

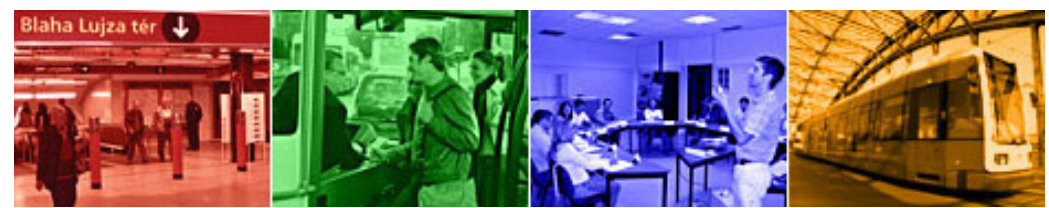
Competency Based HRM and Training and Development Corporate Management

**3rd. Working Group Meeting
Leipzig, April 18th.2008**



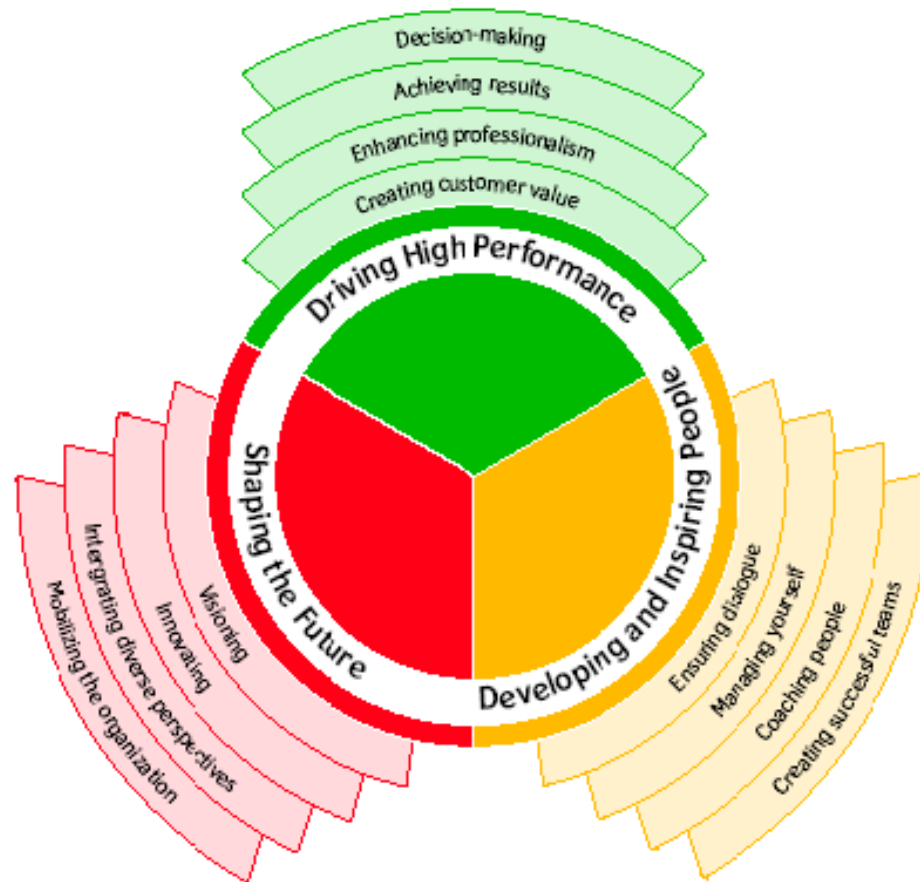
Competency Management

- **Traditional HR is too much focussed on jobs and job descriptions**
- **More focus on competencies is needed**
- **A competency is a characteristic or an ability that enables someone to do an extraordinarily good job and show a good or excellent performance**
- **A competency is a combination of knowledge, skills and behaviour**



Example of competency model

Example Heineken





Competency based HR





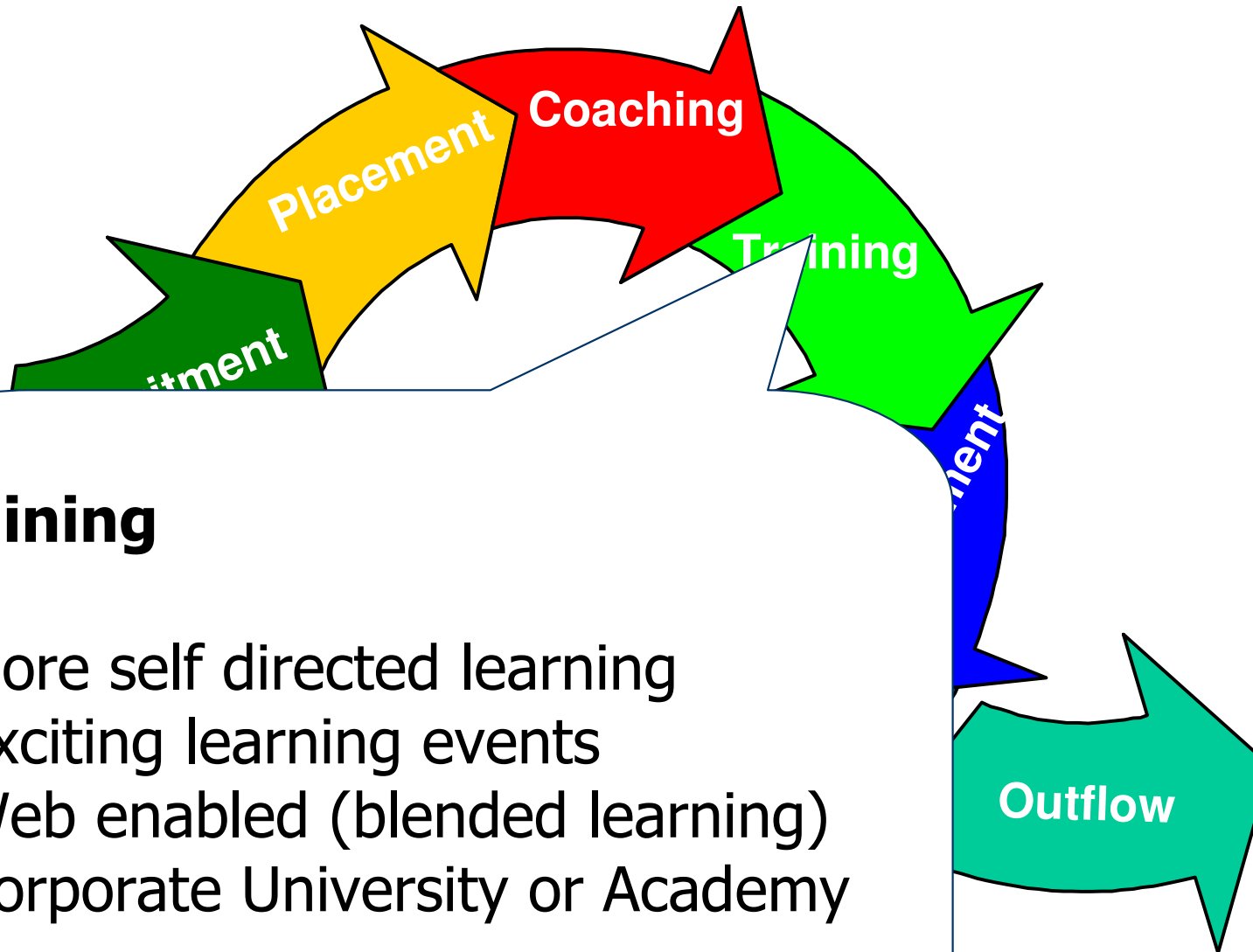
Role of training and development

- Link vocational and in-company training
- The new EU training directive for drivers
- Learning on and off the job
- Life long learning
- New learning concepts like computer-based training and E-learning





HR process



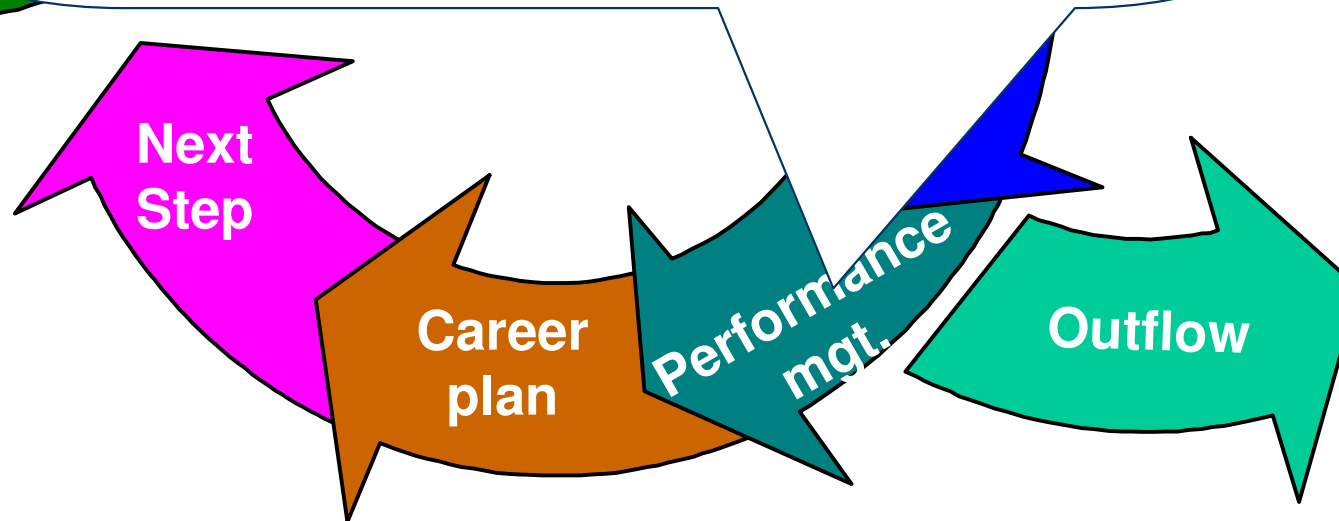
Training

- More self directed learning
- Exciting learning events
- Web enabled (blended learning)
- Corporate University or Academy



Performance management

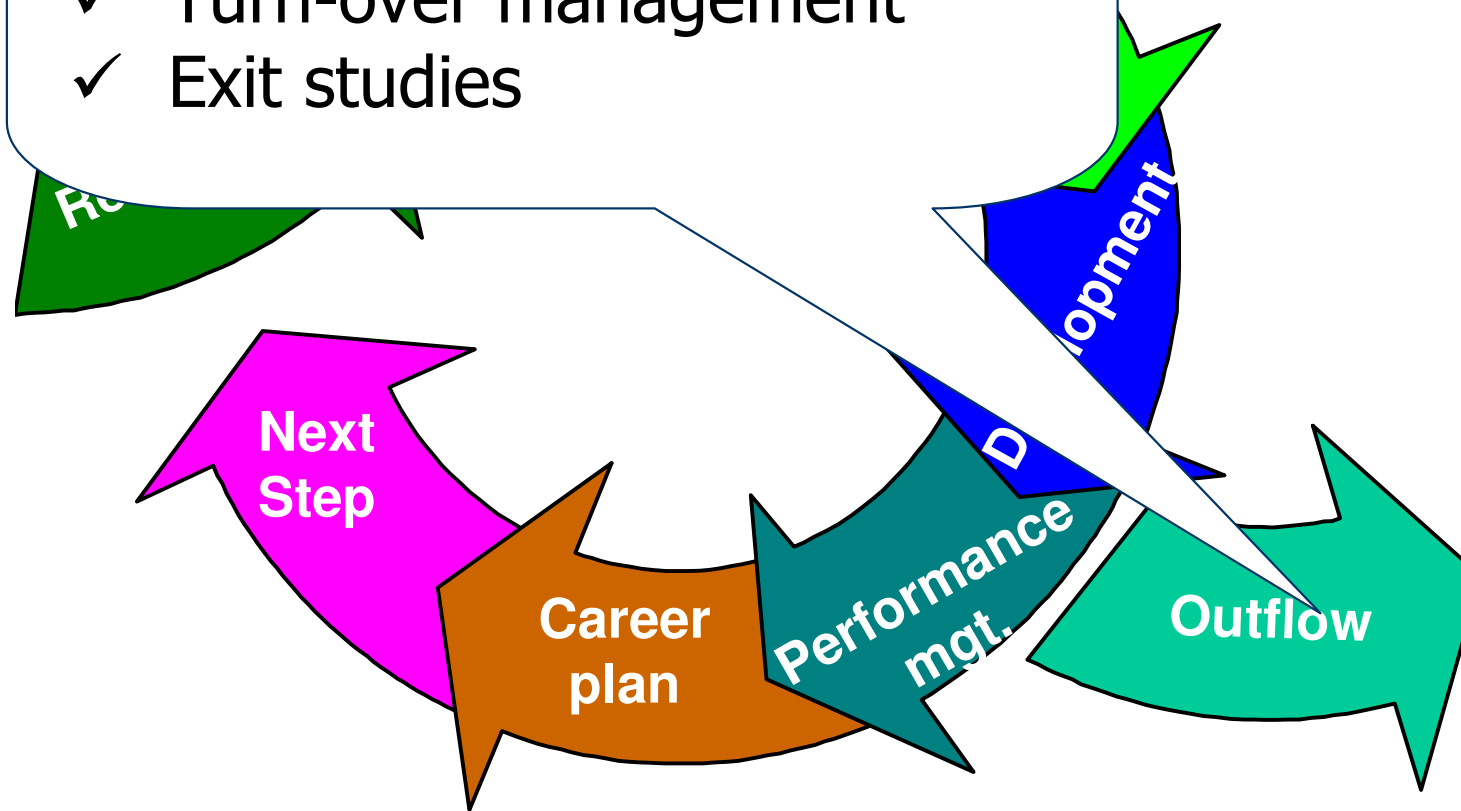
- ✓ Stretching goals/ objectives/KPI's
- ✓ Personal Development Plan
- ✓ Steering on high performance





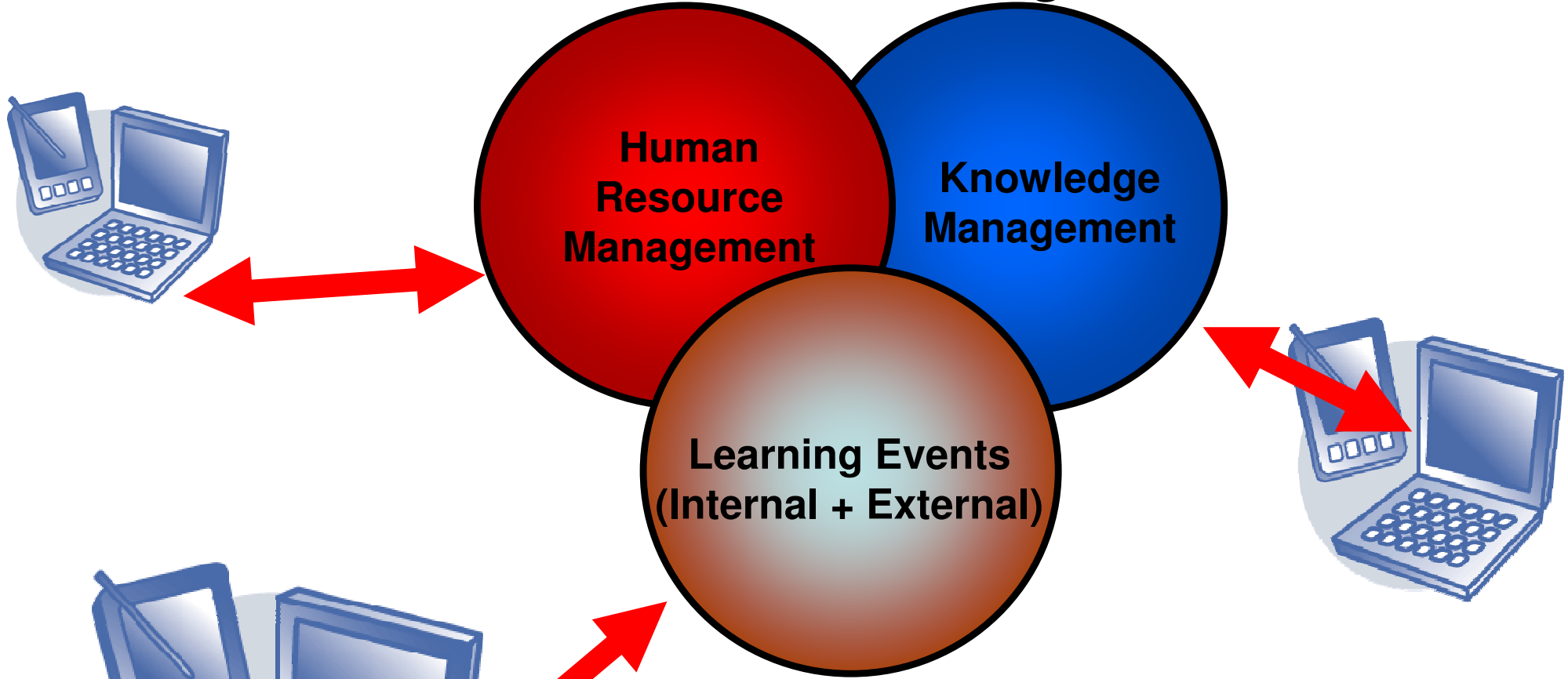
Outflow

- ✓ Turn-over management
- ✓ Exit studies





New role of Education & Training



The E-Learning Marketplace Facilitates “Career-long” Learning



Corporate University/Academy

- Increase the learning ability of the company
- Improve the accessibility and employability of the knowledge available within the company
- Make a contribution towards the further definition and support of the key competencies of the company
- Create an extra bond between company and staff, giving a 'sense of belonging'



Nestlé Business Academy

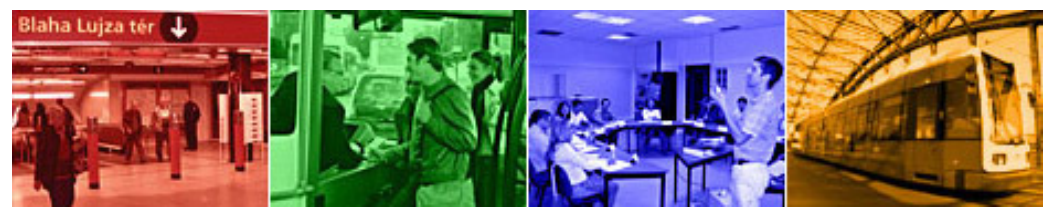
“Training will play an ever more critical role, as organizational excellence can only be assured in a lifelong learning environment. For Nestlé, continuous learning, training and development, preparing people for their next task, is an integral part of our overall human resource policy”.



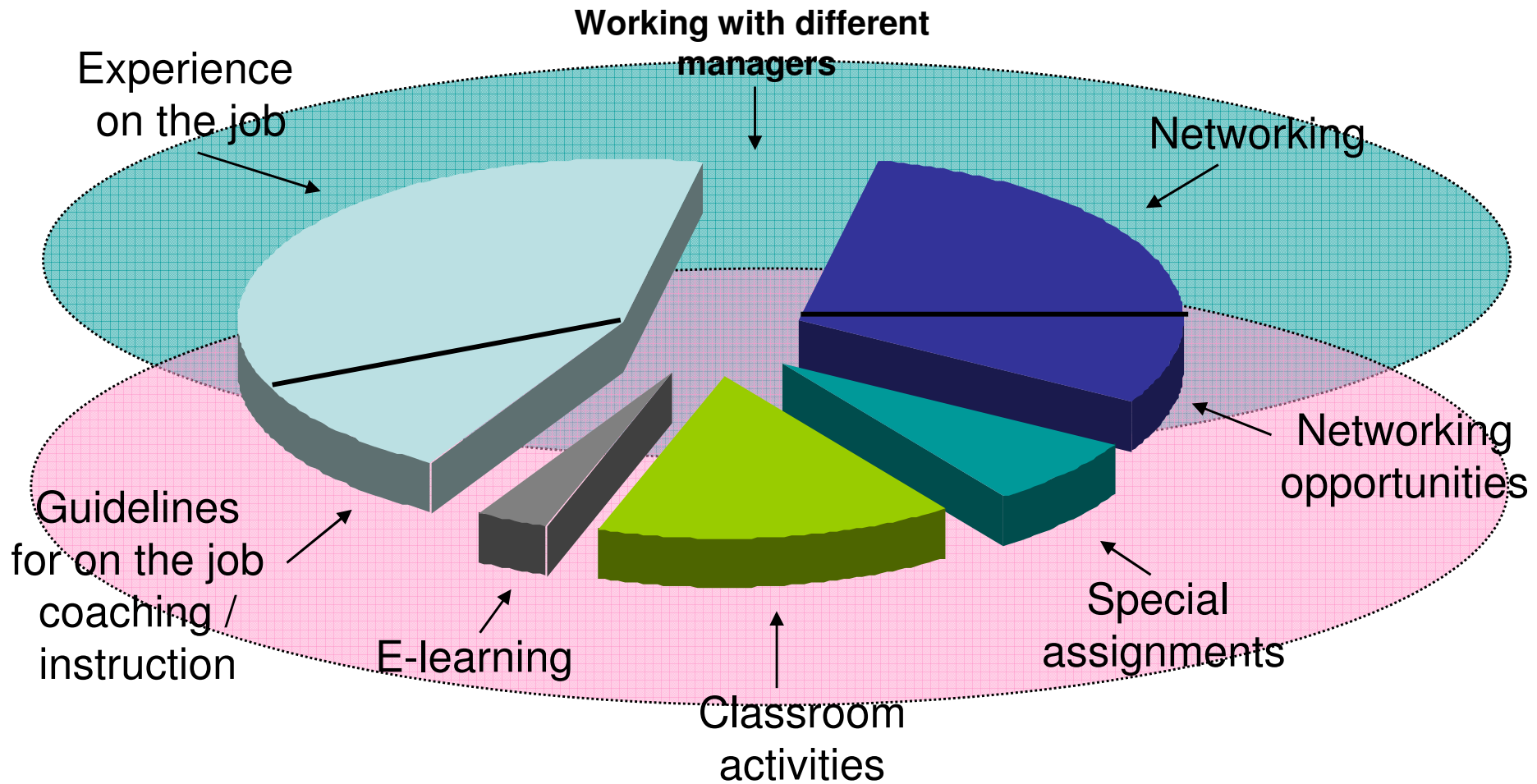
Advantages of Web-Based Training

1. Just-in-Time Learning
2. Easier to update content
3. Collaborative learning
4. Consistent delivery
5. Cross platform
6. Inexpensive global delivery
7. Reduced travel time and cost





The blended solution

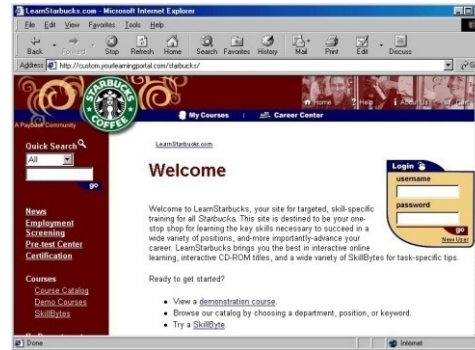




Components



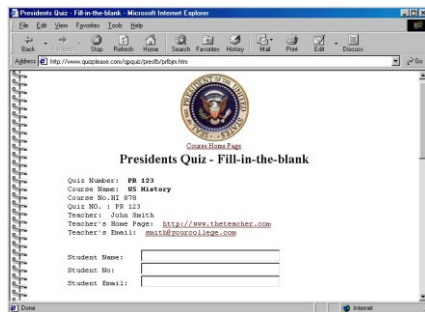
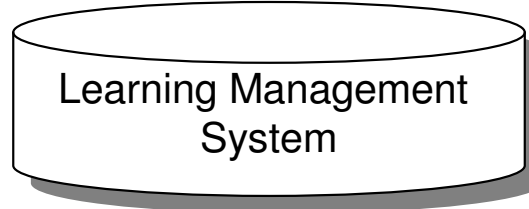
Custom e-learning



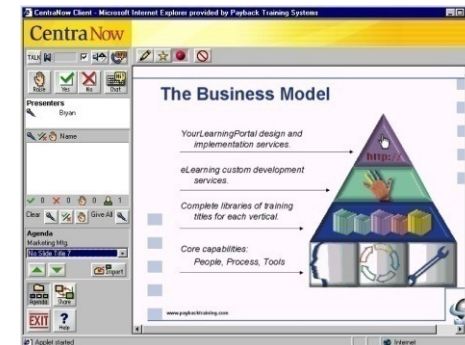
Online University



“Off-the-Shelf”
E-learning



E-assessment



Live, Virtual
Classrooms



Discussion

What are the present weaknesses in the training and development strategy and activities in your organisation?

Suggestions for improvement or solutions?