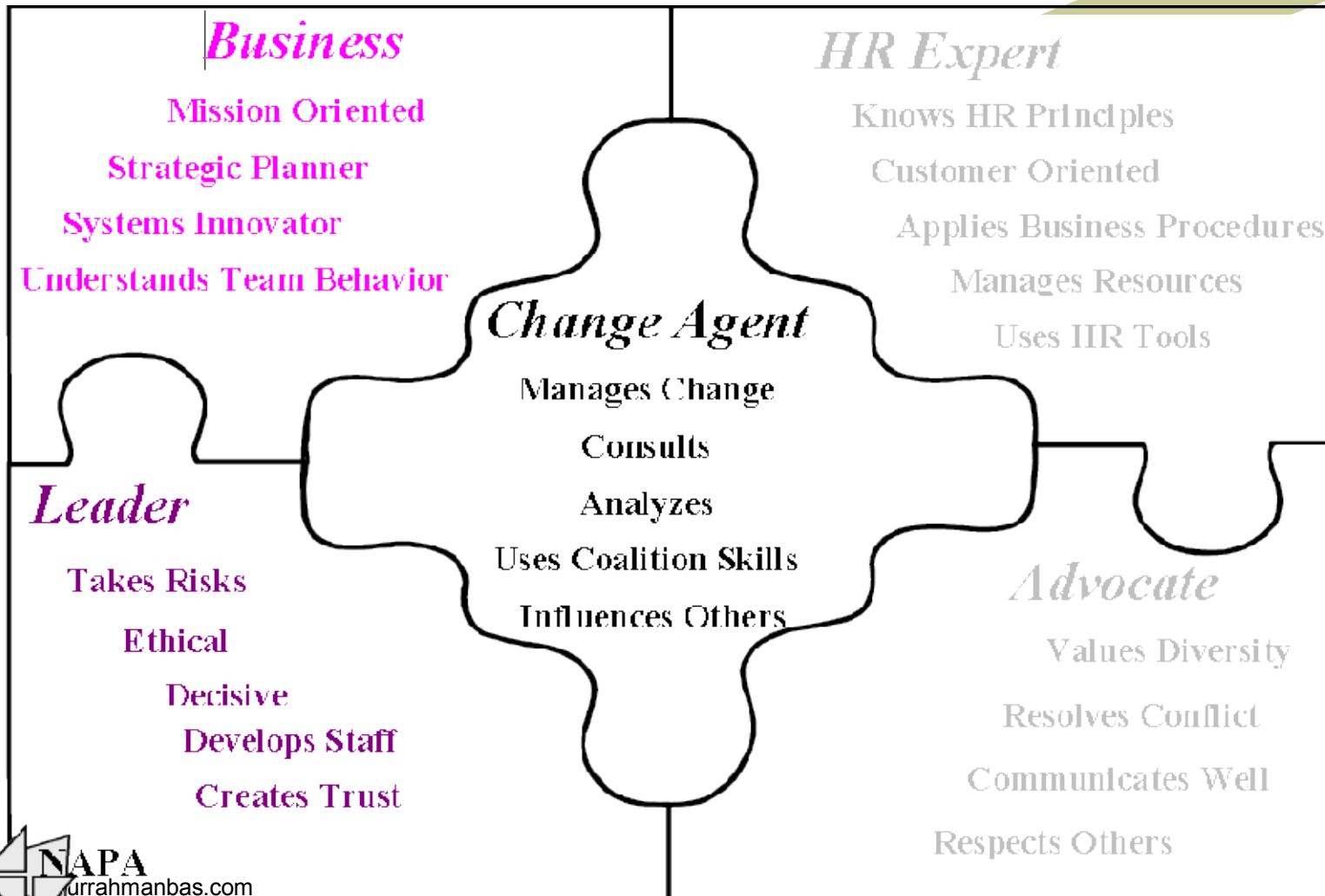


COMPETENCY BASED STRATEGIC HUMAN RESOURCES MANAGEMENT

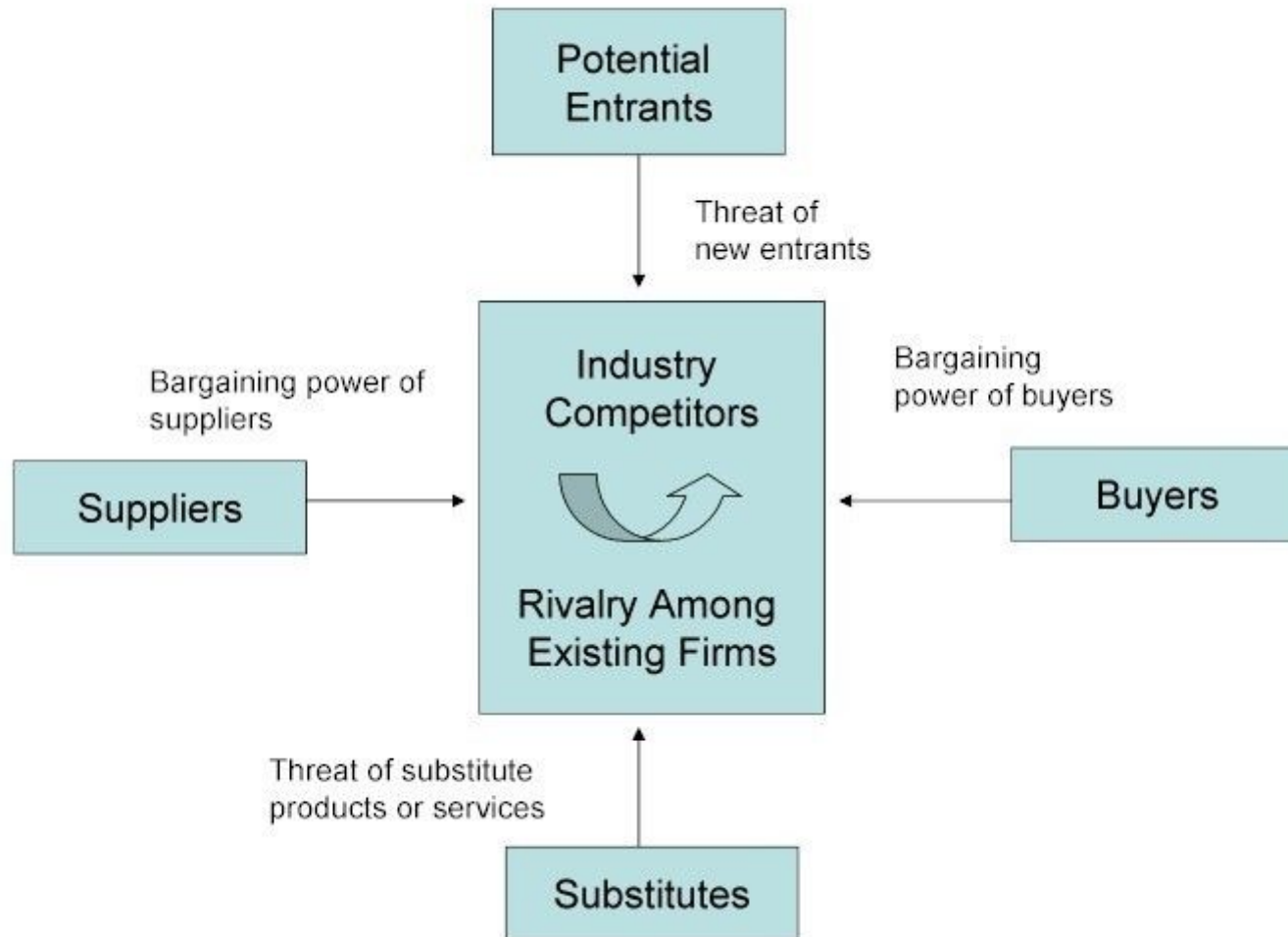
**Dr. Abdurrahman Bař
Eroglu Holdings
Human Resources Coordinator**

COMPETENCY MODEL FOR HUMAN RESOURCES PROFESSIONALS



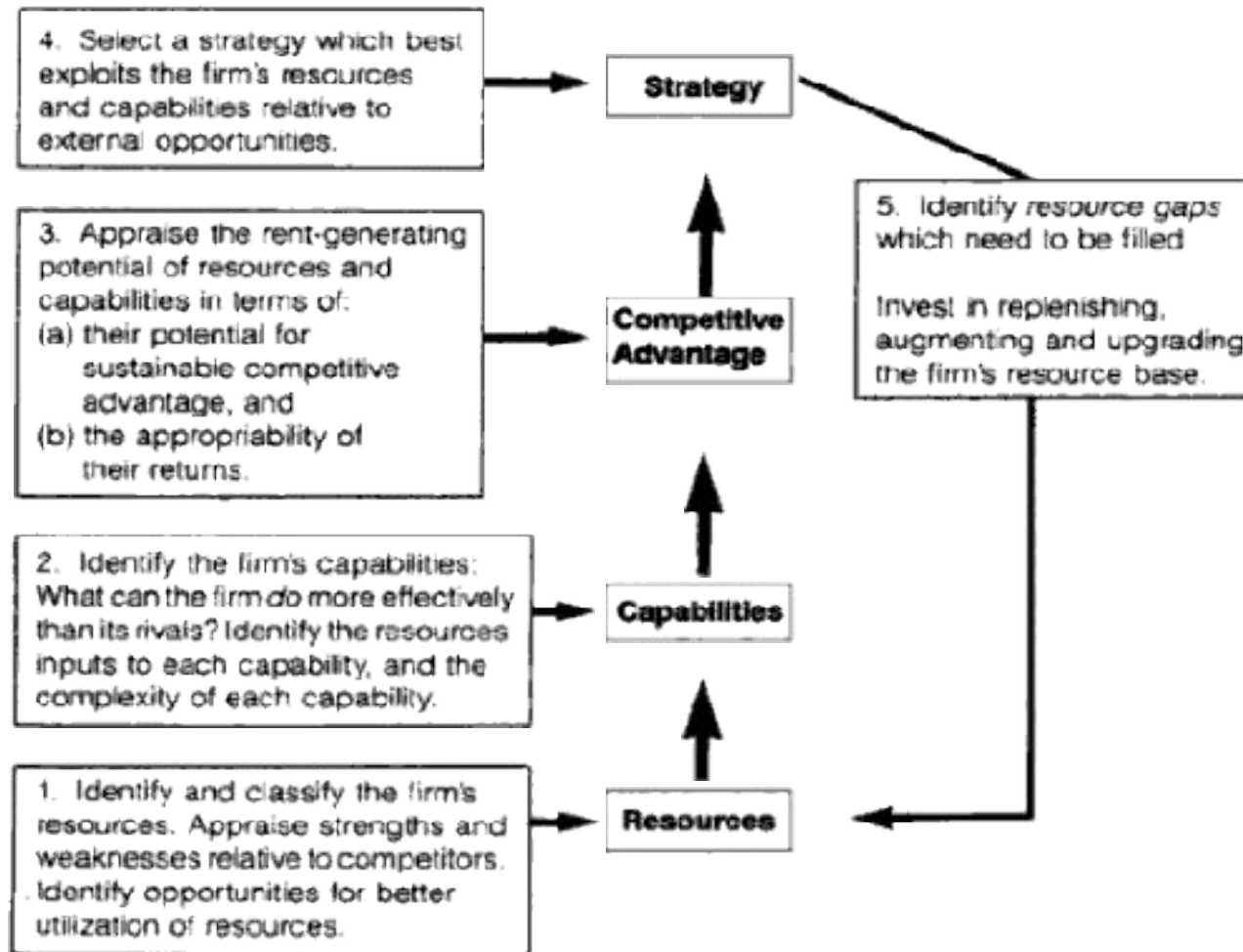
A Model By
NAPA National
Academy of
Public
Administration

STRATEGIC DIMENSION



Porter, M.E.,
**Competitive
Strategy** –
With a New
Introduction,
The Free
Press, 1998,
p.4

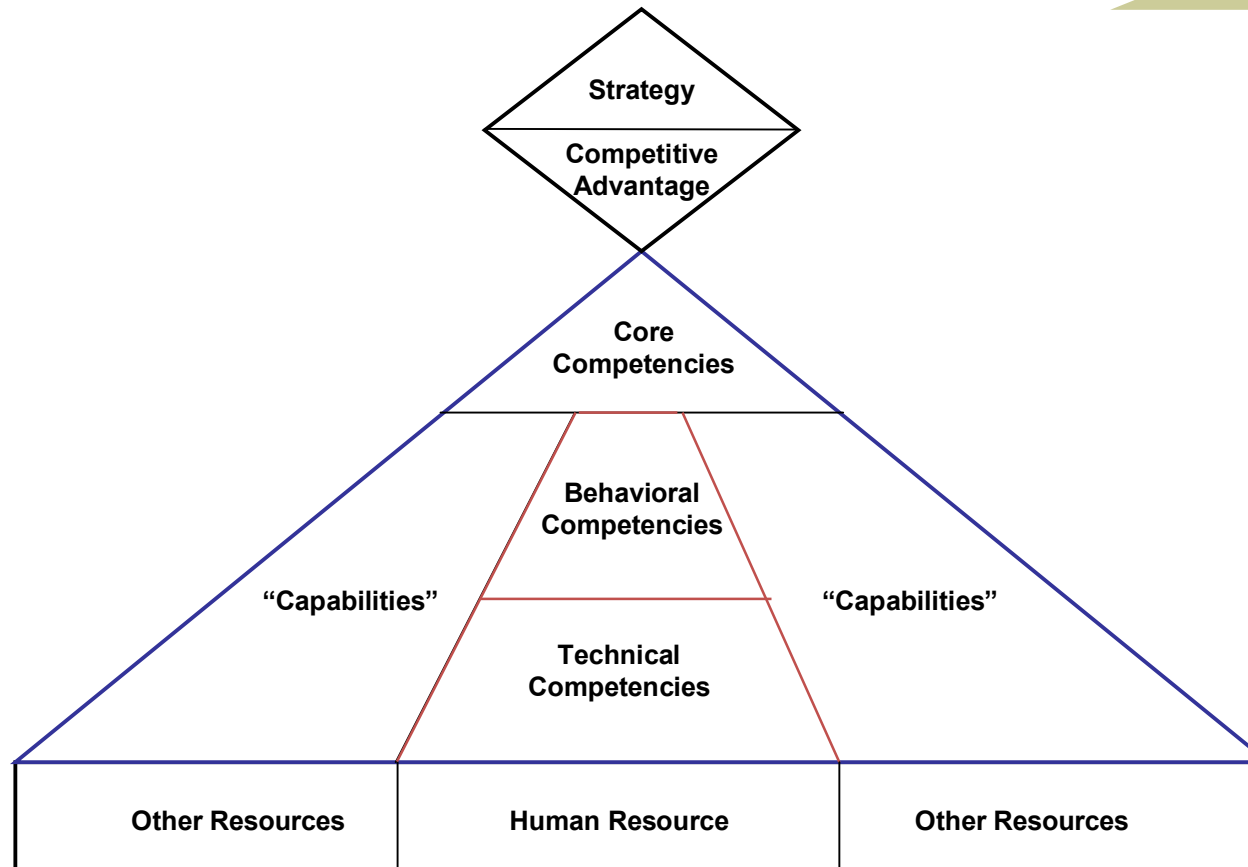
STRATEGIC APPROACH TO HUMAN RESOURCES MANAGEMENT



Grant, R.M.,
 "The Resource Based Theory of Competitive Advantage: Implication For Strategy Formulation",
 California Management Review, Vol. 33, (1991;115)

www.abdurrahmanbas.com

STRATEGIC COMPETENCY MANAGEMENT



Baş, a. "A Model For Managing Human Resource Competencies Strategically", 4th International Strategic Management Conference, 2008.

COMPETENCY BASED PERFORMANCE MANAGEMENT

WHERE DOES COMPANY WANT TO GO?



VISION

WHAT ARE THE COMPANY/ DEPARTMENTAL/
INDIVIDUAL OBJECTIVES?



OBJECTIVES

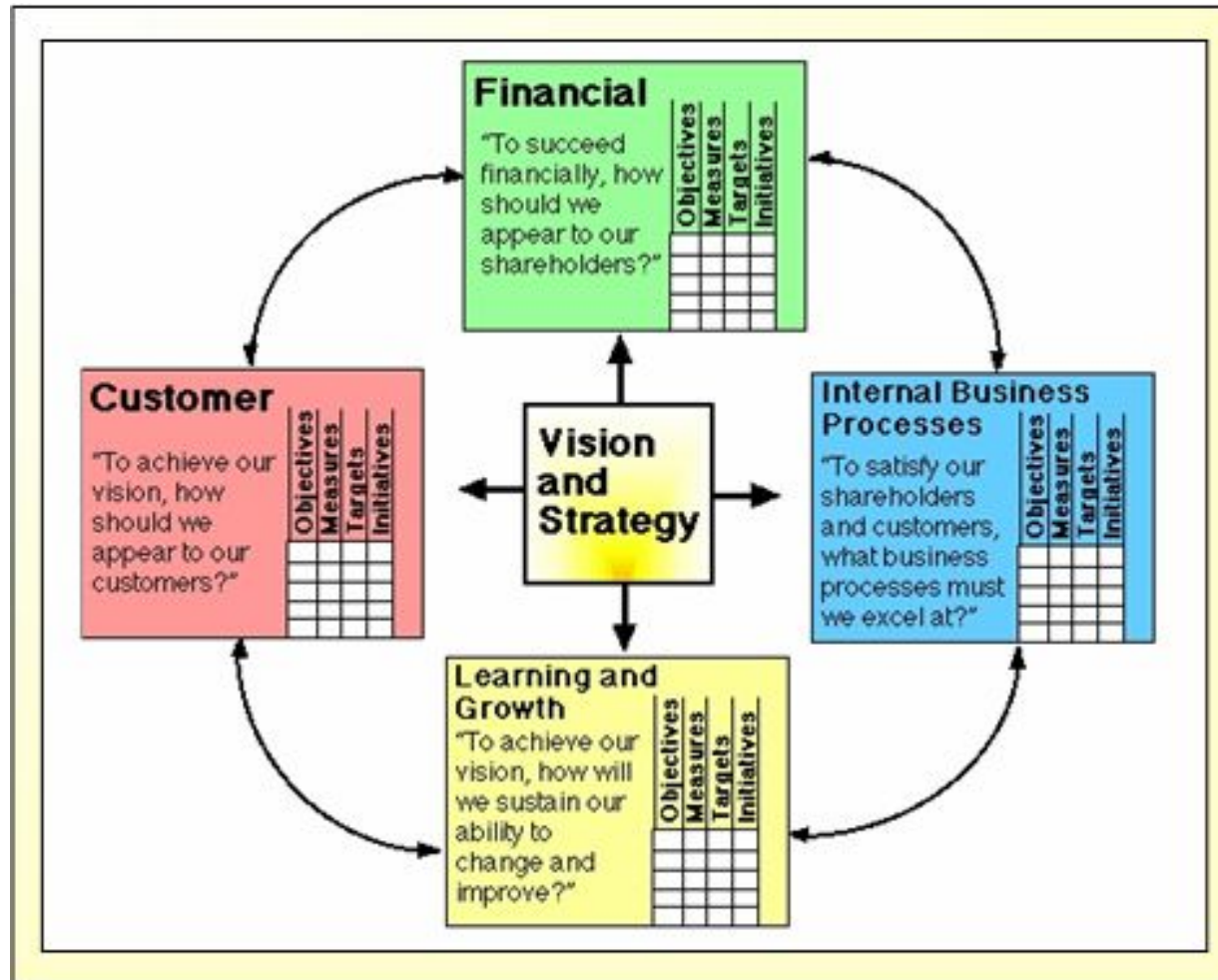
HOW ARE THE PEOPLE CONTRIBUTE TO THE
COMPANY SUCCESS?



COMPETENCIES



BALANCED SCORECARD

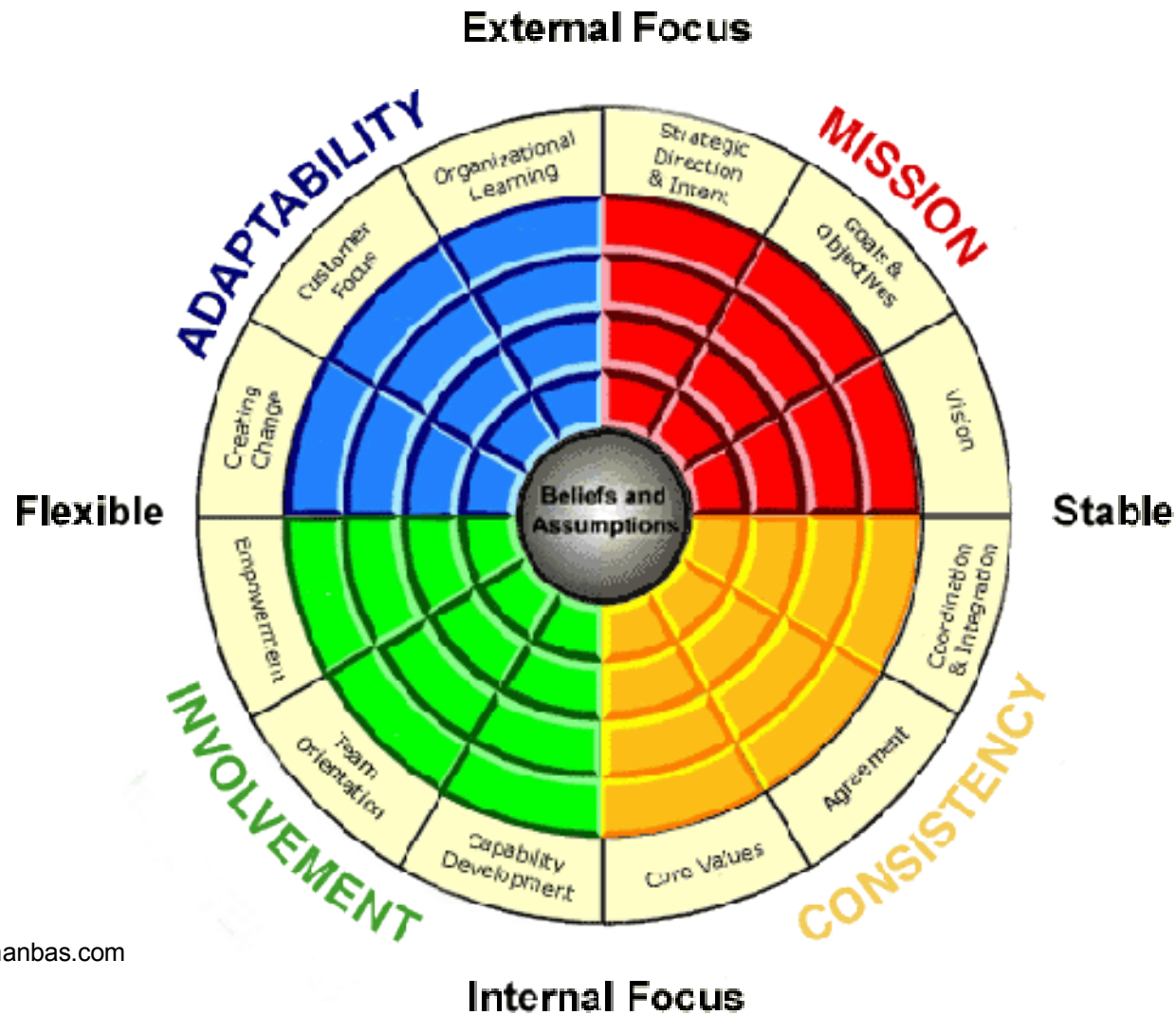


Kaplan & Norton,
Balanced Scorecard,
1998.

COMPETENCIES IN HR SUB-SYSTEMS

- **Competency- based Recruitment & Selection:** This method focuses on performance rather than the job content. The technical competencies are measured by qualifications while behavioral competencies by several process of interviewing or through assessment center
- **Competency-based Interviewing:** As opposed to the traditional approach in this method the interview is not focused on technicalities of the job but the candidate is judged on the basis of behavioral competencies. In this approach the candidate's can demonstrate his behavior's/attitude in the workplace by answering questions related to how he dealt with situations in the past.
- **Competency-based Performance Management:** In this approach the feedback on the performance of employees are given not only in terms of how much goal is achieved but also what behaviors should be adopted to achieve the set targets. One of the reasons why MBO failed is because of the sole consideration on the failure or achievement of the target without telling them why they failed or succeeded. Based on the performance the employees are given training and development if they lack in the competencies requisite for the job or if the performance of the employee is good then he is given subsequent training to achieve the competencies for the next higher post.
- **Competency-based Training & Development:** In this the candidate is given training on the competencies that he is lacking which gives him confidence and hence improve job performance. However, the limitation to this approach in training is that unless proper methods are given on how to proceed with the training the trainers tend to go back to the old method of teaching. Also, it is effective only when less number of competencies is linked with the job performance.
- **Career Planning & Succession Planning:** Competency based approach helps an employee is able to track his career growth in an organization. The complete dictionary of the job will enumerate all the desired competencies for a job and the required competency level (RCL). The employee can thus understand his status in terms of competency and performance based on the gaps between RCL and the current competency level (CCL). Based on the gap assessment the management decides the training and development programs for the individual.

ORGANIZATIONAL CULTURE



<http://www.denisonconsulting.com>

www.abdurrahmanbas.com

USING IT: INTRANET

The screenshot shows a web browser window titled "Erk Group Human Resources Intranet - Windows Internet Explorer provided by Eroglu Holding". The address bar displays the URL "http://bsg.colins.com.tr/ik/YENI/page.aspx?nm=mainpage". The browser's search bar contains "Google". The website header features the "EROĞLU GROUP HR Intranet" logo and navigation links: "Ana Sayfa", "Hakkında", "İletişim", and "Site Haritası". A banner image shows a construction site with the text "EROĞLU İNSAN KAYNAKLARI" and "Herseyden Önce İnsan". Below the banner is a navigation menu with items: "Ana Sayfa", "Eğitimler", "Dökümanlar", "Külüpler", "Fotoğraf Galerisi", and "İletişim". A search bar with the text "Ara..." and a "BUL!" button is located on the right. On the left, a "Menü" sidebar lists: "Ana Sayfa", "Eğitimler", "Dökümanlar" (with sub-items: "Matbu Formlar", "Kullanma Talimatları", "Colin's Hizmet İlkeleri", "Colin's Tasarım Departmanı", "Ürün Yönetimi Departmanı", "Mağazalar"), "Eğitimler", and "Dökümanlar". The main content area is titled "Eroğlu Grubunu Tanıyalım" and includes a "Misionumuz" section with the text: "Eroğlu Şirketler Grubu'nun misionu şu şekilde özetlenmiştir: 'İnsana saygıyı temel olarak faaliyet alanındaki ürün ve hizmetlerin tasarlanmasından nihai tüketiciye ulaştırılmasına kadar geçen sürecin tüm safhalarında etkin, verimli ve yararlı olarak ulusal ve uluslararası düzeydeki büyük ölçekli sanayi kuruluşları arasında yer almak.'" and an "Amaçlarımız" section with the text: "Eroğlu Şirketler Grubu'nun temel amaçları şu şekilde". On the right, there are two promotional boxes: "Eroğlu Grubunu Tanıyalım" with a sub-image and text "Grupumuzun tarihçesini öğrenmek, bir başarı hikayesinin tanığı olmak için **tklayınız.**" and "Arkadaşlarımıza Ulaşalım" with a sub-image and text "Grup şirketlerinde ki arkadaşlarımızı". The browser's status bar at the bottom shows "Internet | Protected Mode: Off" and "100%".

HUMAN OR SYSTEM?

