Lincoln, NE
October 9, 2012

"Competencies, Compensation and Technology, Creating a Foundation for Success in 2013"

GORDON RITCHIE, DIRECTOR, COMPETENCY SOLUTIONS

Gordon is responsible for defining and leading Kenexa's Competency Solutions Group.

The solutions have been established across the globe and have delivered significant results in retention, increased productivity, improved career visibility and focused recruitment strategies.

Gordon brings over 20 years' experience, in talent management drawing from his years in learning delivery and development, assessment, and competency modeling and design.
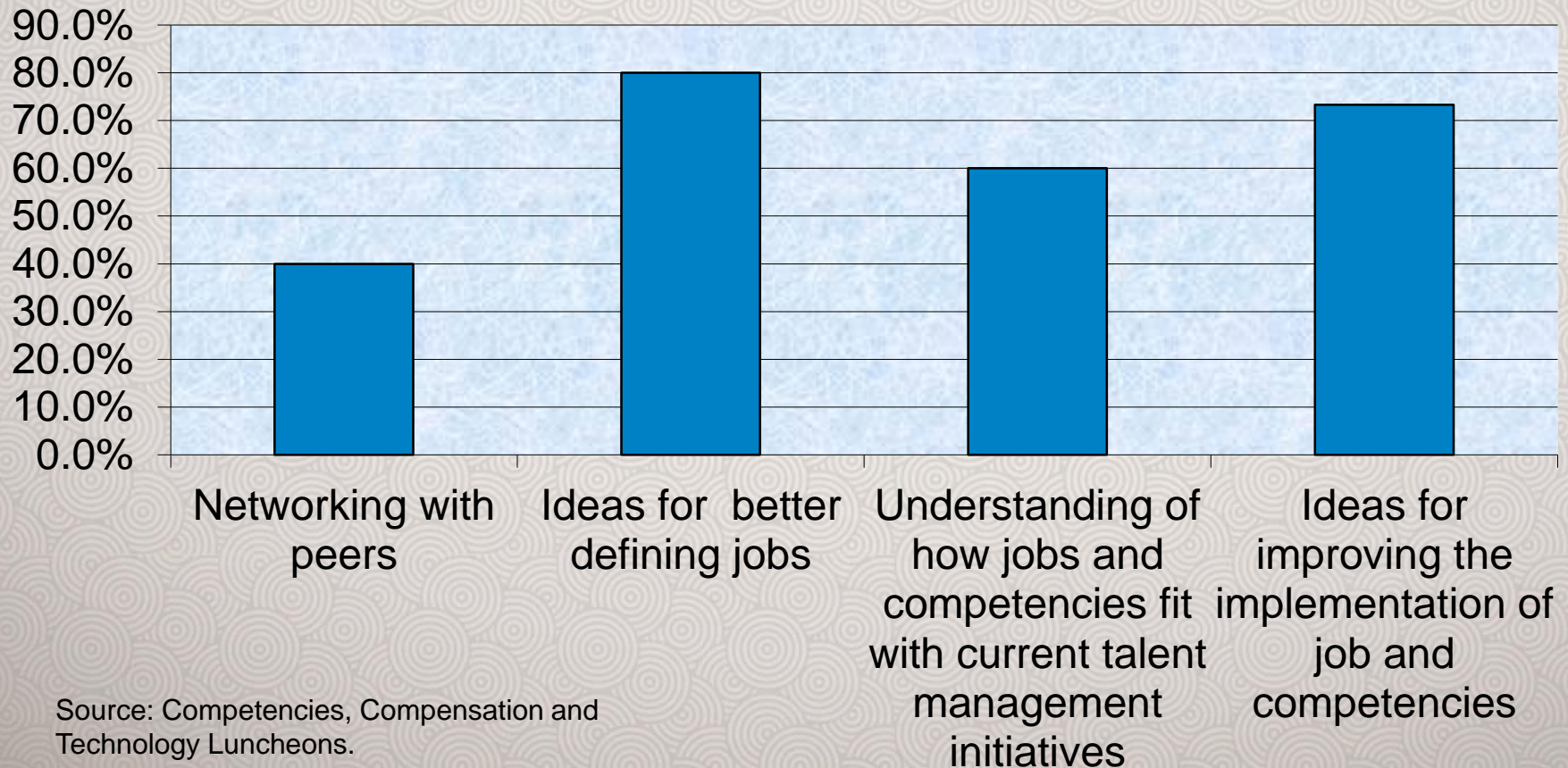
TODAY'S GOALS

- **Education**
  - **Competencies, Compensation and Technology, Creating a Foundation for Success in 2013**
- **Networking**
  - **Learn from your colleagues**
- **Solutions**
  - **Can KeneXa help you?**

[**ABOUT YOU**]
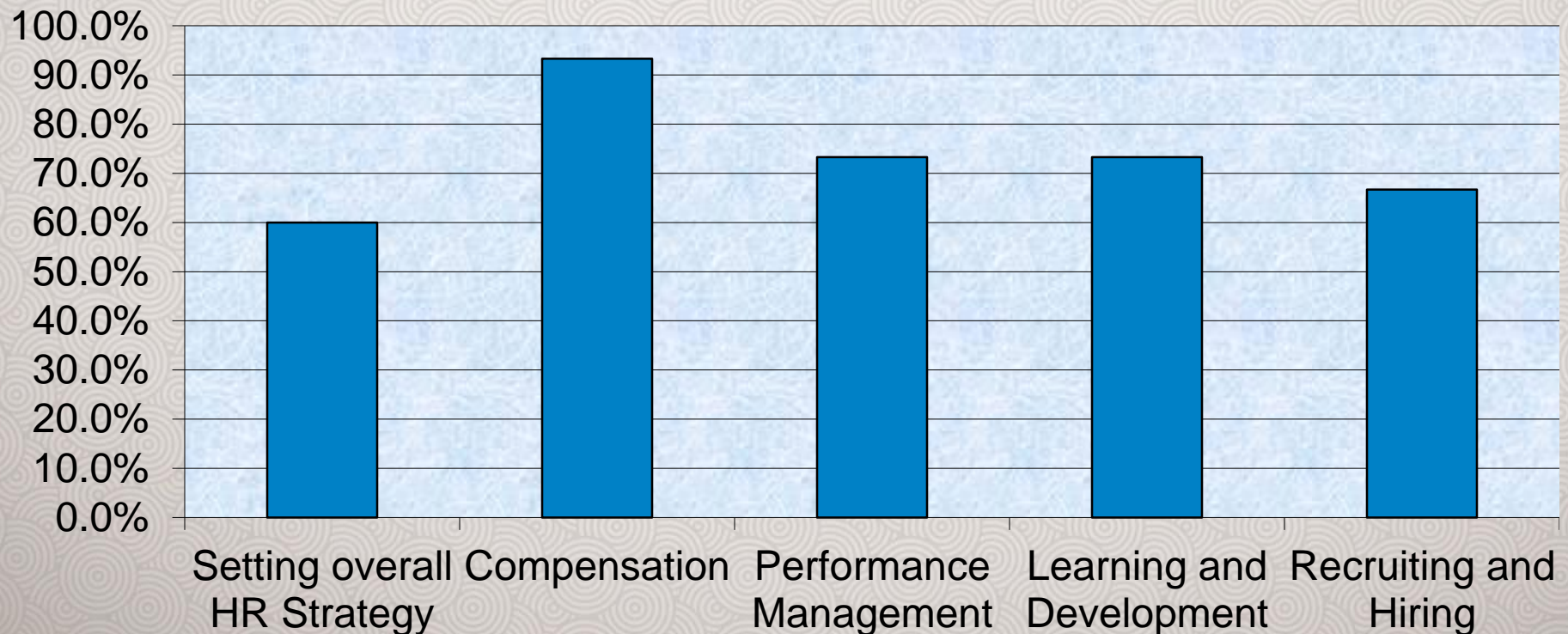
WHY ARE YOU ATTENDING?

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How are you hoping to benefit from attending today's luncheon: (check all that apply)

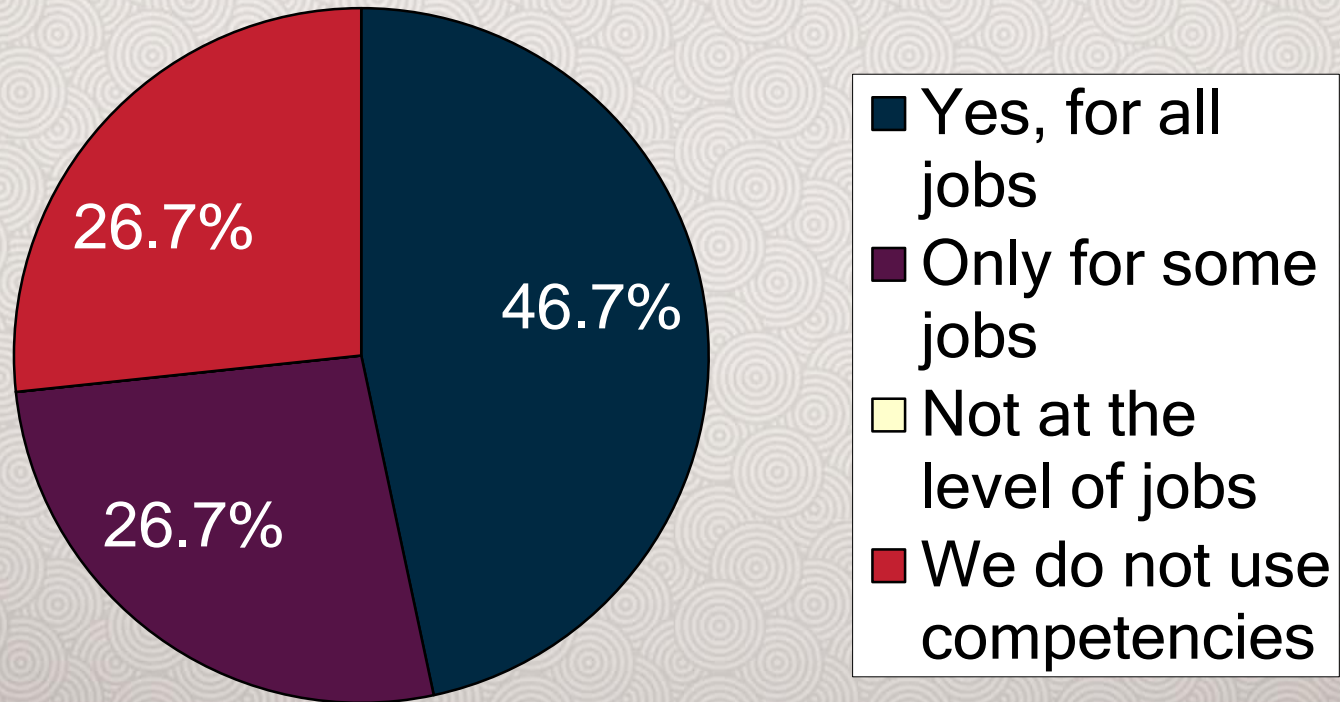Source: Competencies, Compensation and Technology Luncheons.

WHO'S HERE?

Your responsibilities for jobs and competencies include: (Check all that apply)

CHALLENGES DEFINING COMPETENCIES
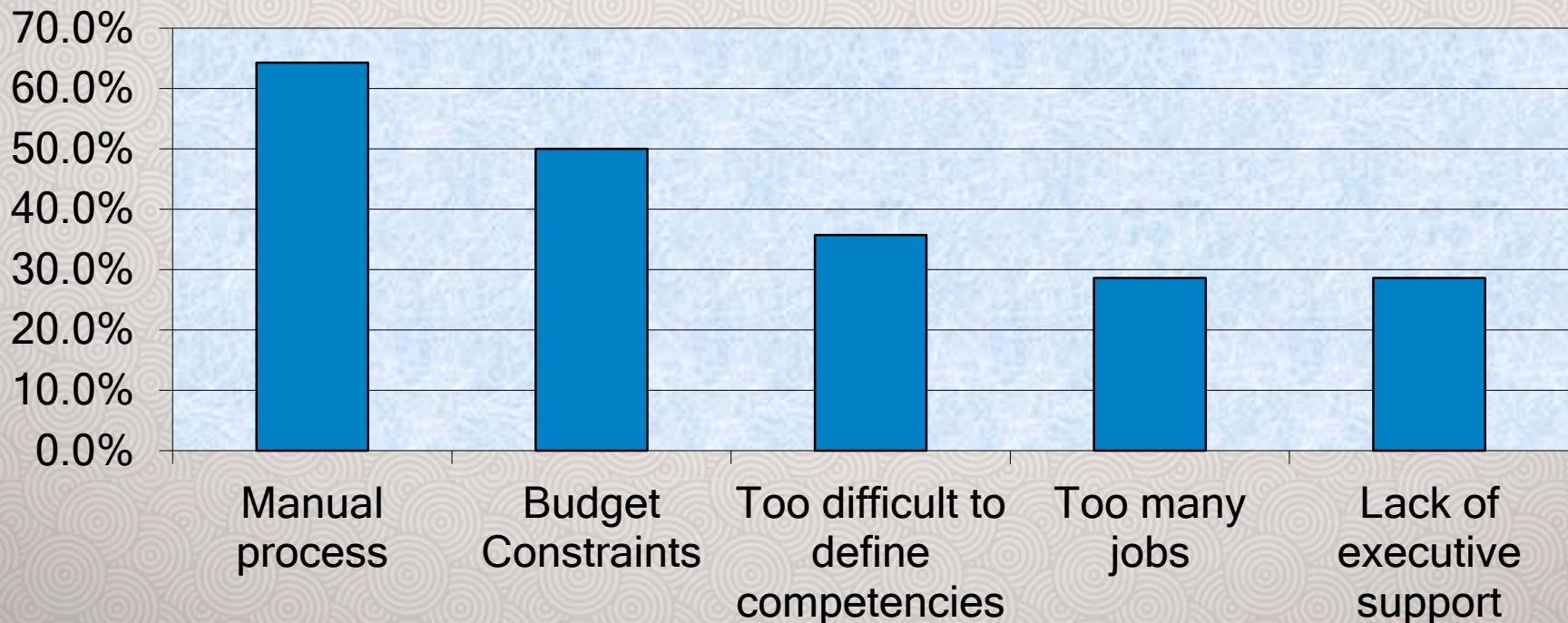
What prevents you from implementing competencies (or extending the competencies you have) in your organization? (check all that apply)

Source: Competencies, Compensation and Technology Luncheons.- 2012

[WHY COMPETENCIES?]

TYPICAL INFLUENCES AND PRESSURES

Talent

- More complex employment, regulatory and specialty requirements

- Increasingly knowledgeable, independent and demanding employees

- More application of technologies

- Changing workforce values, needs and preferences

- Increasingly complex, virtual work settings

Operations

- More demand for organization design and development

- Demand to support business capabilities

- Focus on managing talent as competitive mandate

- Emphasis on process capabilities and metrics

- Need for coaching business partners

- Increasing globalization

- Regulatory environment

WORKFORCE MANAGEMENT
SEE ANY SIMILARITIES?

Kenexa®

"We're not gonna compete with teams that have big budgets."

"We're gonna work within the constraints that we have and you're going to go out and do the best job you can recruiting new players."

"I want you to go find replacements for the guys we lost with the money we do have."
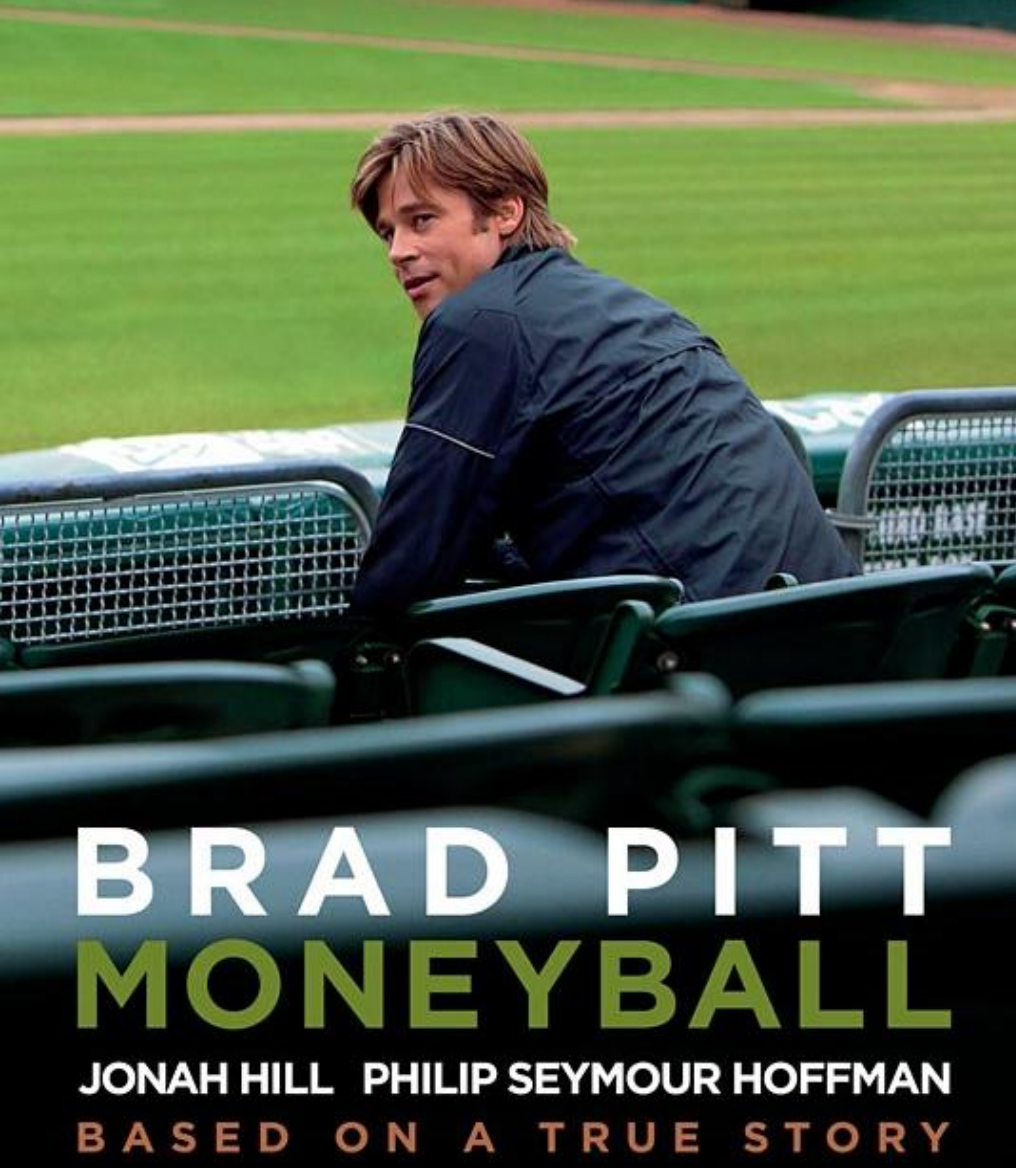
Billy Beane's mission was to field and reward a team that can win against richer competitors.

Isn't that what we need to do as well?

ORGANIZATIONAL CAPABILITY ANALYSIS

General Corporate Functions	Skill level				
		Basic Understanding	Working Experience	Extensive experience	Subject matter depth
	0	1	2	3	4
Business Competencies					
Knowledge of Organization	1	34	28	39	24
Operational Functions			4	4	3	6
Project Administration				1		
Earned Value Management			1		1	
Planning: Tactical, Strategic			12	22	17	13
Quality Management			17	19	16	1

Framework	Category	Skill	Level
General Corporate Functions	Business Competencies	Quality Management	4

Person	Email	Team	Position
Charlie Day	chaday@example.com	Sales (North)	Sales Director

What is the capability of the organization - the strengths and weaknesses?
How many people have each competency and what is their level of mastery?
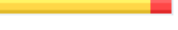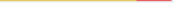
What are the areas of risk? Which people have key competencies in the organization? How can we plan for their potential departure?

TEAM COMPETENCY GAP ANALYSIS

What competency gaps do we have which would prevent us from meeting our business objectives? How will these impact each function within the organization?

Legend	% without gap	% with gap	No skill gaps

	Team	Skill Gap		Members with Gaps		Skills with Gaps			
	Blueberry Systems Ltd (and sub teams)	▬▬▬	19%	Analyze	394 / 413		2402 / 6924		Job Roles	Training
	Blueberry Systems Ltd	▬▬▬	30%	Analyze	1 / 1	Members	34 / 58	Skills	Job Roles	Training

		Skill Gap			Sub Teams	Members with Gaps	Skills with Gaps	
⚙	Consulting Services	▬▬▬	19%	Analyze	0	14 / 17	41 / 123	Training
⚙	Customer Support	▬▬▬	14%	Analyze	0	22 / 23	127 / 467	Training
⚙	Finance and Accounting (and sub teams)	▬▬▬	12%	Analyze	1	14 / 17	127 / 427	Training
⚙	Human Resources (and sub teams)	▬▬▬	13%	Analyze	2	6 / 6	38 / 147	Training
⚙	Legal Services	▬▬▬	20%	Analyze	0	16 / 17	180 / 401	Training
⚙	Outsourced IT	▬▬▬	17%	Analyze	0	246 / 254	887 / 2818	Training
⚙	Sales and Marketing (and sub teams)	▬▬▬	20%	Analyze	5	75 / 78	968 / 2483	Training

EMPLOYEE COMPETENCY GAP ANALYSIS

How do our team managers know which employees require the greatest development? And which competencies should they target for development?

Legend	■ % without gap	■ % with gap	■ No skill gaps

		Team	Skill Gap		Members with Gaps		Skills with Gaps			
▽	⚙	Finance and Accounting (and sub teams)	▬▬	12%	Analyze	14 / 17		127 / 427		Job Roles	Training
▽	⚙	Finance and Accounting	▬▬	12%	Analyze	14 / 17	Members	127 / 427	Skills	Job Roles	Training

	Team	Members with Gaps	Skills with Gaps
▽ ⚙	Finance and Accounting	14 / 17	127 / 427

	Person	Position	Skill Gap ▼		Skills with Gaps	
👤	Carly Calvert	Finance Manager	▬▬	27%	31 / 61	Skills
👤	Mike Palmer	Accounts Payable Manager	▬▬	26%	27 / 55	Skills
👤	Ali Bateman	Accounts Receivable Manager	▬▬	26%	19 / 37	Skills
👤	Asa Mobbs	Accounts Payable Supervisor	▬▬	21%	14 / 35	Skills
👤	Janet Woolley	Budget Analyst	▬▬	19%	8 / 22	Skills
👤	James Hamer	Accountant	▬▬	15%	6 / 22	Skills

CANDIDATE ANALYSIS

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How do we find out who is best suited for each role in the organization? Or which other roles would better suit them?

Export To Excel

Page: **1** | 2 | 3 | 4

Person	Core Skills		Rating %		
Carly Calvert		21 / 45	74 %	Skill Details	Alternate Roles »
Mike Palmer		20 / 45	74 %	Skill Details	Alternate Roles »
Matthew McIvor		18 / 45	71 %	Skill Details	Alternate Roles »
Asa Mobbs		18 / 45	63 %	Skill Details	Alternate Roles »
Dave Lyddon		18 / 45	57 %	Skill Details	Alternate Roles »
Robert Pitt		17 / 45	62 %	Skill Details	Alternate Roles »
David Vitalis		16 / 45	54 %	Skill Details	Alternate Roles »
James Hamer		16 / 45	54 %	Skill Details	Alternate Roles »

DOING IT BETTER: WHAT'S THE IMPACT?

KeneXa

INTERNAL CHALLENGES TO ADDRESS VIA ASSESSMENTS

■ All...

Challenge	Percentage
Weak or limited leadership pipeline	37%
Consistency in employee competence	36%
Excessive first year turnover among new hires	31%
Lack of skills to meet organizational needs	30%

0% 10% 20% 30% 40%
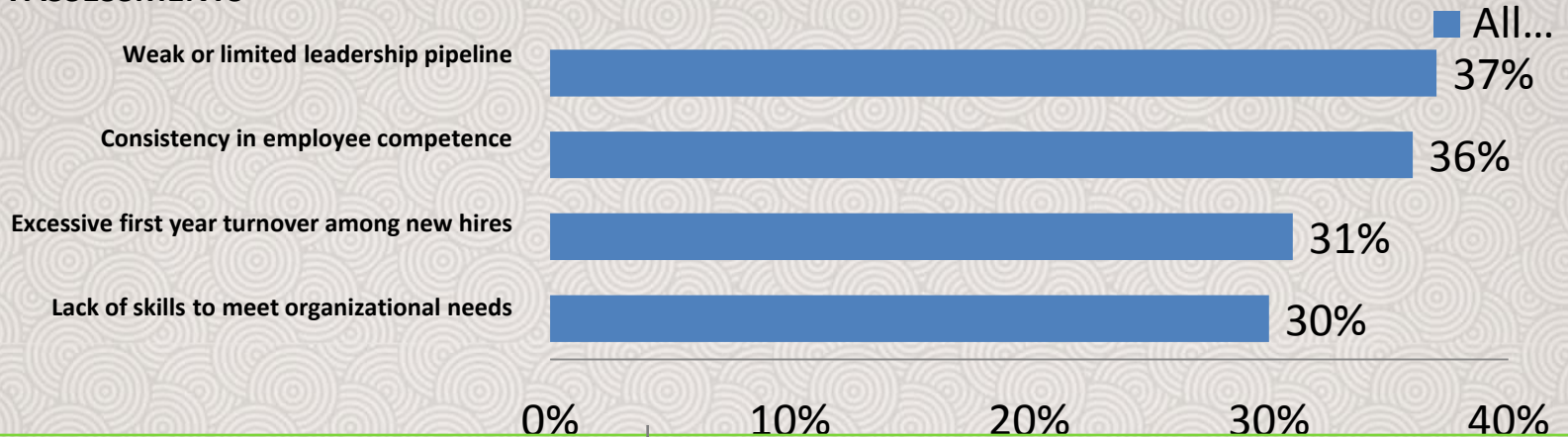
IMPACT OF ASSESSMENTS IN TALENT MANAGEMENT

Metric	Not Using Assessments	Using Assessments
Employee performance	8%	18%
Quality of hire	2%	17%
Employee productivity	7%	14%
Overall turnover	0%	-10%
Recruiting costs	0%	-12%

-15% -10% -5% 0% 5% 10% 15% 20%

■ Not Using Assessments
■ Using Assessments

Aberdeen *Group*
A Harte-Hanks Company

Source: Aberdeen 2009 Study; Assessments in Talent Management
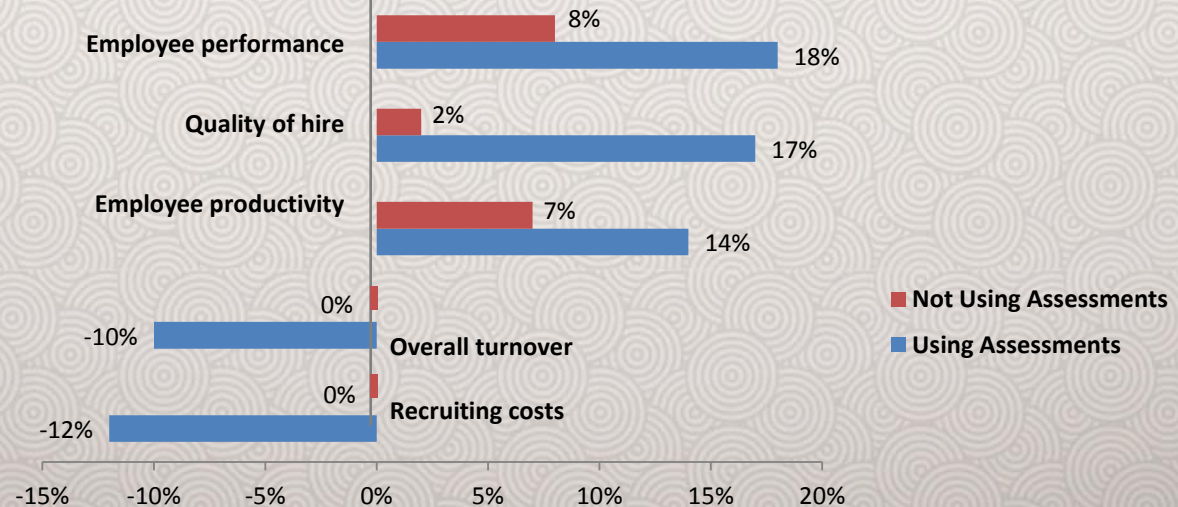
PUTTING IT ALL TOGETHER...

Imagine if companies did this better…
(an HCI consolidation of data)

Acquiring talent: Cost of a poor hire: $300K-$500K

Engaging talent: Rate of efficiency at which most businesses operate because of poor engagement: 30%

Developing talent: Average time required for a new manager to become productive: 6 months consider that the # of employees the average manager's actions impacts is 12

Deploying/Assigning talent: Percentage of a company's employees who are well-suited for their roles: 20%

Retaining talent: Cost of losing a talented employee: $250K - $500K

Evaluating talent: The value of a top performer is 2-4x the performance of average employees

TOOLS FOR COMPETENCIES

- CANDIDATE PROFILES
- SKILLS INVENTORY
- ASSESSMENTS
- DEVELOPMENT PLANS
- PERFORMANCE EVALUATIONS

WHAT DEFINES A JOB TODAY?

WHO USES JOB DESCRIPTIONS?

Consistency is difficult to achieve – and even more difficult to maintain

Performance Management

Talent Acquisition

Employees

Job Descriptions

Succession Planning

Compensation

Development

Performance

DEFINING A JOB IN 2012

Who writes them? Who owns them? How are they managed?

VALUE OF THE JOB ➤

Job Descriptions
- Roles and Responsibilities
- Measures and Target Job Requirements
- Key Tasks

◄ **JOB-SPECIFIC COMPETENCIES**

With Similar Underlying Approaches and Techniques

DEFINING A JOB IN 2012

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Business Results

Performance Management, Coaching, Goal Setting, Assessment, Succession Planning Employee Development, Advancement, Compensation Planning, Affiliation and Engagement

Talent Profile

Job Descriptions, Job Value and Competencies

WORKFORCE MANAGEMENT:

IT'S ABOUT RE-THINKING THE JOB

Traditional Job Description Stats:

- Years in the job
- Years of education
- Past and current Salary

Objective, but how valuable?

JOB DESCRIPTIONS IN YOUR ORGANIZATION

- Who creates them?

- Who owns them?

- How are they kept up-to-date?

- What about the "millennials"? What are their expectations regarding what a "job" is?

A BETTER WAY TO IDENTIFY TALENT AND DESCRIBE WORK

THE COMMON DENOMINATOR

Create a mix of innovation, adaptability, domain expertise in a <u>person</u>, a <u>team</u> or an <u>organization</u>

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- Adaptability
- Coaching & Mentoring
- Innovation
- High Tech Software Development
- Project Management
- Domain Expertise
- Technology Toolkits
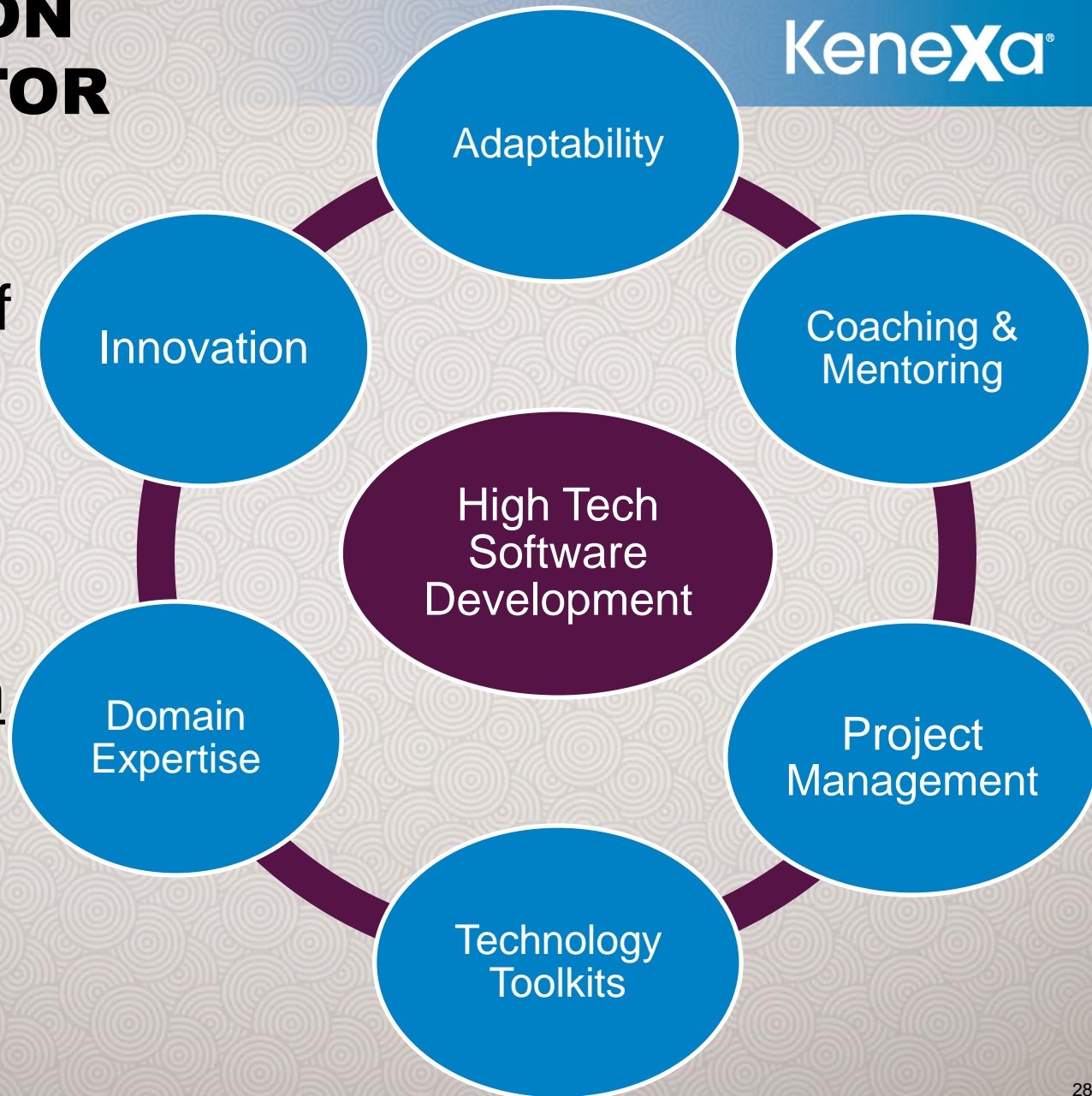
DEFINING JOB COMPONENTS

Kenexa

Job XYZ
Responsibilities include
Innovating new analysis techniques to create the highest quality…..
Xxxx
xxx

Team XYZ
1. Create applications for sale to the open market….
2. xxxx
3. Xxxx

Innovation –
Level 3

Communications –
Level 2

Systems Analysis –
Level 4

System Testing –
Level 2
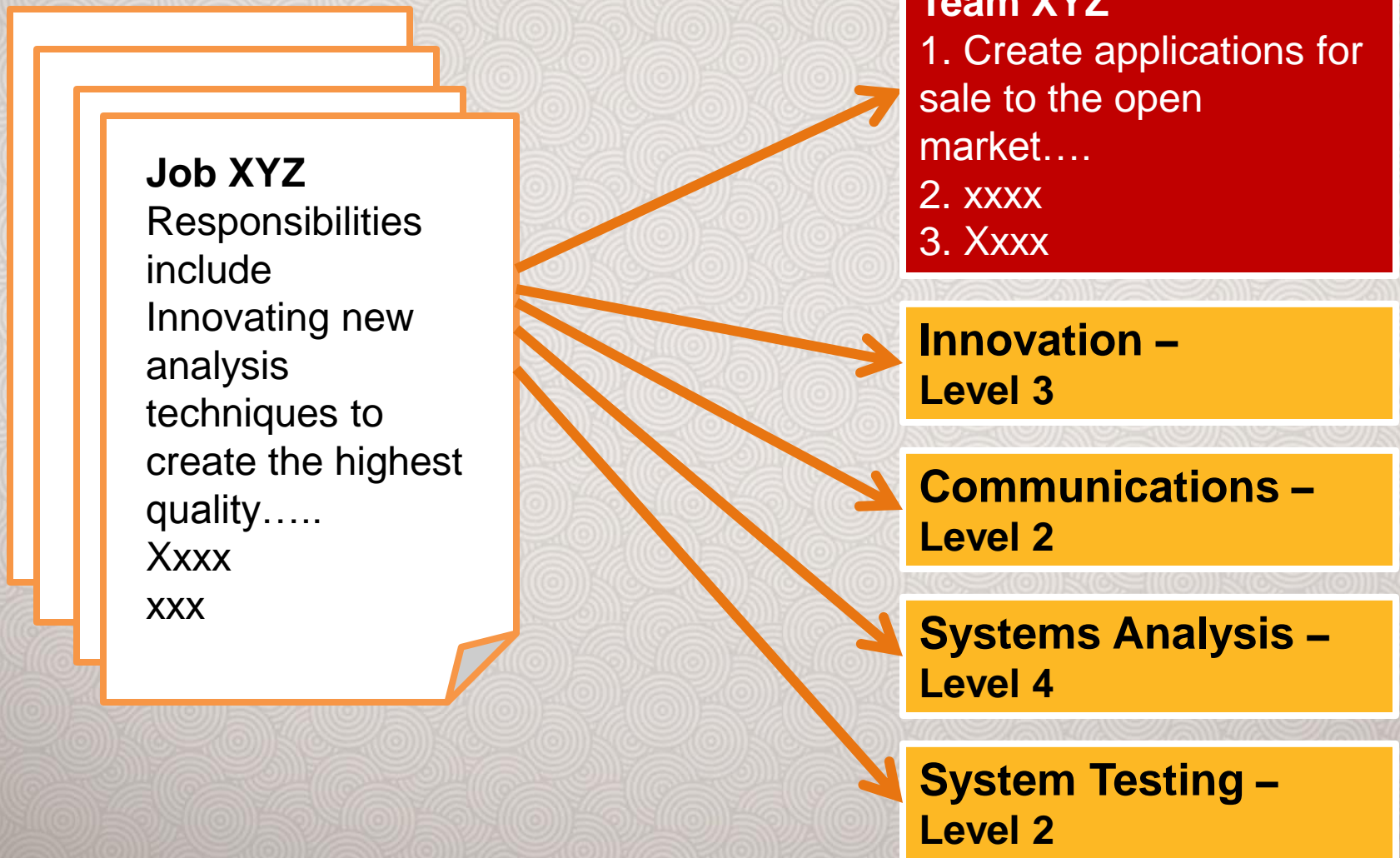
COMPETENCY TYPES

Kenexa®

Core Organizational Competencies	*Innovation*
Leadership Competencies	*Alignment*
Functional/Job Specific Competencies	*Business Analysis*

| Information Technology | Purchasing & Payables | Research & Development | Credit & Collections | Finance & Accounting |

COMPENSATION DATA: RESEARCH PIVOTS

- Industry
- Organization
  - Industry
  - Revenue
  - FTE
  - Assets
- Geography
  - Region
  - State
  - Metro
  - Zip
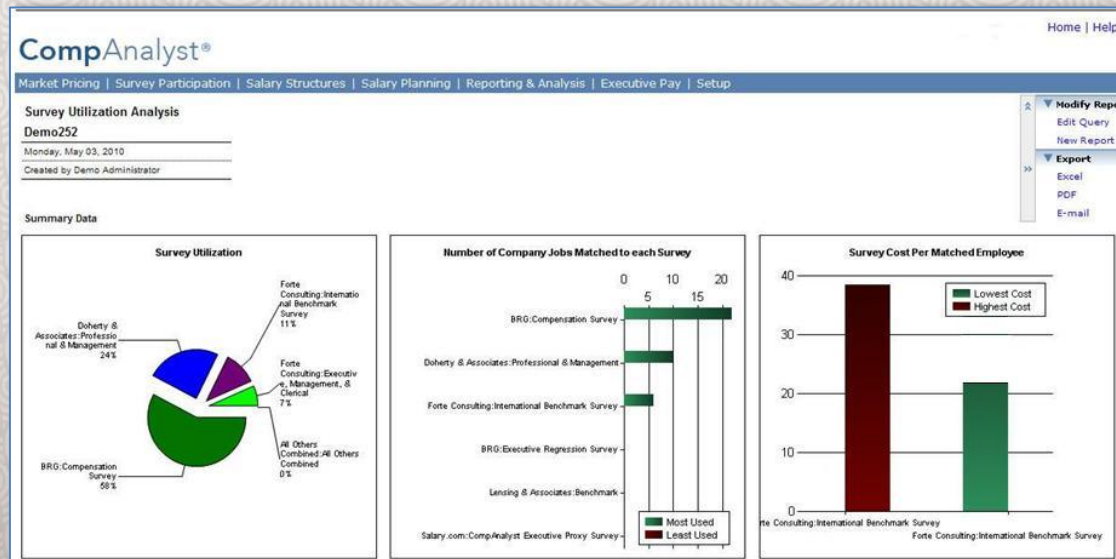
TALENT ANALYTICS: STRUCTURE AND DATA

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Core Competencies

Function

Job Level

Compensation

Functional Competencies
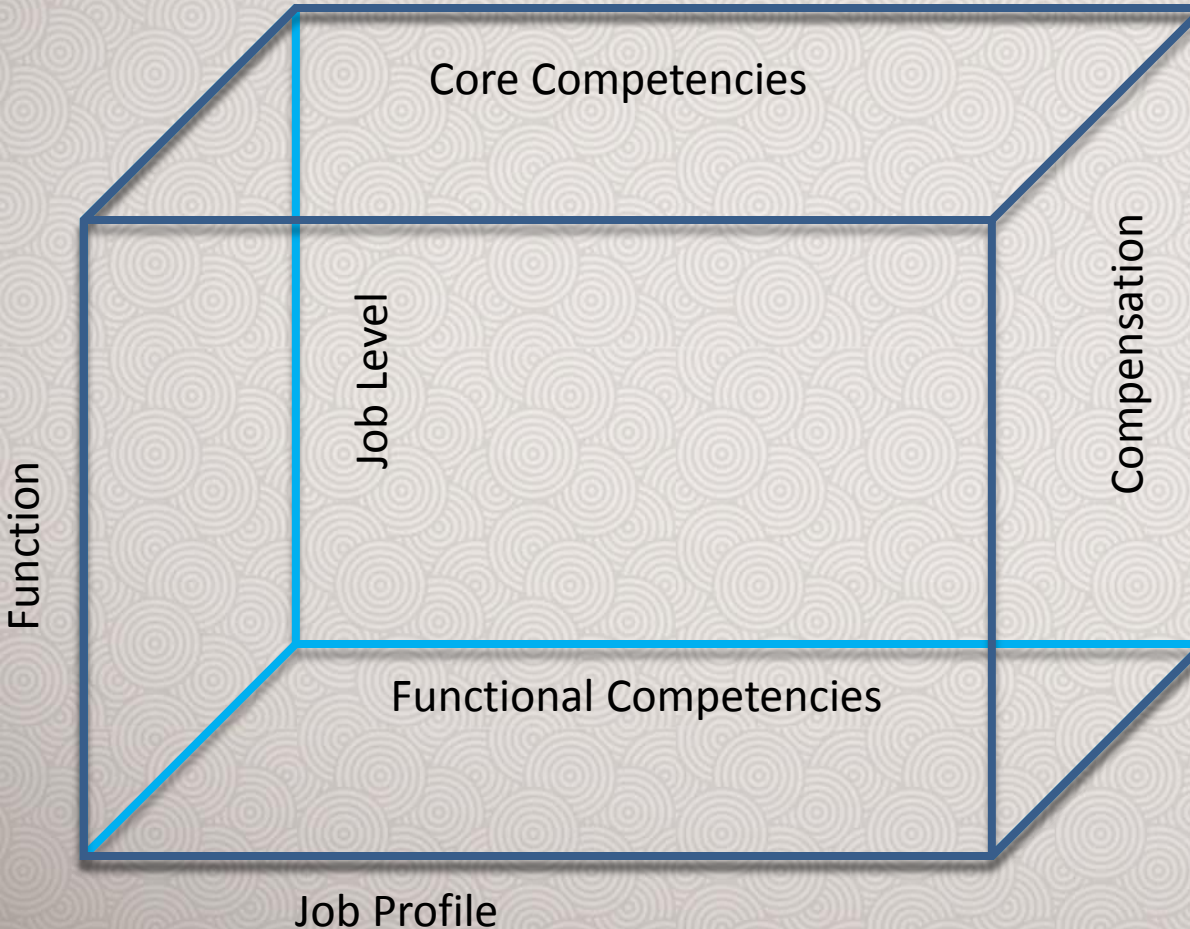
Job Profile

Data applied from:
- Assessments
    - Incumbents
    - Candidate
    - Self/360/test/SJT
- Performance Appraisals
- Compensation Plans
- Engagement Surveys
- Development planning
- Business drivers
    - Acquisition
    - New products
    - Regulation
    - etc

BUILDING A JOB PROFILE

FOUNDATION OF A PROFILE

BUILDING A JOB PROFILE

PERFORMANCE ACCELERATORS

JOB STRUCTURE

SAMPLE JOB RESPONSIBILITY
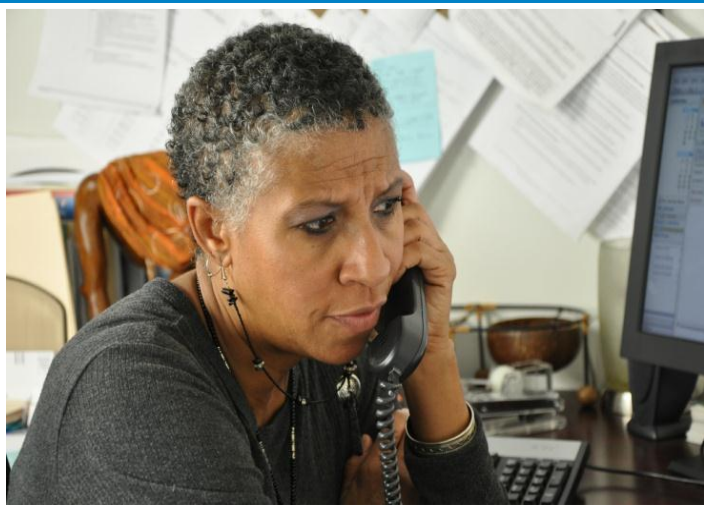
Job Title	**Software Development Specialist, Master**
Description	Leads the technical design and development of new or enhanced software products or systems.
Resp. 1	Architects new software products. Defines software platforms, components, and interfaces and selects development tools.
Resp. 2	Designs complicated software products, modules, and routines. Selects and applies software development tools and methodologies for projects.
Resp. 3	Counsels product and development planners on new and improved development technologies, methodologies and tools.
Resp. 4	Provides technology direction for software development strategies and plans. Provides technical guidance to development teams.

COMPETENCY ARCHITECTURE

Competency	Innovation
Definition	Develops new ideas and initiatives that improve the organization's performance.

Competency	**Innovation**
Definition	Develops new ideas and initiatives that improve the organization's performance.
Level 1: Basic Understanding	Suggests better ways of completing own work.
	Demonstrates the ability to generate ideas organically or in a brainstorming session.
	Supports innovations that are introduced by team leaders and managers.
	Seeks help to shape ideas into workable proposals for change.

	Implements strategies for renewing or deepening change efforts.
Level 4: Subject Matter Depth and Breadth	Introduces new perspectives and information to the team in order to stimulate innovation and change.
	Supports new ideas and technologies that produce competitive advantage.
	Shares best practices and benchmarks of excellence.
	Provides ongoing sponsorship for innovation programs and change initiatives.
	Mentors team to question established practices and propose innovations.
	Leads a continuous cycle of innovation that incorporates feedback to improve future initiatives.

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JOB STRUCTURE

JOB FUNCTION MATRIX
COMPARING THE PROFILES

	Software Development Director	Software Development Specialist, Master	Software Developer, Sr.	Software Developer	Software Developer, Jr.
Alignment	4	3			
Innovation	3	3	2	1	1
Producing Results	4	3	2	1	1
SOFTWARE ENGINEERING	4	3	2	2	1
Software Product Design/Architecture		4	2	1	1
Software Development		3	3	2	2
Software Problem Management		3	2		
Software Product Testing		3	3	2	2

Required Proficiency Levels

OPPORTUNITY FOR JOB LEVELING...

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Job Family Name	Software Engineering	Software Field Support	Software Product Quality Management
Job Family Description	Design, development, delivery, and enhancement of software products, systems and platforms.	On-site and remote customer support for installation and operation of company's software products, systems, and platforms.	Quality management, quality assurance, quality control, testing and compliance services for software products, systems and platforms.
2 Senior Management			
Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view	**Software Development Director**	**Field Service Director**	**Quality Assurance Director**
3 Management; Senior Level Consulting			
Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities	**Software Development Manager, Group**	**Field Service Manager, Region**	**Quality Assurance Manager, Group**
	Software Development Specialist, Master	**Field Service Specialist, Master**	**Testing Manager, Senior**
			Quality Assurance Architect
4 First Line Management; Sr Professional			

IDENTIFYING OPPORTUNITIES ACROSS THE FUNCTION

Job Family Name	Software Engineering	Software Field Support	Software Product Quality Management
Job Family Description	Design, development, delivery, and enhancement of software products, systems and platforms.	On-site and remote customer support for installation and operation of company's software products, systems, and platforms.	Quality management, quality assurance, quality control, testing and compliance services for software products, systems and platforms.
2 Senior Management			
Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view	**Software Development Director**	**Field Service Director**	**Quality Assurance Director**
3 Management; Senior Level Consulting			
Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities	**Software Development Manager, Group**	**Field Service Manager, Region**	**Quality Assurance Manager, Group**
	Software Development Specialist, Master	**Field Service Specialist, Master**	**Testing Manager, Senior**
			Quality Assurance Architect

IDENTIFYING OPPORTUNITIES ACROSS THE FUNCTION

Sample Competencies	Target Proficiency Level Software Developer Specialist, Master	Target Proficiency Level Testing Manager, Senior	Jim's Current Proficiency Level
Knowledge of Organization	2	2	2
Products and Services	3	3	3
Earned Value Management	3	3	3
Software Development	3		3
RAD (Rapid Application Delivery)	4	4	4
Extreme Programming (XP)	4	3	3
IT PROJECT MANAGEMENT	3	2	3
INFORMATION SECURITY MANAGEMENT	3	2	2
Configuration Management	3	2	3
ISO 9000-3	3	1	2

...AND ACROSS THE ORGANIZATION

ORGANIZATIONAL FUNCTIONS	Information Technology		Oil & Gas Industry		General Corporate Functions	
Job Family Names	Software Engineering	Software Field Support	Exploration	Production	Compensation and Benefits	Human Resources
2 Senior Management						
Strategy formulation; Vision implementation; Op responsibility; Cost and risk management; Enterprise view	Software Development Director	Field Service Director	Exploration Director	Production Director	Benefits Director	Human Resources Director
					Compensation and Benefits Director	International Human Resources Director
3 Management; Senior Level Consulting						
Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities	Software Development Manager, Group	Field Service Manager, Region	Geoscientist Manager	Drilling Operations Manager	Compensation and Benefits Manager	Health and Safety Manager
	Software Dev. Spec, Master	Field Service Specialist, Master	Exploration Manager	Oilfield Manager	Compensation Manager	HRIS Manager
			Geophysicist	Production Engineer	Corporate Insurance Manager	Human Resources Consultant, Senior
			Reservoir Engineer (Exploration)	Reservoir Engineer (Production)	Executive Comp Manager	Recruitment Manager

[PERFORMANCE ACCELERATORS]

FOUNDATION OF TALENT MANAGEMENT

Competency-defined

Job Profiles provide

<u>a common language</u>

for Talent Management

- Career & Succession Planning
- Learning & Development
- Risk Analysis
- Recruitment & Selection
- Resource Planning
- Compensation
- Performance Management

Competency-Based Models

DEVELOPMENT AND COACHING DISCUSSIONS- INNOVATION

Development Statement Name	Description	Devel. Statement Group Types
Fostering Innovation	Foster innovation by increasing R&D expenditures by 20% in the next year.	Quantitative
	Attend industry-specific conferences on a quarterly basis, and look for products of offerings that could be improved or expanded on as a way to jumpstart innovative thinking.	Qualitative
	Offer a quarterly award to the most innovative employee, as measured by the number or success of innovations.	Qualitative

Coaching Tip Name	Description	Coaching Tip Type
Looking for Alternative Solutions	Look for alternative solutions to business problems, without initially evaluating feasibility or likelihood of success.	Exploring|Planning
Sharing Problems for Second Opinions	Encourage your team to share problems with coworkers for second opinions. People not directly involved in the problem can provide ideas and points of view not previously explored.	Promoting
Out-of-the-Box Thinking	For major projects, hold brainstorming meetings with your team that facilitate out-of-the-box thinking. Let employees bounce ideas off of each other without requiring an immediate solution.	Exploring

LEARNING- INNOVATION

Learning Reference	Learning Reference Name	Learning Reference Description
Activities On & Off the job	Quality initiative participation	Participate in the implementation of a significant quality initiative that includes process mapping, developing improvement strategies, negotiating tradeoffs and buy-in for resources, and developing follow-up measurements
Activities On & Off the job	Observe role models	Observe and analyze the behavior of potential role models for change
Activities On & Off the job	Create benchmarks	Benchmark other groups or external organizations to get new ideas for productive change

INTERVIEWING AND DEVELOPMENT PLANS- INNOVATION

Interview Question Name	Interview Question Description	Interview Question Group Names
Innovation for Impact	Can you give an example of an idea you introduced that was implemented? What was the impact?	Results
Generating Ideas	What are some of the ideas you've come up with recently?	Results
Evaluating Ideas	How do you decide which ideas to turn into proposals?	Solution

INTERVIEW GUIDE

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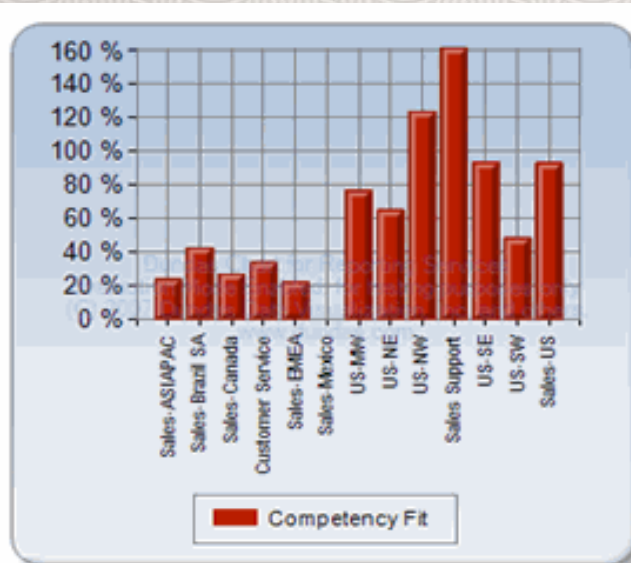| Innovation Question 1			
1. Innovation for Impact: Can you give an example of an idea you introduced that was implemented? What was the impact? • How did you come up with this idea? • Was this solution successful?			
Interviewer Rating: **(Circle ONLY one)**	Below Average	Average	Above Average
	Gives an ordinary answer.	Demonstrates moderate innovation; or likely answer.	Describes a creative approach; AND tells why it was successful.
	0	1	2
Innovation Management Notes			

THEN WHAT
THE ANALYSIS

DRIVE ROI THROUGH DEVELOPMENT

VS RECRUITMENT

- Focus training on competencies
- Train teams with greatest need
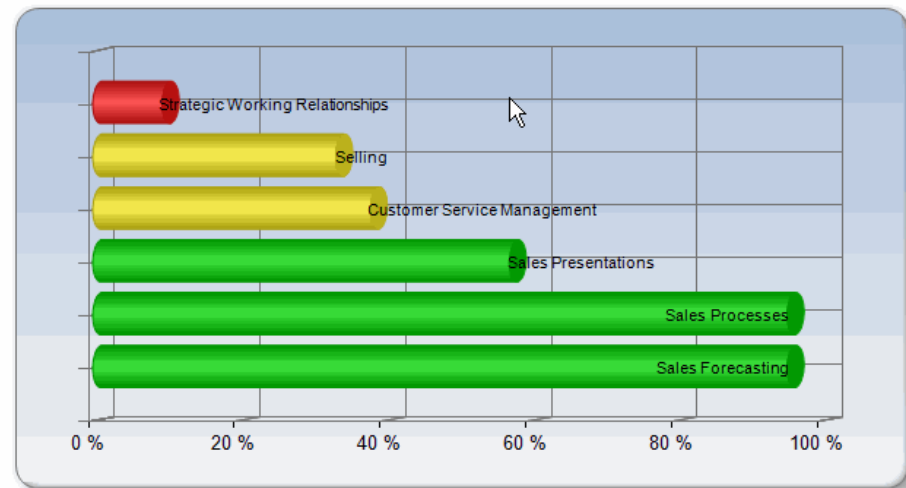
COMPARE SUCCESSION CANDIDATES

KeneXa®

SELF SERVICE CAREER PATHS

System suggests "next jobs" in an employee's career by matching competency fit

Home | Contact HR | Log out

Logged in as: Troy Anderson

Powered by salary.com

Employee Self-Service | My Team | Performance | Compensation | Succession | Reports | HR Administration | Setup

Search for jobs

The following jobs are a good match for you based on your competencies. Jobs included in the results have a greater than 50% fit with your competency ratings and have a maximum base salary that exceeds your current base salary. Select one or more jobs and click Compare Selected to view more detail about your comparative strengths and weaknesses for each job.

4 Jobs Found   Page 1 of 1 <<First | <|1| >| Last>>

▼ Search Result

Compare Selected

Select	Job	Location	Job Family	Competency Fit
☐	VP of Sales - US	Boston, MA	Sales	92.00%
☐	VP of Sales - Mexico	Mexico City, Mexico	Sales	92.00%
☐	VP Customer Support	Atlanta, GA	Services	73.75%
☐	Customer Relationship Executive	Atlanta, GA	Sales	60.00%

Cancel   Save

COMPETENCY DATA CALIBRATES PERFORMANCE RATINGS

Employee:

Manager:

Manager Comments:

1. Behavior Indicators for proficiency level

...ents | Writing Assistance T·T T B I U ≔ ≔

Feedback Phrase | Coa...

Select Phrases to Build Feedback Comments
Select from the list of typical **Behaviors Within Rating** to build **Manager Comments.** You can view additional behaviors above or below the rating level you have selected by clicking on the tabs for **Behaviors Below Rating** or **Behaviors Above Rating.** You may also select behaviors for a related competency.

Competency: **Rating:**
Accuracy/Attention to Detail   Extensive Experience

▶ Show behaviors for a related competency.

| Behaviors Below Rating | Behaviors Within Rating | Behaviors Above Rating |

Coaches others in methods of identifying and correcting errors, oversights, and omissions.

Evaluates manual and electronic tools and techniques for enhancing accuracy.

Designs techniques for measuring the cost and impact of errors.

Discusses the value and associated costs of formal walkthroughs.

Supports and communicates the organization's quality management process.

Manager Comments
The comments you build are shown below. You can select feedback phrases to adjust the **Strength** and **Phrasing.** You can also drag and drop comments to change their order. Any comments that were already on the form are shown at the top but may not be edited here. After saving to the form you can edit all comments further in the form view.

Help Topic
- Using writing assistance
- Generating comments
- Selecting feedback
- Adding coaching
- Related competencies
- Adjusting comments
- Returning to form view

3. Click desired behavior

● Cancel   Save to Form ●

Rama, you are doing an excellent job. In p... ...rt working on some of your leadership competencies such as resource management and workforce development.

DRIVE ADOPTION: IMPROVE PERFORMANCE REVIEWS

Kenexa®

Feedback Phrases | Coaching Phrases

Select Coaching Comments to Add to Feedback

Select from the list below to provide coaching comments to the employee for this competency. These will be added to **Manager Comments** to give the employee examples for how they may improve.

Competency:
Oral Communication

Rating:
Above Expectations

▶ Show coaching for a related competency

Development Goals | Coaching Tips | Learning Activities

Interview Techniques

Consulting Skills - This is a long phrase. This shows the wrapping of content.

Merit principles

Self development

Shows initiative

Manager Comments

The comment feedback ph also drag ar comments th may not be edited here. After saving to the form you can edit all comments further in the form view.

2. Pick desired phrasing and strengths

Christian pursues learning and self development

Christian assesses current and future staffing needs based on organizational goals and budget realities.

She uses merit principles to ensure staff are appropriately selected, developed, utilized, appraised, and rewarded.

Coaching phrase   Coaching phrase   Coaching phrase
Coaching phrase   Coaching phrase   Coaching phrase

Comments automatically generated for managers so the reviews are completed faster AND are more useful to the employee

FOCUSED DEVELOPMENT OF LEADERS

KeneXa®

Compare Jobs

Your competencies are compared to the requirements for the jobs you selected. It is possible that you have no particular competency required for a job. In this case your rating will appear under NR for "no rating". If a com... required for a particular job in the comparison, then the corresponding cell in the table will be blank. All scores... been standardized on the company's standard competency rating scale.

Options	● Show All Required Competencies	☐ Highlight Best Fit	Legend
	○ Show Only Critical Competencies	☐ Show Desired Rating	

Competencies	Competency Matching	
	Comptroller	Director of Risk Manageme...
	1 2 3 4 5 %	1 2 3 4 5 %
Accuracy/Attention to Detail	100%	100%
Auditing	100%	100%
Budget Management	60%	60%
Financial Risk Management		
Forecasting and Modeling		
Honesty and Integrity		
Organizational Governance		
Resource Management		
Accounting		
Market Risk Analysis	Not required	
	Overall Competency	
	Create Developme...	

System creates development goals based on competency gaps

System suggests learning activities so employees know what they need to do to improve the competency

Add Learning Activities

▼ Suggested Activities

☐ Select	Name	Description	Type
☐	Present/Demo a New Concept/Idea	You probably noticed opportunities for doing things better. You can practice business case development and presentation skills by presenting your ideas to your team/manager. Note questions, concerns and feedback. Repeat.	ACT
☐	Gonzo Marketing	Puts a new spin on the age-old approach to marketing, which says businesses need to establish common ground with potential customers before they begin to try to sell anything.	BK
☐	CRM Handbook: A Business Guide to Customer Relationship Management	Provides lots of factual information, real case studies, carefully considered commentary, and reasoned criteria with which to evaluate CRM products and strategies.	BK
☐	Field Force Automation Conference & Expo	Targeted at IT and sales management professionals. Focus on trends in field force automation and the impact of mobile and wireless technologies upon next generation CRM applications. Three tracks: Sales Automation, Marketing Automation, Customer Service.	CNF

Logged in as: Julie Alberts

Knowledge Center | Change Password | Contact HR | Log Out

Home | Myself | My Team | Programs | Reports

My Profile | Compensation | Performance | Development

Employee Profile - Julie Alberts, Division VP

Print

Employee Code: 2A
Reports to: Bennett, Larry
Organizational Unit: Medical Devices
Date of Hire: 1/10/1997
Current Job Date: 1/1/2008

▼ Contact Information

Label	Employee Data
Email Address	salary2salary@yahoo.com
Phone Number	555-987-6663

▼ Education — Edit

Major	Degree	School	Year	GPA
Business	BS	Boston University	1981	3.8

▼ Skills — Edit

Skill	Skill Level	Years Experience	Last Used
PeopleSoft	Successfully Completed	4	Currently Using
French	Expert	12	Currently Using

▼ Certification — Edit

Certification	Association	Year	Renew
SMEI	Sales & Marketing Institute	2008	2011

▼ Relocation Preferences — Edit

Location	Availability	Term	Comments
Paris	Immediate	Long-Term	I love this company and would be willing to relocate if the position was a good fit. Especially if it is in Paris.

▼ Work History — Edit

Internal:

Title	Start Date	End Date	Base Salary
Sales Manager	1/10/1997	6/3/2006	204,193.00

External:

Company	Title	Start Date	End Date
Prescott Pharmaceuticals	Account Executive	3/14/1993	12/20/1996

▼ Career Plans — Edit

Job Title	Interest	Comments	Date
President	Preferred Career Path	🔍	12/8/2009
Division VP		🔍	11/2/2009

▼ Performance History — View Trend

Review Programs	Rating
▶ 2008 Performance Review - 6/1/2009*	4 - Above Expectations
▶ 2007 Performance Review - 6/1/2008*	5 - Exceeds Expectations

*Indicates date review finalized

▼ Competencies

Competency	Rating
Business Ethics	Meets Expectations
Interviewing	Meets Expectations
Conflict Management	Meets Expectations
Interpersonal Relationships	Above Expectations
Customer Focus	Meets Expectations

▼ Responsibilities

Company Job Responsibilities:
- Oversees Internal Divisional Activities
- Executes Business Plan
- Strategic Planning
- Establishes Organizational Direction
- Achieves Sales Growth and Profitability

▼ Compensation History

2009 Merit Increase	2009 Bonus Received	2009 Target Bonus Amount	2009 Stock Award	2009 Stock Value @ $9.50/Share
$4,250	$7,550	$9,000	6,500	$61,750

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Business Results

Job Descriptions, Market Data and Competencies

Powered by salary.com

MAKING THE CASE

- **Acquiring Talent**

- **Engaging Talent**

Cost of a poor hire: **$300K-$500K**

Operational efficiency rate due to poor employee engagement: **30%**

Cost of losing a talented employee: **$250K-$500K**

Value of a top performer: **2-4X** performance of average employees

- **Retaining Talent**

- **Evaluating Talent**
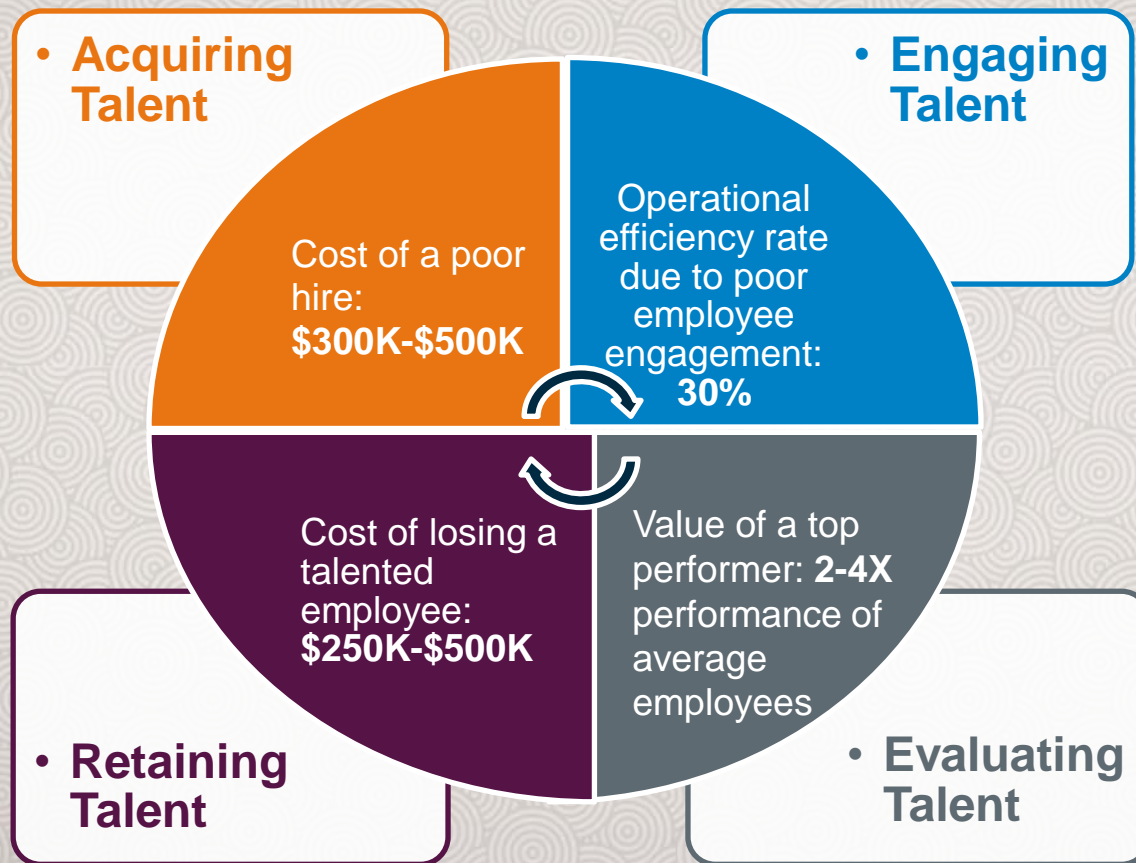
HOW WE CAN HELP
(OR, THERE'S NO SUCH THING AS A FREE LUNCH…)

ELEMENTS OF A JOB PROFILE COMPETENCY PROGRAM

Technology

Methodology

Architecture

Content
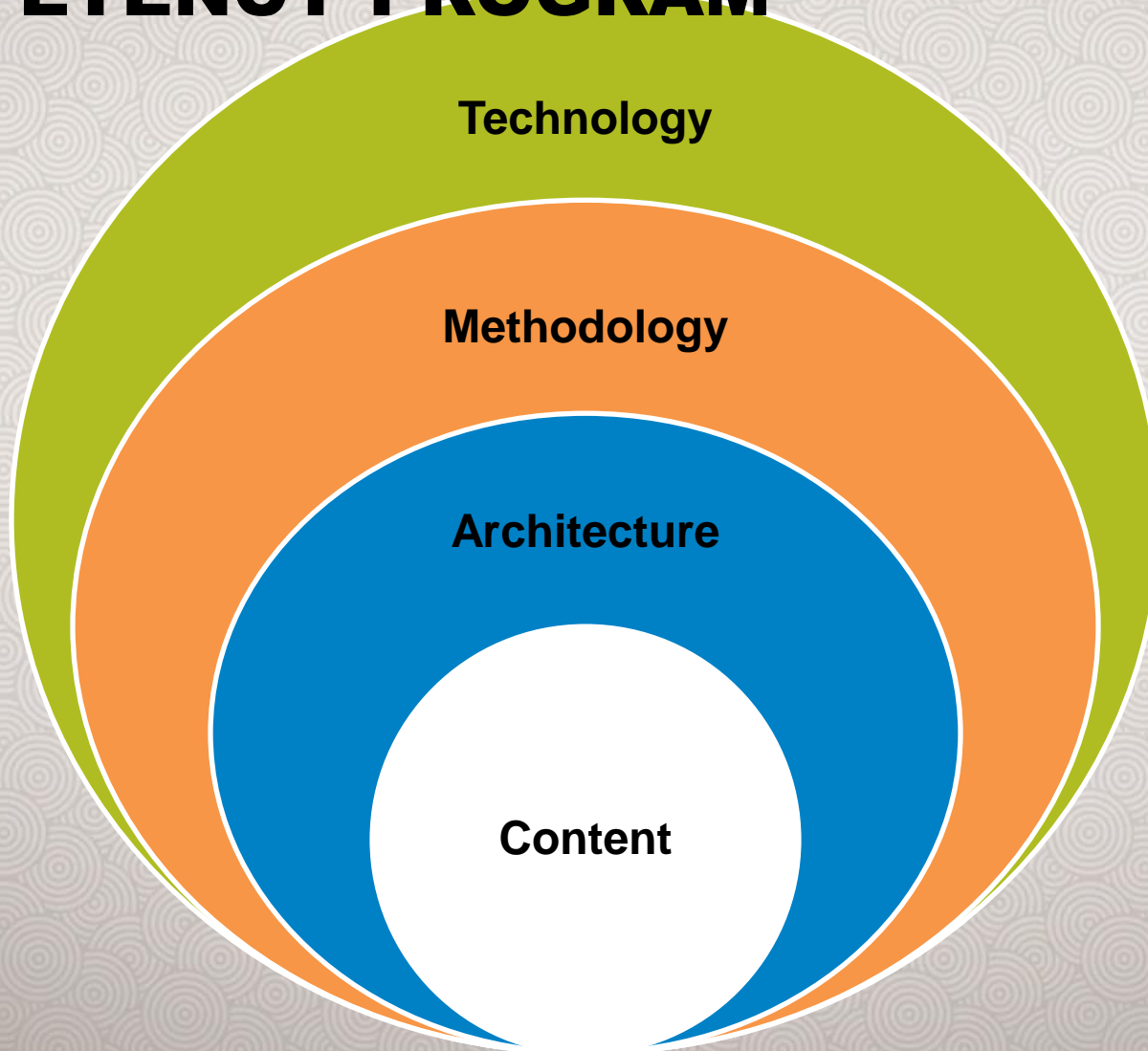
JOB MODEL AND COMPETENCY MODEL LIBRARY

KeneXa®

Job Competency Models

+ General Corporate Functions (HR, Finance, Legal, Sales, etc)
+ OEM/High Tech Software & Hardware   + IT
+ Banking   + Financial Services   + Media and Publishing
+ Manufacturing   + Insurance   + Real Estate
+ Retail   + Healthcare   + Consulting
+ CRM   + Energy   + Education

Job Model Components

Job Families (115+)
- Function or expertise
- Bands for employees, management and executives

Jobs (2,500+)
- Job descriptions
- Job profiles
- Job responsibilities

Competencies (1,800+)

Core	–	100
Leadership	–	20
Functional	–	1,700

4 Levels of Proficiency with unique behavioral descriptors for each level

Level 1: Basic understanding
Level 2: Working experience
Level 3: Extensive experience
Level 4: Subject matter depth and breadth

Application Accelerators
- Learning References
- Development Statements
- Coaching Tips
- Interview Questions

OUR ARCHITECTURE

Frameworks

↑

Job Families/Functions

↑

Job Profiles
(Job Description +
Competencies)

↑

Critical Competencies
(With Proficiency Levels
and Behavioral Indicators)

- Interview Questions
- Learning References
- Development Statements
- Coaching Tips
- Writing Assistance for Performance Evaluations
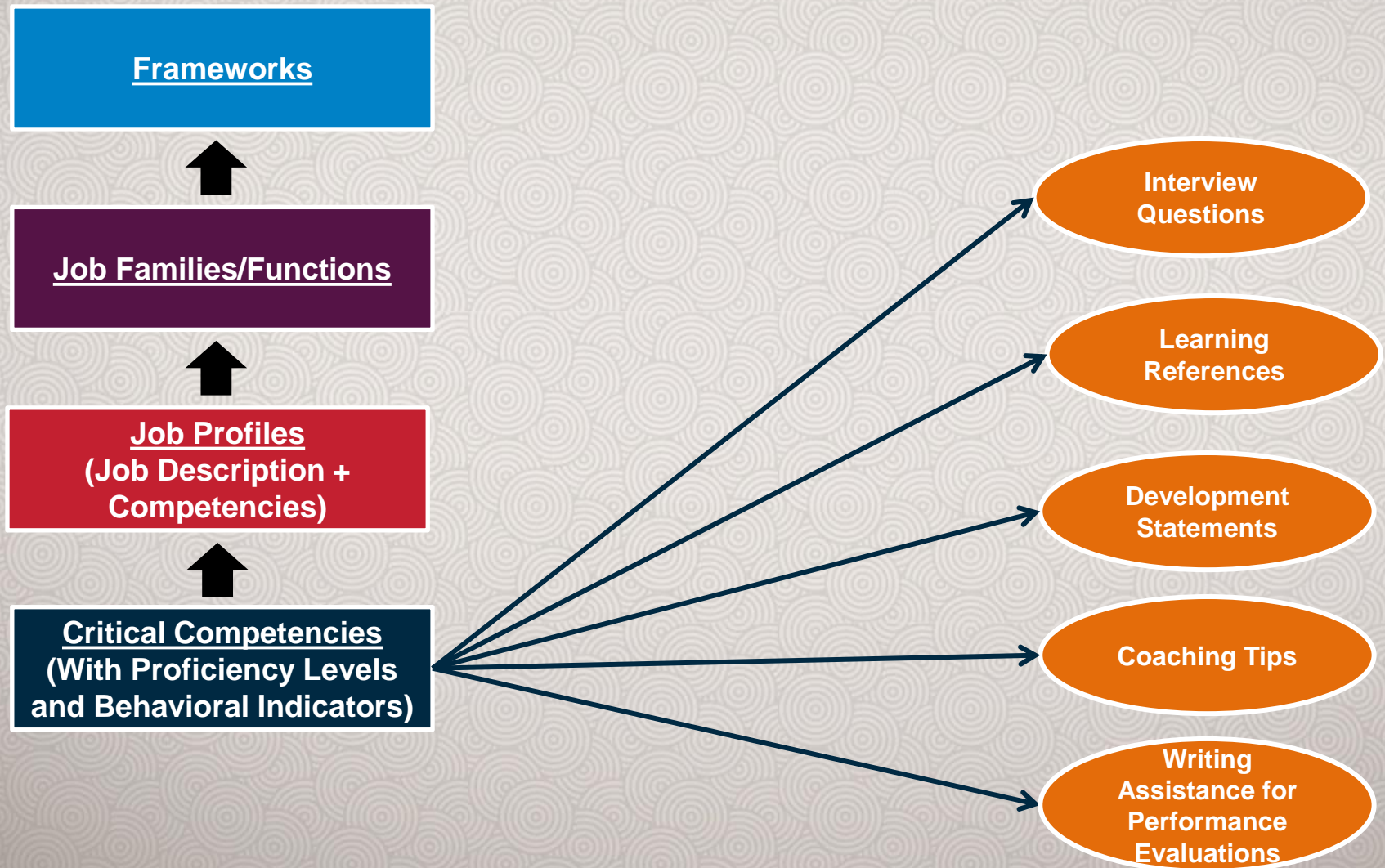
FULLY DOCUMENTED METHODOLOGY

Organizational Strategies & Goals

PLAN & DEFINE

DESIGN & CONFIRM

DEPLOY

ANALYZE & ACT

MONITOR & IMPROVE
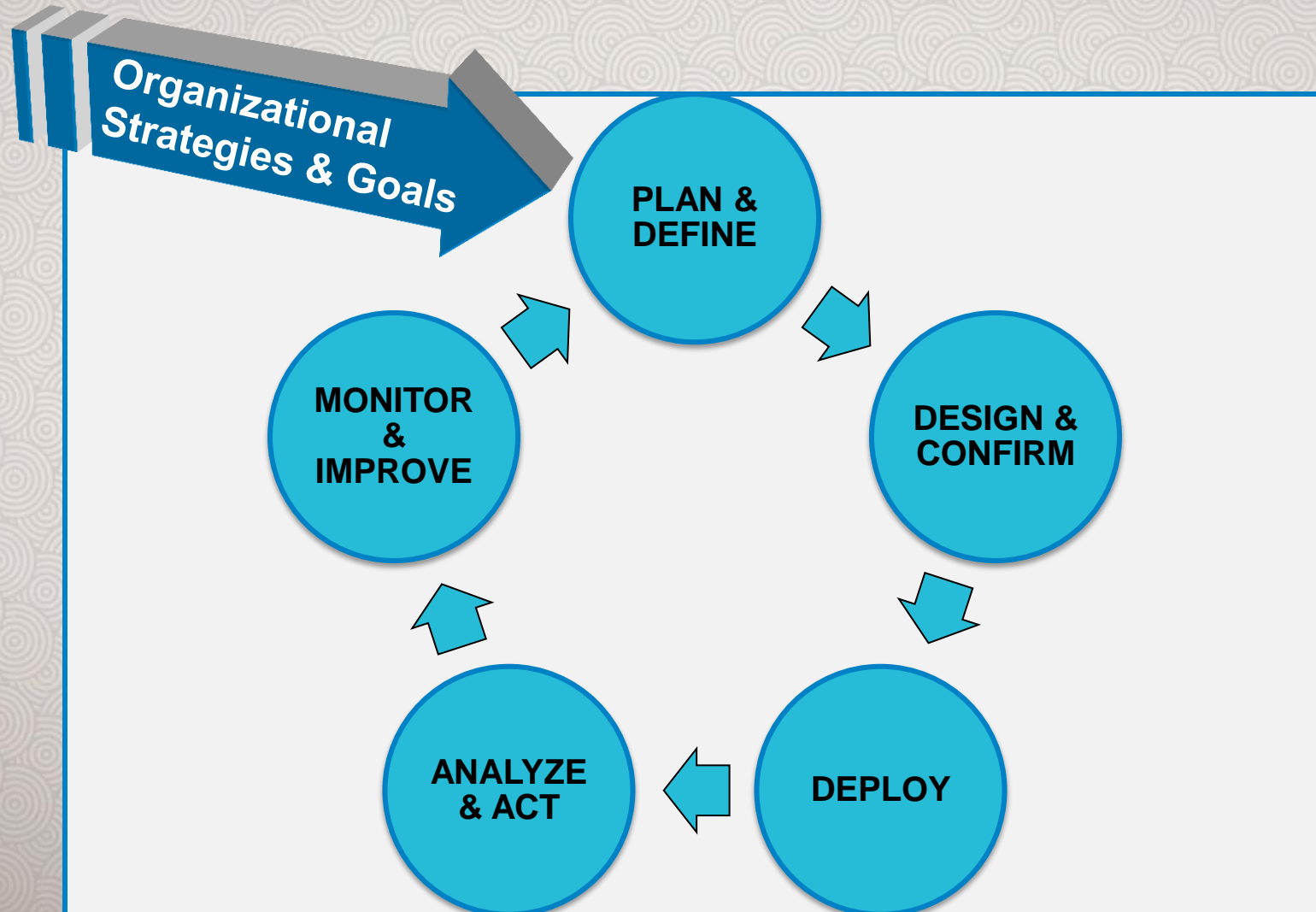
NEVER START FROM SCRATCH

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Existing Company Competency Content

Kenexa Competency Framework & Content

Company Organizational Strategies & Priorities, Industry Trends, Company Subject Matter Expertise

Company Strategic Organizational Competency Model
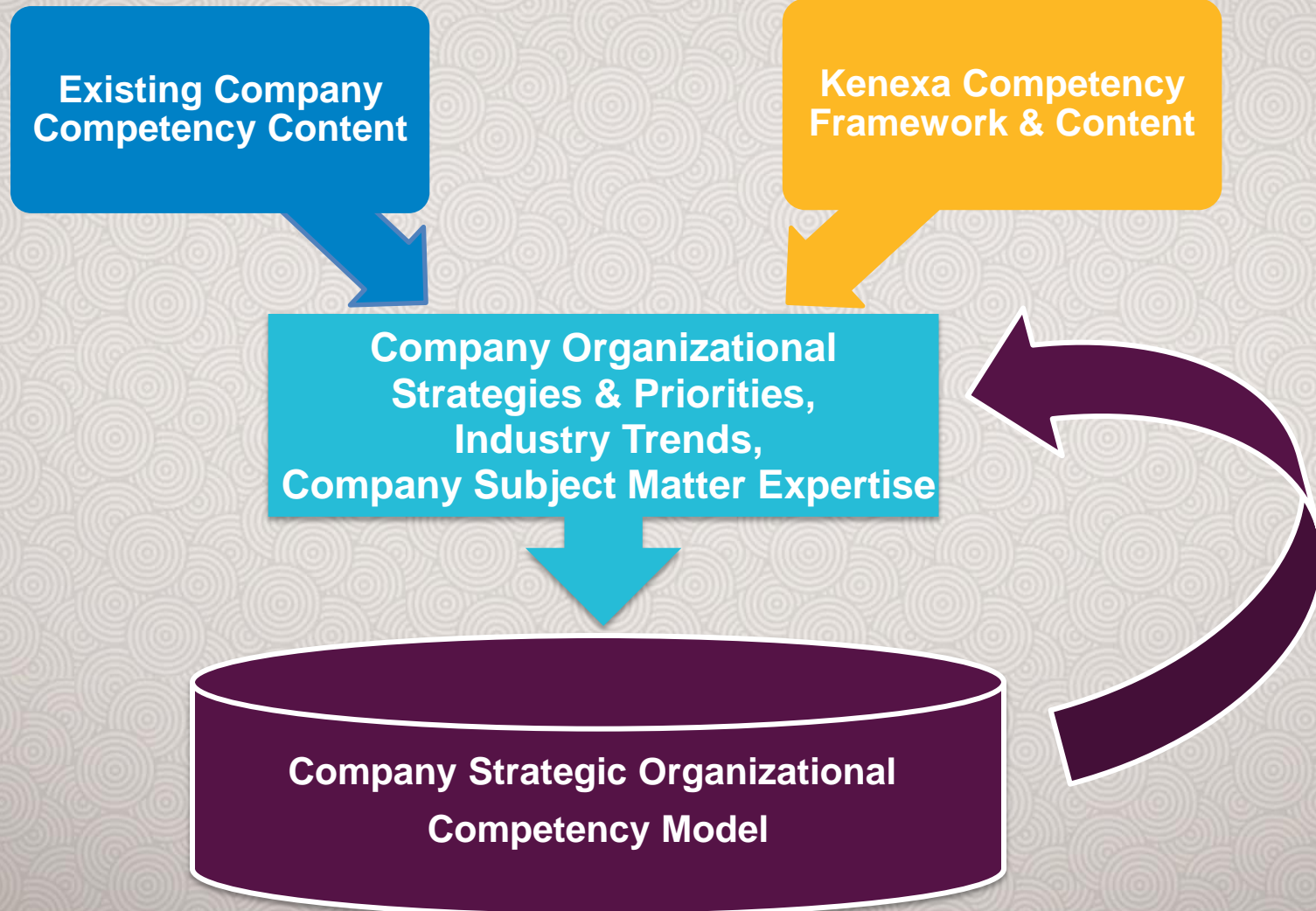
KEY PRINCIPLE CONSIDERATIONS

Outcomes

Application

Architecture

Priority

Governance

Alignment

Change

WHAT SHOULD I ASK TO TEST ORGANIZATION

Readiness Factor	High=3 Medium=2 Low=1
What is the current level of commitment to competencies in your organization?	
How sophisticated are your managers and employees in using competencies?	
What is the current level of use for competencies in Talent Management and/or Operational Effectiveness?	
What is the level of perceived buy-in, ownership or validity required?	
What is the level of capability of your managers for coaching and performance development?	
How sophisticated is your organization in implementing significant changes?	

High Level of Readiness = 11-15
Medium Level of Readiness = 6-10
Low Level of Readiness = Less than 6

COMPETENCY IMPLEMENTATION: BUY VS BUILD FOR FOCUS

Recommended Approach
20% of the effort

80% of the effort

Development	Application Integration Iteration	Launch & Communication	Long-Term Implementation

- Get the "big things right"; "don't dwell on the small stuff".
- Apply existing materials and best practices in developing a rapid draft
- Focus on the overall architecture
- Key success criteria and themes.

Position as prototypes for learning how to change behaviors (vs. a perfect output).

- Develop and use quickly and update over time.
- Focus on buy-in and change management processes.
- Make sure you get to the applications; don't get stuck in model development.

Typical Approach
80% of the effort

20% of the effort (if able to move out of development stage)

HR TRANSFORMATION: COMPETENCY IMPLEMENTATION BEST PRACTICES

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Model Building

- Ensure linkage between competencies and organization strategies
- Keep models simple at launch, and leverage tools and databases to "quick start" model building
- Review models frequently to ensure relevancy, add dimensional criteria and keep the momentum

Applications

- Focus on assessment and development applications first, then evaluation and pay applications
- Focus on integration of the competencies with all HR processes
- Improve consistency of applications rather than allowing too many variations
- Automate the processes and tools to minimize paperwork and enable end-users to have ongoing access

Change Management

- Clarify and communicate specific objectives of your applications up front
- Ensure top management and line management buy-in and ongoing support
- Involve managers and employees more deeply in competency development early in the process
- Be focused in implementation (i.e., one function, one pilot group first)
- Provide training and communication more consistently and carefully (building in training at all stages of implementation)
- Develop and consistently apply a measurement system used to evaluate the effectiveness of implementation over time

SUMMARY

- The climate, practices and competitive environment for current organizations are changing radically

- The core HR mission of the future will be to maximize the impact of the organization's human assets

- HR professionals must respond with significant changes in both behavior and the focus of their roles and relationship with both employees and business partners

THANK YOU FOR JOINING US TODAY