



Driving Employee Engagement and Development with Holistic Job and Competency Frameworks

Introductions



Jan Brockway

Sr. Director, Product Management
ADP Inc.



Robert Mattson

Director, Product Marketing
ADP Inc.

Engagement and Development

■ Is development really important?

- 44% of individuals leave organizations report leaving due to lack of future career opportunities
- 25% of individuals rank Future Career Opportunities in the top 5 reasons for selecting a preferred employer

Corporate Leadership Council Quarterly Global Workforce Benchmarking Report, April 2012

What Provides the Foundation?



Jobs and Competencies Required to Drive
the Business Objectives

What are Jobs and Competencies?

- **According to the Business Dictionary...**
 - A job is: A group of homogenous tasks related by similarity of functions. When performed by an employee in an exchange for pay, a job consists of duties, responsibilities and tasks that are 1) defined and specific and 2) can be accomplished, measured and rated.
- **Synonymous with a role**
- **Employees derive motivation from its uniqueness and usefulness**
- **A competency is the knowledge, attitude, behavior and skill needed to act effectively in a job**

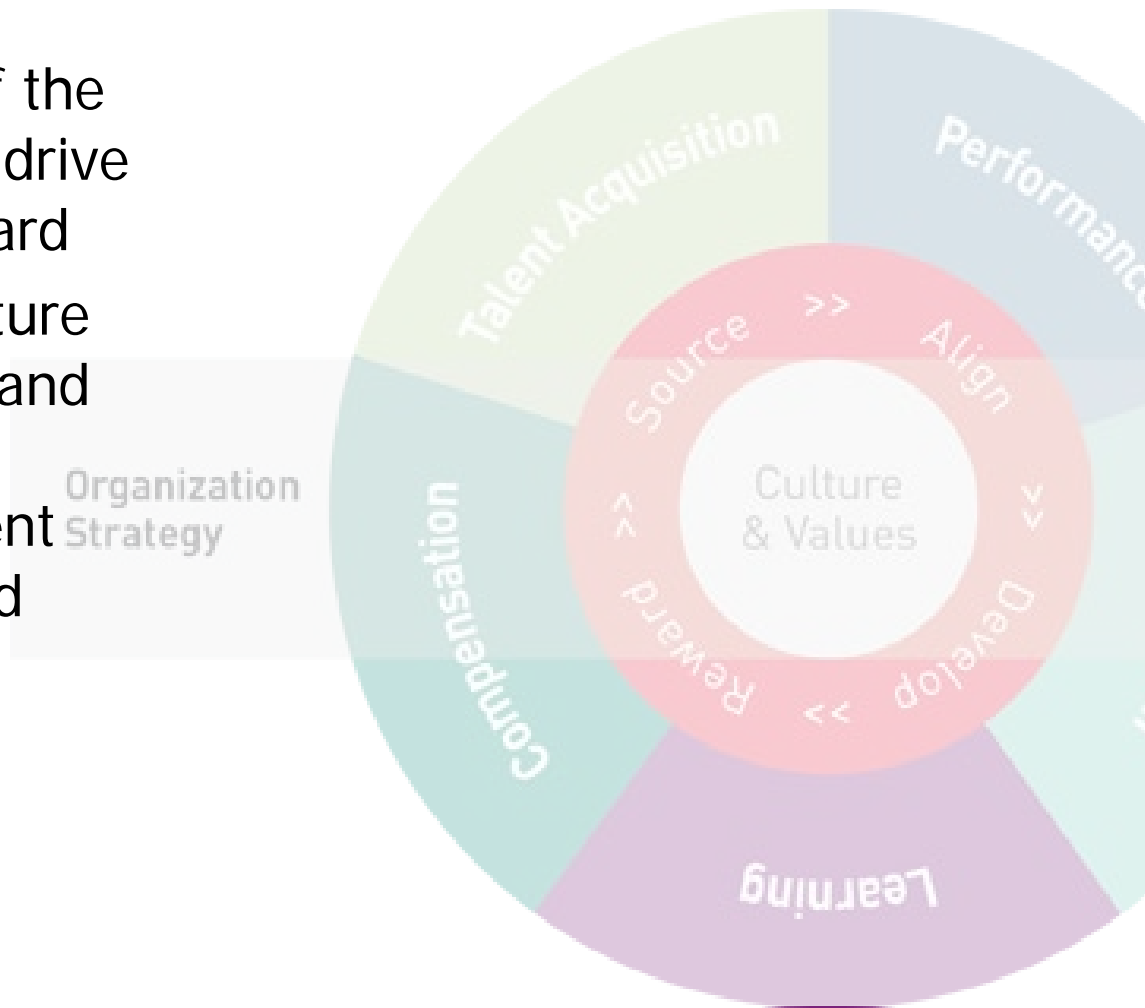
Why do Jobs and Competencies Matter?

- **Are the competencies and jobs you use today the same as what made you successful 2 years ago, 5 years ago? In the next year?**
- **How do you measure effectiveness of your employees?**
- **Jobs define the work that needs to be done to drive the business objectives while competencies define the knowledge, skills and attitudes necessary to execute those jobs**

Holistic Job and Competency Foundation

■ Talent Acquisition

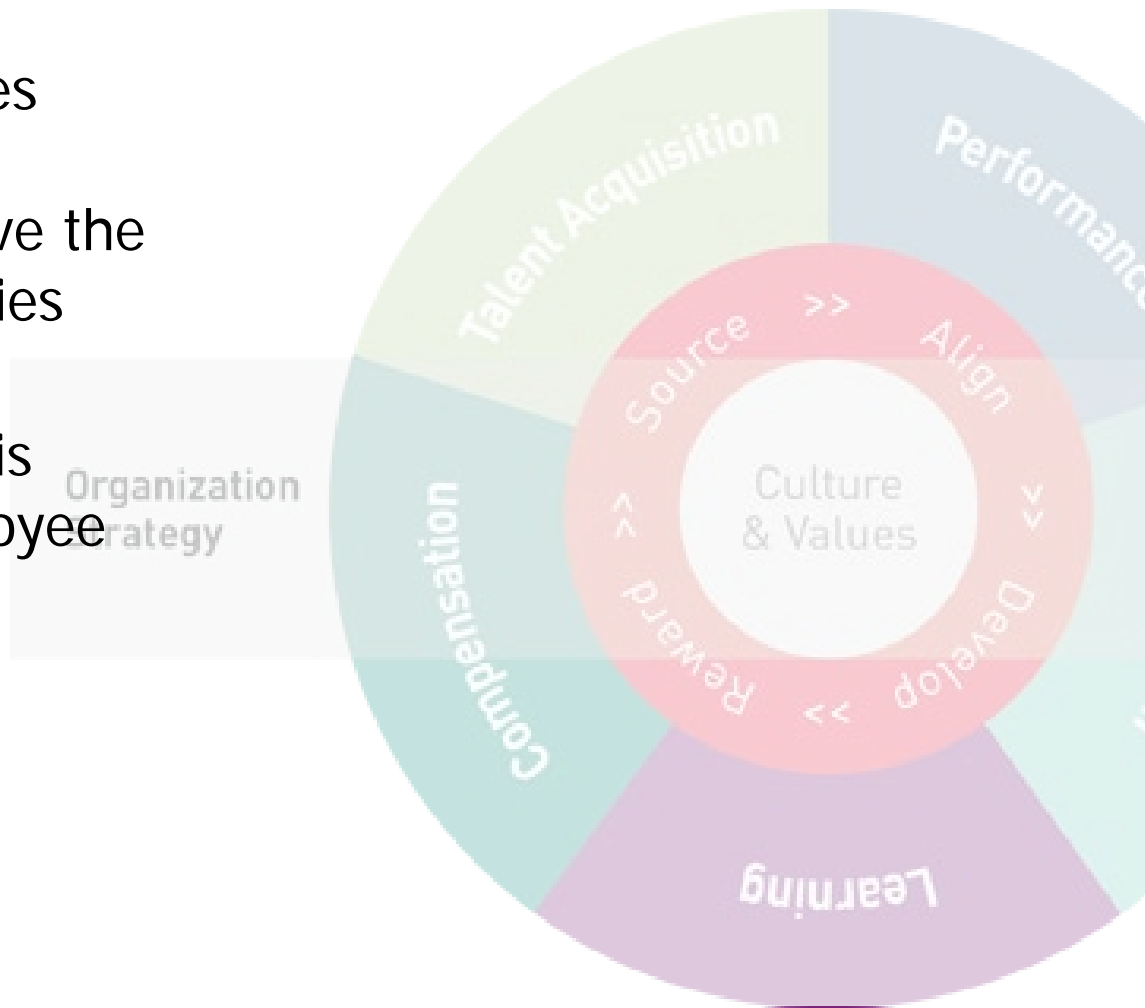
- Provides the profile of the individuals needed to drive the organization forward
- Allows current and future employees to understand how to leverage their competencies in current and future jobs – build their careers



Holistic Job and Competency Foundation

■ Performance

- Ties the responsibilities and tasks of a job to specific goals that drive the organizational strategies and results
- Clearly outlines what is expected of the employee and how they will be measured



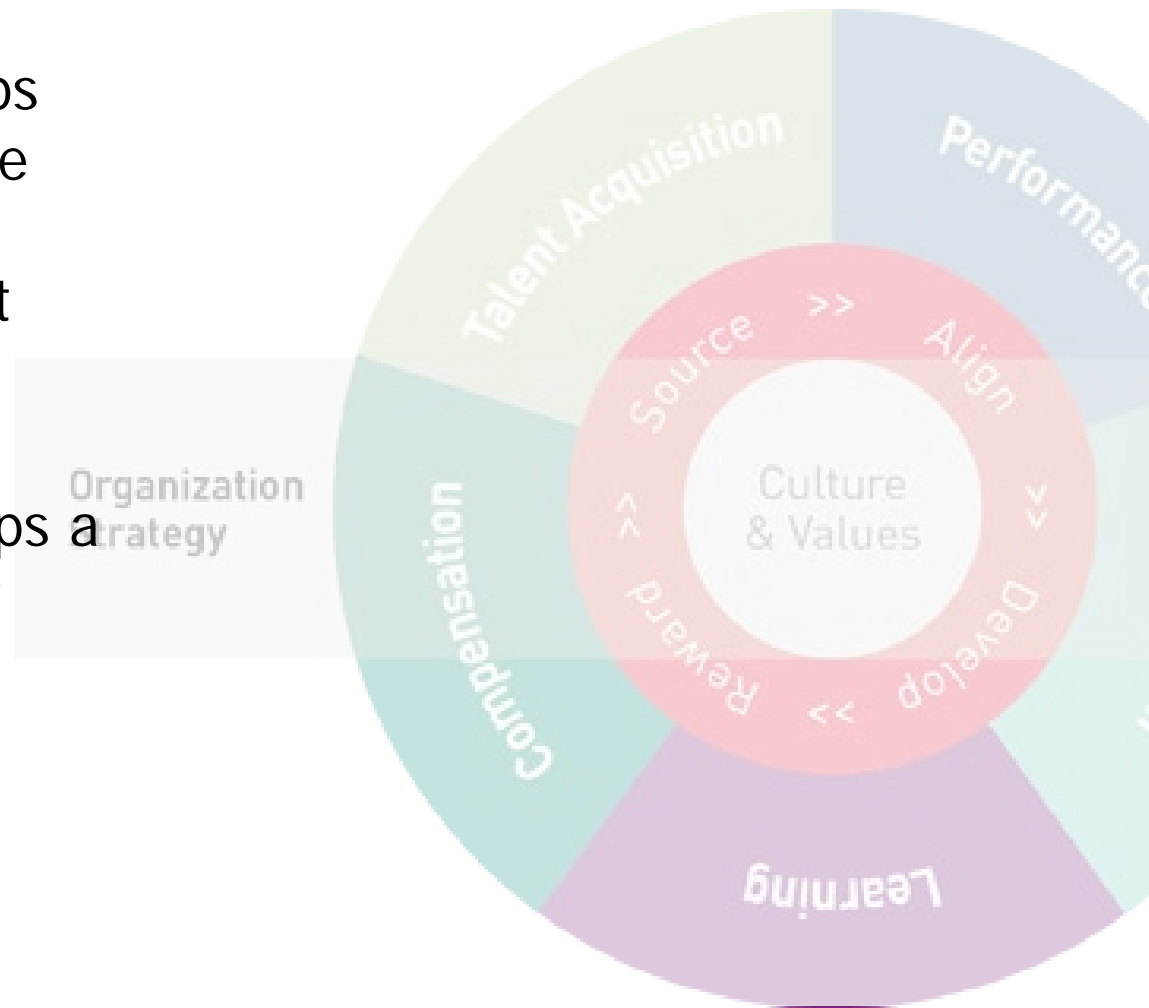
Discussion Topic: Impact of Low Performance

- **What percentage of low performance is due to employee, job/competency mismatch?**

Holistic Job and Competency Foundation

■ Succession

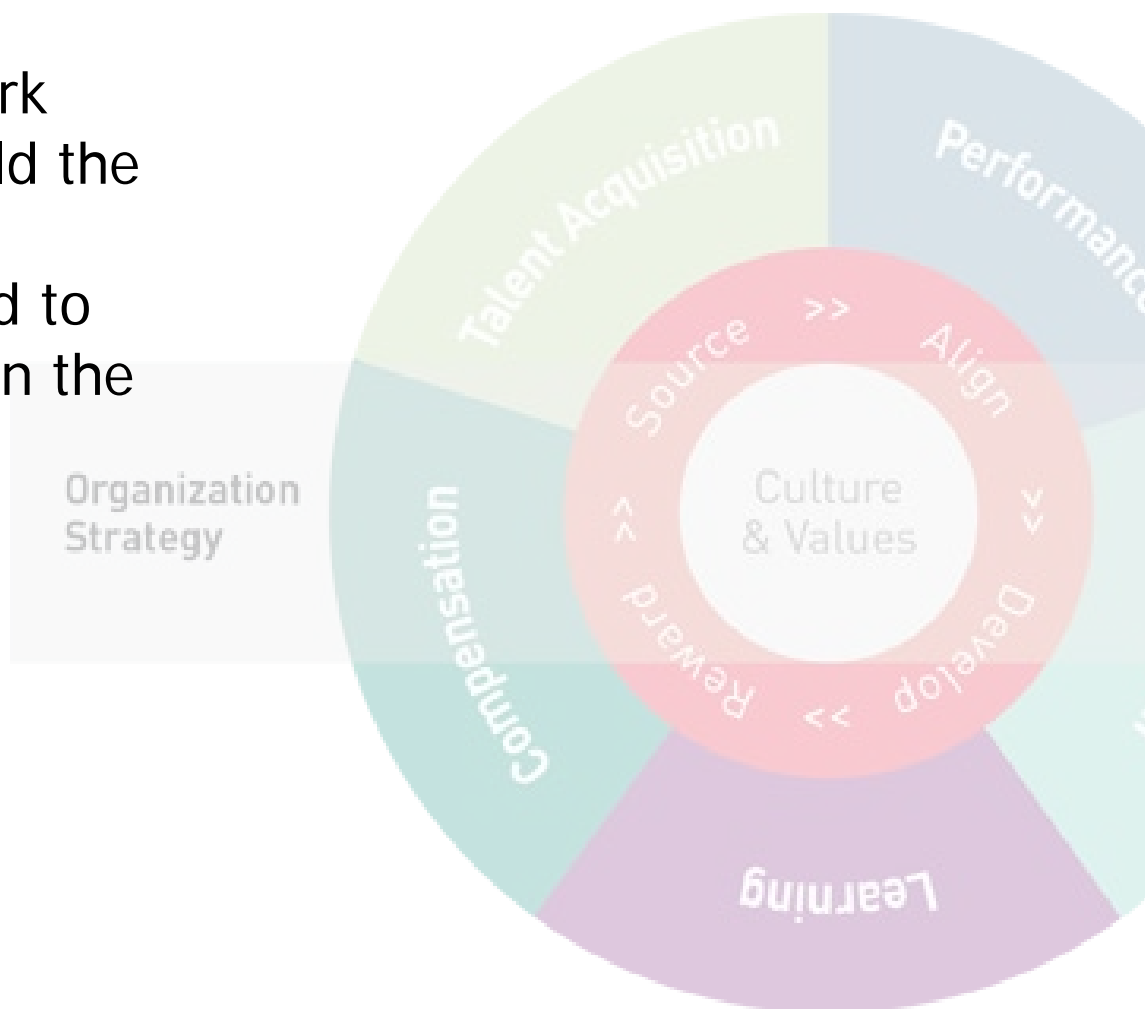
- Identifies and develops future leaders with the right jobs and competencies to meet future organizational strategy and goals
- Systematically develops a bench of future talent



Holistic Job and Competency Foundation

■ Learning

- Provides the framework and foundation to build the knowledge, skills and competencies required to be successful in jobs in the organization



Holistic Job and Competency Foundation

- **Compensation**
 - Reward and recognize individuals across the organization who excel at the critical jobs by delivering on the most important goals of the organization by executing and utilizing the critical competencies

Holistic Job and Competency Foundation

- Common Foundation used across the organization and across all pillars provides a unified employee experience



Beyond the Foundation – Adding Value

- **Technology today provides a vehicle to share jobs and competencies with employees:**
 - Allow them to view and build a career path – find other jobs that use their skills and experience
 - Jobs that they may not know about – outside their traditional career path

Beyond the Foundation – Workforce Planning

- **Next generation of Workforce Planning ties the jobs and competencies required to the business strategies**
 - Measure and analyze whether the organization has the right jobs and competencies to drive the future strategy
 - Provides foundation to make “build vs buy” decisions – do we have the ability to build the needed competencies, do we need to go out to the market and find new individuals with those competencies and experiences? Do those individuals exist?

Building Competency Profiles

- **What is the basis for competency profiles?**
 - A player replication/high performer?
 - Average performer?
 - What are the pros/cons?

Summary

- **Jobs and competencies provides the foundation of the tasks, knowledge, skills and attitudes needed to drive the organizational goals**
- **Must be refreshed on a regular basis to ensure alignment with the organizational strategies – make sure you have the right people to drive into the future**



Questions?



Thank You