

Competency Model as a Key Tool for Managing People in Organizations: Presentation of a Model

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Abstract : Competency Based Management is a new approach to management, which solves organization's challenges with complexity and with the aim to find and solve organization's problems and learn how to avoid these in future. They teach the organizations to create, apart from the state of stability - that is temporary, vital organization, which is permanently able to utilize and profit from internal and external opportunities. The aim of this paper is to propose a process of competency model design, based on which a competency model for a financial department manager in a production company will be created. Competency models are very useful tool in many personnel processes in any organization. They are used for acquiring and selection of employees, designing training and development activities, employees' evaluation, and they can be used as a guide for a career planning and as a tool for succession planning especially for managerial positions. When creating a competency model the method AHP (Analytic Hierarchy Process) and quantitative pair-wise comparison (Saaty's method) will be used; these methods belong among the most used methods for the determination of weights, and it is used in the AHP procedure. The introduction part of the paper consists of the research results pertaining to the use of competency model in practice and then the issue of competency and competency models is explained. The application part describes in detail proposed methodology for the creation of competency models, based on which the competency model for the position of financial department manager in a foreign manufacturing company, will be created. In the conclusion of the paper, the final competency model will be shown for above mentioned position. The competency model divides selected competencies into three groups that are managerial, interpersonal and functional. The model describes in detail individual levels of competencies, their target value (required level) and the level of importance.

Keywords : analytic hierarchy process, competency, competency model, quantitative pairwise comparison

Conference Title : ICMBSS 2016 : International Conference on Management, Business and Social Sciences

Conference Location : Barcelona, Spain

Conference Dates : December 12-13, 2016