



Developing Project Workforce Competency Management Program

A White Paper with Red Marks

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Management Systems *focus*

ADDRESSING THE BASIC NEEDS OF THE COMPETENCY MANAGEMENT PROGRAM WITH RESPECT TO PROJECT, QUALITY, HEALTH & SAFETY, AND ENVIRONMENT MANAGEMENT SYSTEMS.

The organizations experience challenges based on ongoing changes in their issues. Training, learning, innovation, and improvement are interdependent and key factors to drive sustained success.

Accredited ISO standards' registrars, progressive clients, and regulators e.g., Canada Energy Regulator (CER), Alberta Energy Regulator (AER), and others are promoting workforce competency management to proactively identify needs, hire competent personnel, facilitate ongoing learning and communication, ensure adherence to regulatory/client's requirements, the safety and security of personnel, the asset being built, and environmental protection for the intended scope of work.



UNDERSTANDING COMPETENCY MANAGEMENT

What is "Competency"?

"A set of work related qualifications, knowledge gained, skills & experience acquired, and abilities that are reflective of personal behavior that can be observed, assessed, and measured against established criteria".

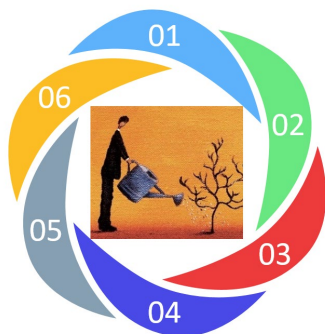
What is "Competency Management"?

"The practice of identifying the key knowledge and skills necessary to achieve target performance, evaluating them against established criteria, and developing and optimizing such skills to best align with business goals and objectives".

Why is "Competency Management" vital for organizations?

"An effectively deployed competency management program drives innovation, optimizes operational performance, minimizes human error, mitigates risk, and ensures intended results".

KEY STEPS



1. Plan, engage personnel, review contractual requirements, and understand obligations, performance standards and intended results. Prepare and present business case for approval.
2. Select an accountable leader and form a Community of Practice or Focused Working Group.
3. Identify positions and prepare competency-based position profiles to hire/review workforce.
4. Establish provisions for risk-based Competency Assessments, prepare position specific tools to facilitate assessments and communicate gaps and suggestions to improve performance.
5. Facilitate onboarding, training, and learning and ensure effectiveness. Retrain or repeat cycle, if required.
6. Establish a mechanism for rewarding and recognizing talent and achieved results.

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Getting the most from the WCMP

A well-thought and designed framework, plays an integral role to assure a successful implementation of the Workforce Competency Management Program.

The framework must include key components or focus areas, visual flow, and an approved direction prior to implementation of the program, as depicted in the example below.

Key Recommendations:

1. Get support from executive leadership and communicate the importance of the WCMP within the organization.
2. Understand core competencies, technical and soft skills with their limitations for implementation.
3. Start with applying a risk-based approach to aim for critical positions.
4. Establish a mechanism to measure competencies and publicize successes.
5. For long term employees, consider career progression and succession planning – aim for superior performance through competencies enhancement process.

“Understanding organizational obligations, processes and competency requirements to realize intended results enable us to deploy meaningful competency management system that aligns with business goals”.

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Cautions:

1. Due to personal attitude and behavior traits, competency assessment may be subjective.
2. Irrespective of best efforts, new hires may not meet 100% of required competencies.
3. Avoid personnel comparisons based on competencies.
4. Avoid too many proficiency levels while identifying competency requirements.
5. Unless required by the role, avoid starting with soft skills analysis, instead, focus on *functional competencies first.

SMARTER PLANNING
Knowledge vs. Skills



A process of clearly differentiating knowledge, skills, and experience requirements facilitates a focused approach to identify and fill competency gaps.

Workforce Competency Management Program Framework

2. Human Resources Management System (Admin, Onboarding)

1. Workforce Competency Strategy

Business Strategy | Critical Position Strategy | WCMP Governance

3. Identify Position & Recruitment

Determine Position Profiles c/w competency requirements, Internal/ Third Party Hiring, Project, Safety, Quality, & Environmental Protection Onboarding

4. Competency Assessment

Onsite/Offsite Self Assessment | People Leader Assessment | Gap Analysis

5. Personnel Performance Improvement

Develop Personal Development Plan (PDP) | Provide Training and Evaluate Learning

6. WCMP Improvement

Periodic Reviews/Internal Audits, Plan and implement approved actions

7. Specific Training & Learning – Development

Onboarding | Internal Content Development & Delivery | Training Management – Internal/External | Define Certification Internal/External Requirements, Manage Ongoing Reviews and Communications

8. Recognition

Planning | Develop guidance for formal/informal recognition

Workforce Competency Management Supporting Steps

Define Position Profile | Recruit | Manage Onboarding | On The Job Learning | Competency Assessment | Performance Improvement