

Keys to Successful EPIQ Business Demonstrator Implementation

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Abstract: This paper presents the keys to successful implementation of the business demonstrator in high-technology company EPIQ EA in electronic industry. The business demonstrator was designed and took place in the final stage of the TENCompetence evaluation work. It is related to the objective: To ensure the validity and viability of the approach during the project by performing real-life pilot implementations in different organisational and international settings. The EPIQ business demonstrator has a unique piloting scenario because it involves an organisation, that has no previous experience with the competency-related concepts, and has to make the entire shift (both methodologically and practically) from the traditional types of HR management process to the competency-based talent management process. A competency-based approach to developing the business demonstrator smart strategies and systems has been adopted. This process comprised of two parts. The first part included the analysis of the current and desired workforce competencies as the starting point for developing the talent management system that gives the HR team, executives, managers, and employees new power to drive performance and achieve immediate and long-term strategic goals. The second part embraced the application of the competency-based approach to create a cost-effective, multiyear plan for building a fully integrated talent management system and pilot the TENCompetence organisational and technological infrastructure tailored to the organization's unique culture, business processes and strategic goals. As significant outcome of the business demonstrator implementation a competence dictionary and set of competence profiles were created.

1. Context

Worker shortages, skills gaps and the rapid pace of change have made it impossible for recruitment alone to secure the talent necessary to stay competitive. Defusing the crisis means investing in a comprehensive talent management program aimed not just at recruiting good employees, but also retaining them and continually developing their skills and competencies in alignment with strategic business goals and performance objectives. While organizations recognize the need — and ROI — of implementing talent management, the sheer complexity of developing a talent management strategy and implementing the processes and technologies to support it can be overwhelming. The task can be simplified by using a competency-based approach to define and compare the organization's desired state with its current state in terms of skills, knowledge, behaviours, performance, and the metric and motivational processes associated with them. The competency-based approach is also fundamental to building the talent management “system-of-record” comprised of company jobs, employee and company competencies and skills, and broader employee information — commonly called the “talent profile.”

Talent management also known as human capital management, includes recruitment and onboarding as well an integrated set of goal-setting, performance management, assessment, compensation management, learning, and career and succession planning processes. These processes are designed to not only retain employees, but to foster continuing development of the specific skills and competencies needed to achieve the organization's immediate performance goals and long-term strategic objectives.

Why has talent management become such an imperative? The reason lies in the convergence of dramatic economic, demographic, social and business trends. The scope and speed of these shifts have created a talent gap that is so deep and so wide that no organization can rely solely on

recruitment to supply the talent necessary to stay successful. That's why organisations are balancing recruitment with an investment not just in training, but in comprehensive talent management strategies. Talent management processes give organizations valuable metrics, performance motivators, and insights into workforce skills, competencies, and emerging leaders. This vision empowers organisations to become more strategic in how they select, train, develop, retain, reward, and help employees grow within the organization. By focusing resources on growing "new talent" from existing employees, a good talent management strategy sharpens an organization's competitive position, reduces recruitment costs, drives higher performance and boosts retention rates. The value of higher retention alone can pay for the total talent management investment. For all organisations, managing the total turnover rate is just part of the value: even more important is the role talent management plays in making sure the right people stay — giving organisations greater value from their investment in high performers, and more time to groom their successors.

In this context, the EPIQ management adopted the TENCompetence organizational and technological infrastructure as a core component of their emerging talent management system. The business demonstrator development followed the systematic approach, outlined in the next section.

2. Current EPIQ bottlenecks

As an input to the EPIQ Business Demonstrator design [5][6], an intensive research, unstructured interviews, review of existing documents & plans were made. The conclusions include the following EPIQ bottlenecks:

- There is a lack of competence profiles. Job descriptions are available, but not a detailed and well structured competence catalogue.
- Absence of assessment centre. Also, it is hard to assess the competencies of applicants, employees and learners who have studied and worked in a variety of settings and multiple countries
- Current training practices provide too little effective and efficient support to the users. The availability of support is crucial for effective task performance.
- Current pedagogical and organizational models for learning do not meet the demands and possibilities of lifelong competence development and the new learning technologies that are available
- The traditional topic-based onsite corporate training process is time-consuming and a better effectiveness is desired
- There is no centralized knowledge management system or a digital repository of learning resources available. Very detailed materials, instructions and training plans are available though.
- Narrow focus on ICT tooling & innovation. There is a lack of tailored virtual learning support.
- Worlds of competence management, knowledge management and organisational learning are not integrated: many fragmented methods & tools
- For individuals, groups and organizations it is hard to get an overview of all the possible formal and informal learning opportunities that are available and to identify the most appropriate ones.

The main research and evaluation questions addressed during the EPIQ business demonstrator were the following:

- To find the most appropriate methods to introduce and present the new concept for lifelong competence development and the new integrated Personal Competence Management System to the company management, HR specialists and trainees with a high professional level in the context of both electronic industry and ICT.

- To discover the optimal way to interweave mastering both the process of the competence management and the Personal Competence Management System (PCM 2.0) within a real industry environment.
- To evaluate the business benefits of the implementation of the TENCompetence solutions through mapping the business demonstrator issues to the European Foundation for Quality Management (EFQM) Excellence Model. This model recognises that excellent results with respect to performance, customers, people and society are achieved through leadership driving policy and strategy that is delivered through people, partnerships and resources, and processes.
- To find the right balance between the face to face and technology enhanced training, enabling on-the-job learning to be implemented.

3. Building a successful talent management strategy steps

Good talent management systems [7] start with careful analysis not just of HR functions, but of the organization itself, including existing processes, long- and short-term goals, competitive position, culture and more. Taking the time to do this analysis gives organizations valuable insights into strengths, weaknesses, opportunities and threats and how they can use the talent management process to address them. With the big-picture analysis complete, the company has a good sense of their current state and their desired state. This analysis also yields a clear understanding of the most urgent talent management needs and sharpest pain points. From there, the process actually splits into two processes: developing the talent management strategy process and then translating that strategy into a talent management system.

The diagram on Fig.1 illustrates the usage of a competency-based approach to build the strongest and most successful talent management strategy.

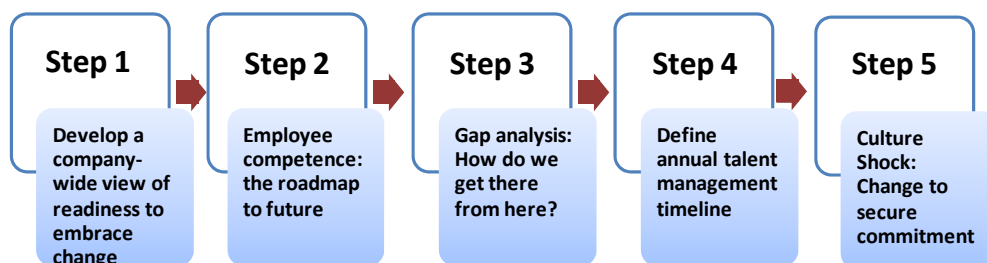


Figure 1 Building a Successful Talent Management Strategy Steps

Step 1: A company-wide view of readiness to embrace change. Develop a clear perspective; involve the HR team, executives, business unit leads and managers. Answer key questions about the organisation’s current state, culture, and desired state.

Step 2: Employee competencies: roadmap to the future. With the inputs from Step #1, define the competencies desired by the organization, design the competence profiles desired, using the competence dictionary structure [8] (Fig.2).

Step 3: Gap analysis - how do we get there from here? Conduct a comprehensive skills inventory and gap analysis with focus on what are the most critical competency/skill areas, as defined in Step 2.

Step 4: Define the annual talent management timeline. Clarify what specific vehicles to use, what milestones to look for when, and where and how to “refuel”. Map out an annual timeline.

Step 5: Culture shock - managing change to secure commitment. Creating the system-of-record is extremely important, as it not only improves human capital processes, but also the overall performance of the organization. Implementing a formal talent management process can represent a major culture change for an organization. Employees can be very resistant to the new visibility of

their performance and the direct link between their performance and their career path and compensation.

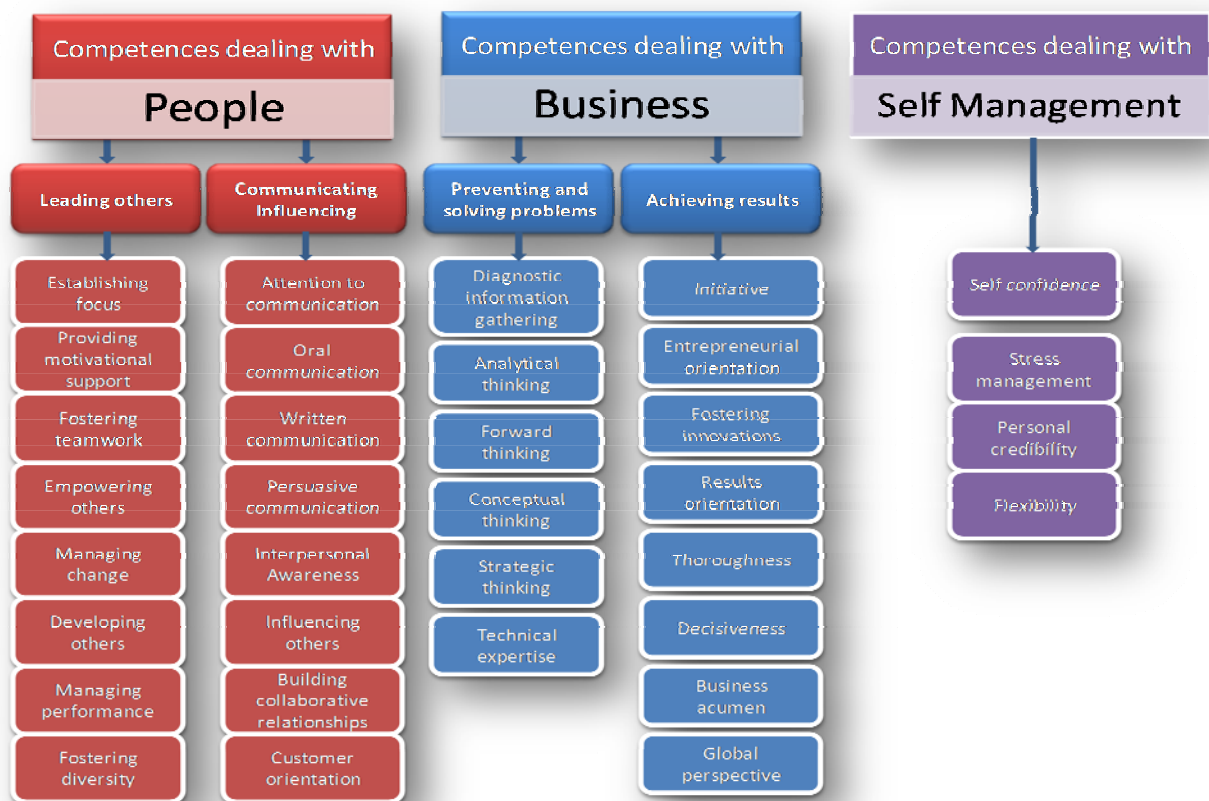


Figure 2 Competence dictionary structure

Once completing Steps 1-5 above, the company has well-documented inputs and a solid talent management strategy. In summary this strategy:

- Articulates how the “desired state” (performance, skills, competencies, competitive edge) will be attained, measured, and aligned with business goals
- Inventories skills, job roles, competencies, and employee talent profile
- Establishes the talent management “system-of-record” and what is required to build it
- Lists gaps, pain points and procedural weaknesses/frustrations with the current process
- Maps out the timeline of annual talent management milestones
- Anticipates the change management issues to address in implementing a talent management system.

Armed with this solid talent management strategy, the next step 6 is to begin creating a fully integrated talent management system (Fig.3).

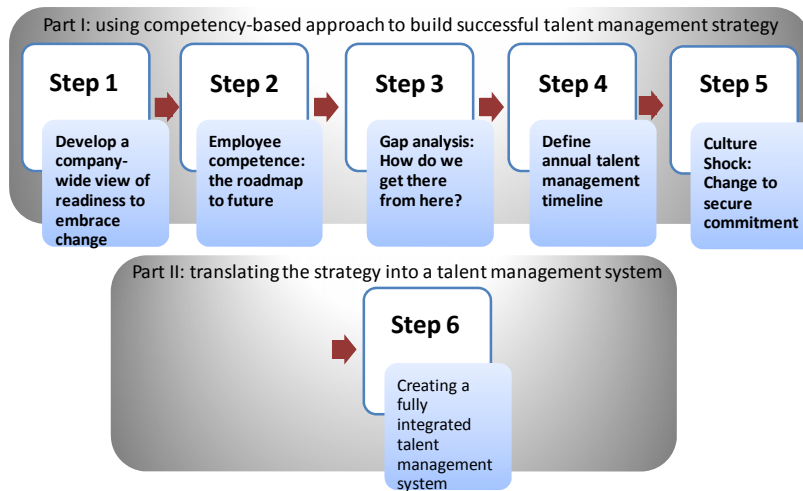


Figure 3 The next step is to begin creating a fully integrated talent management system

Step 6: Create a fully integrated talent management system. Since no organization has the budget or manpower to implement all aspects of a talent management system all at once, the question becomes where to start and which components of the system to “take live” first.

4. Implementation

Use case modelling

The model in the Fig. 4 illustrates the key actors and use cases, implemented within the EPIQ business demonstrator following the TENCompetence’s key use cases [1][2][3][4].

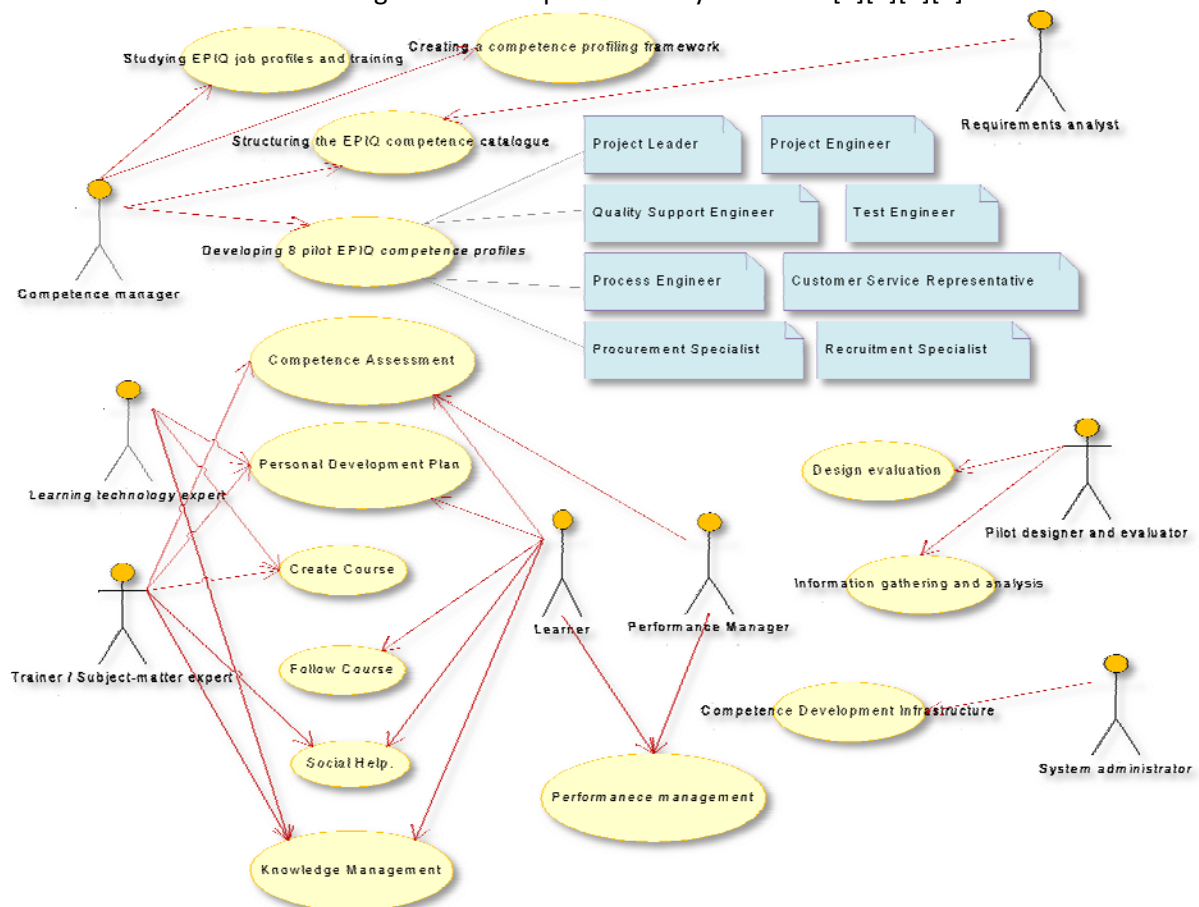


Figure 4 Business demonstrator roles and use cases

Competence profiling

The business demonstrator's outcomes also include the EPIQ competence catalogue, comprising of 16 communities (Fig. 5), 8 pilot competence profiles out of more than 140 job positions. Each competence profile is created using the competence dictionary (Fig. 2), consisting of 34 competence clusters [5][6]. Fig. 6 also illustrates the integration of communities, profiles, competencies, learning activities and knowledge resources within the TENCompetence infrastructure (PCM, PDP, LearnWeb2.0)

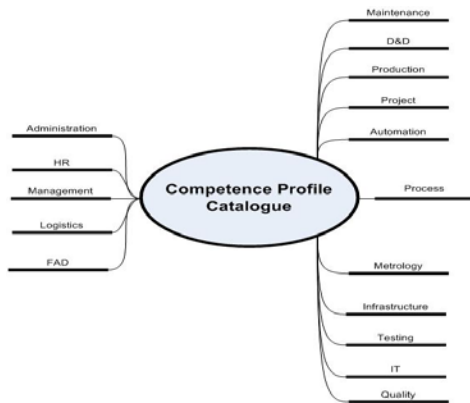


Figure 5 Competence profiles Catalogue

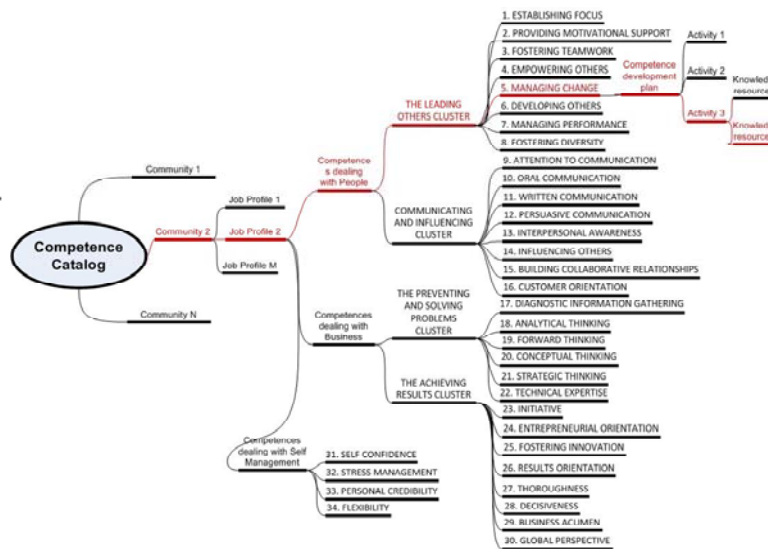


Figure 6 Competence Catalog & PCM & PDP & learnWeb 2.0 integration

Infrastructure

The TENCompetence infrastructure (Fig.7) has been successfully deployed as a core of the desired fully integrated talent management system, utilizing a modular approach and implementing the Personal Competence Management system (PCM, PDP, LearnWeb2.0).

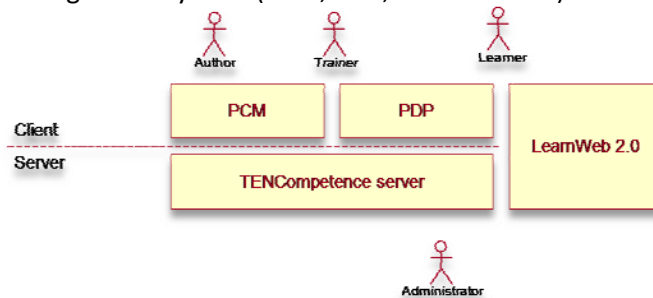


Figure 7 Personal Competence Management System

Components of a talent management system

The components, or applications, part of a talent management system and the relationship between talent management and core HR systems are presented on Fig. 8. Distinction is drawn between components that are strategic to the full-lifecycle of an employee versus components that are more of a single point in time, transactional in nature. In addition, the logical integration of the strategic components and TENCompetence infrastructure provides a business value example on the importance of a tightly integrated or unified talent management system.

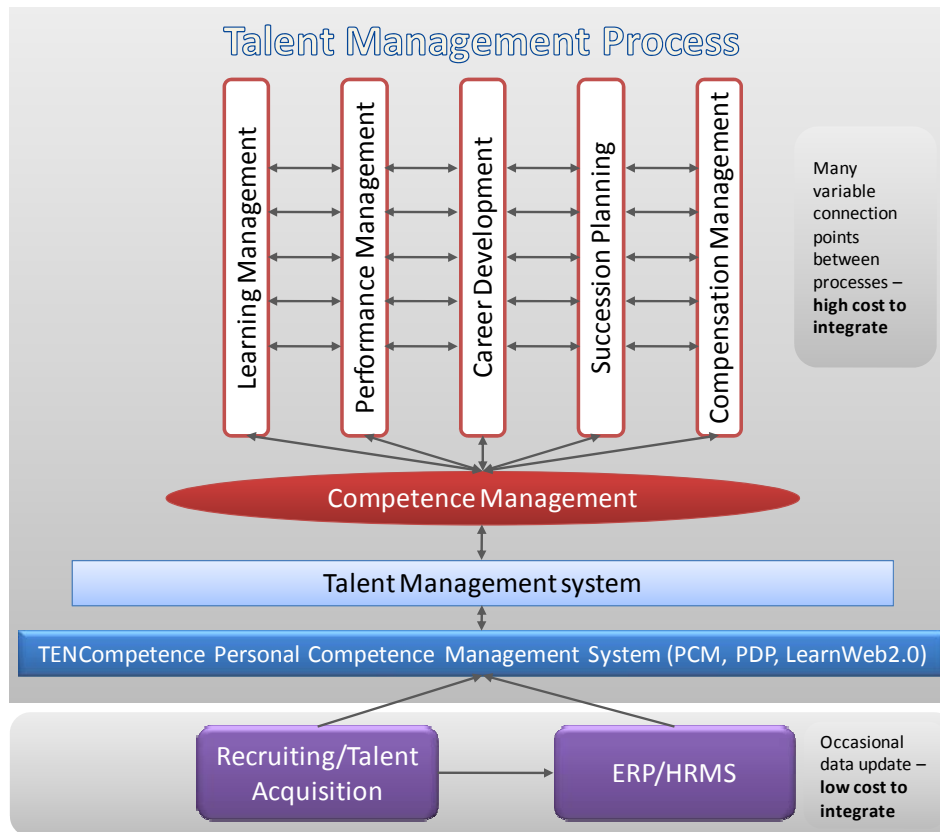


Figure 8 TENCompetence integration within talent management process

5. Conclusion

To truly utilize talent management systems and processes to drive employee and business performance requires a pragmatic, methodological strategy and approach that takes into account tailored to the organization's unique culture, business processes and strategic goals. By utilizing the ideas and framework of the TENCompetence project, provided in this paper, organizations can begin to create a cost-effective, multiyear plan for building a fully integrated talent management system. The EPIQ business demonstrator exemplifies that in talent management there are many processes, workflows and user experiences that span multiple components, sharing information/data, competencies and employee talent profiles, to drive maximum value for employee and the organization.

6. Acknowledgements

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