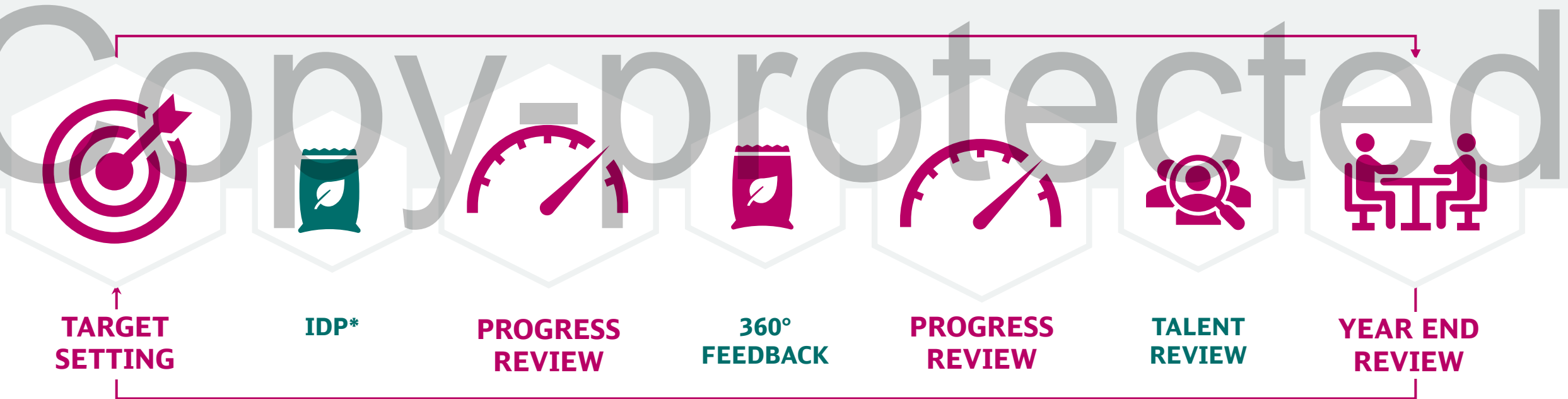| REQUEST | REVIEW | DECLINATION | DEVELOPMENT | INTERFACE REVIEW | IMPLEMENTATION & PUBLICATION |

NEW　　　　**UPDATE**　　　　**DELETE**

COMPETENCY & PERFORMANCE MANAGEMENT
THE PROCESS

COMPETENCY ASSESSMENT & PERFORMANCE REVIEW
is the process through which the company sets objectives for the year, considering development areas, provides feedback and evaluates performance on both **WHAT** and **HOW** dimension.

| TARGET SETTING | IDP* | PROGRESS REVIEW | 360° FEEDBACK | PROGRESS REVIEW | TALENT REVIEW | YEAR END REVIEW |

*Individual Development Plan

OUR NEXT SESSIONS

1	Training Needs & Competency Analysis	07.12.2022 ✓
2	Competency & Performance Management	13.12.2022 ✓
3	**Systemic & Executive Coaching**	**11.01.2023**
4	**Vocational Training**	**18.01.2023**
5	**Establishment & Management of Rail Academies**	**25.01.2023**
6	**Succession Planning**	**30.01.2023**
7	**Management Assessment**	**01.02.2023**

All Sessions start at 14:00h / 2 PM CET

The presentation will be available as a download on our website.

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THANK YOU
SO MUCH