



Lunchtime Seminars 2018

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We also thank our hosts for this event

KPMG (Wellington), Navigatus (Auckland), Christchurch City Council (Christchurch) and Powerco (New Plymouth)

Presentation overview



What is competency?

How do you develop competency?

How can you tell if your people are competent?

When does competency become your last line of defence?

Are your current systems of work fit for purpose to ensure competency?

What is competency?

Work based competence is a combination of:

- ▶ knowledge
- ▶ practical and critical thinking skills
- ▶ experience
- ▶ training and qualifications
- ▶ a willingness to undertake work activities in accordance with agreed workplace standards, rules and procedures.

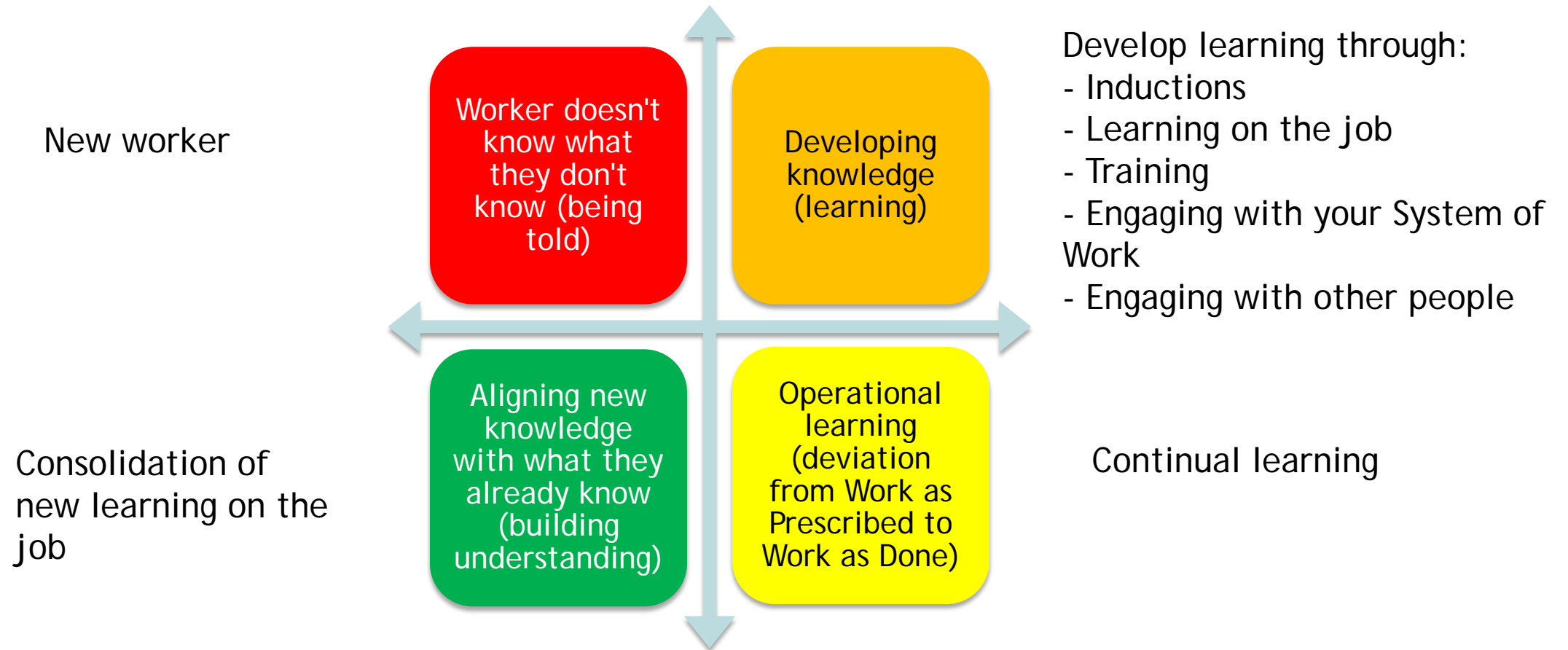


A Competent workforce...

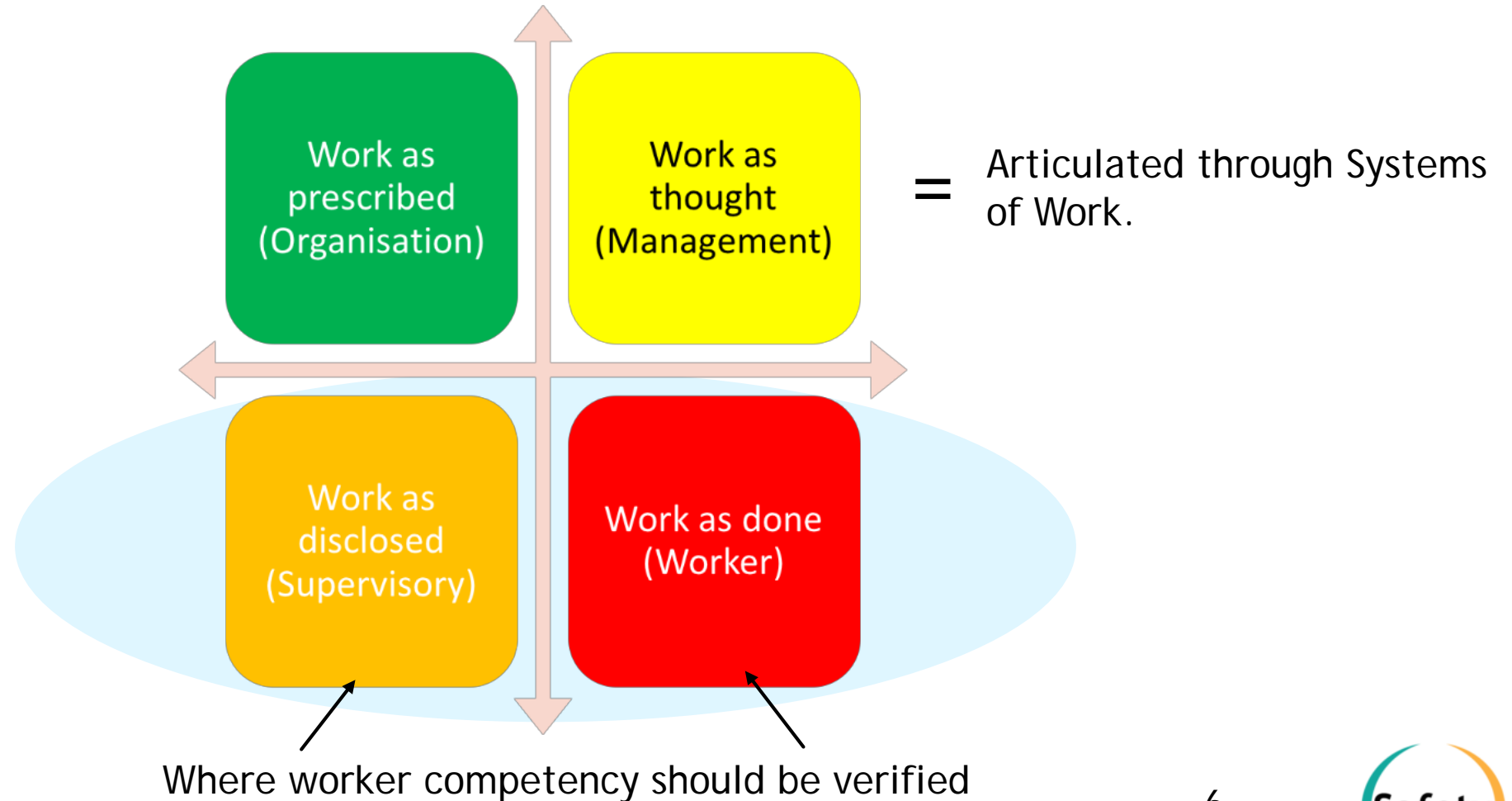
are workers with the ability to undertake responsibilities, and to perform tasks and activities, safely and proficiently to a recognised standard, on an ongoing basis.



How do you develop worker competency?



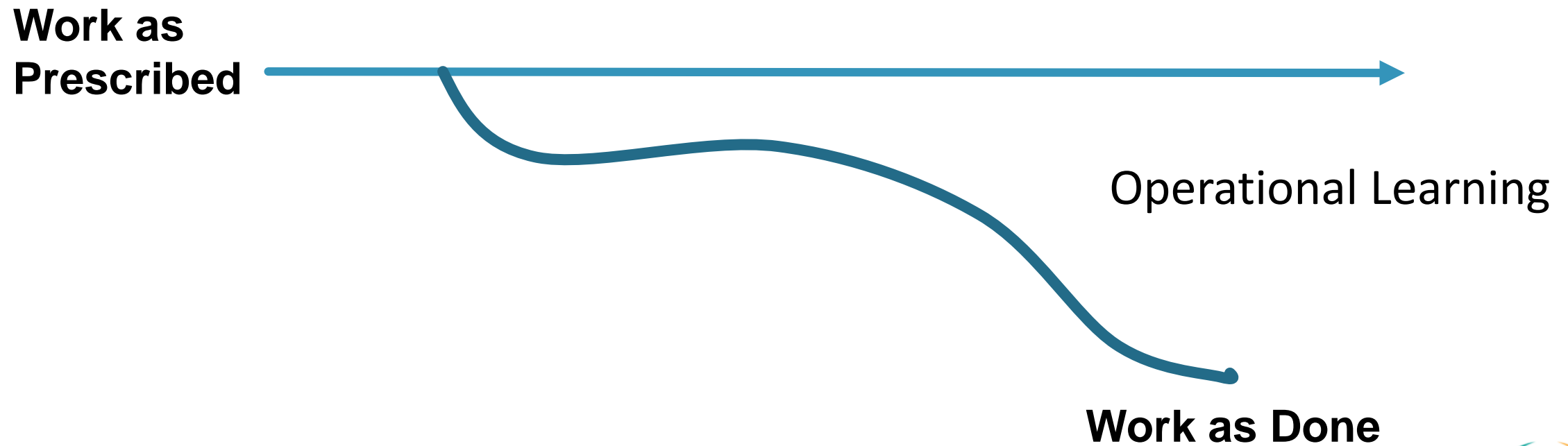
'Work as Prescribed' vs 'Work as Done'



The four components of work

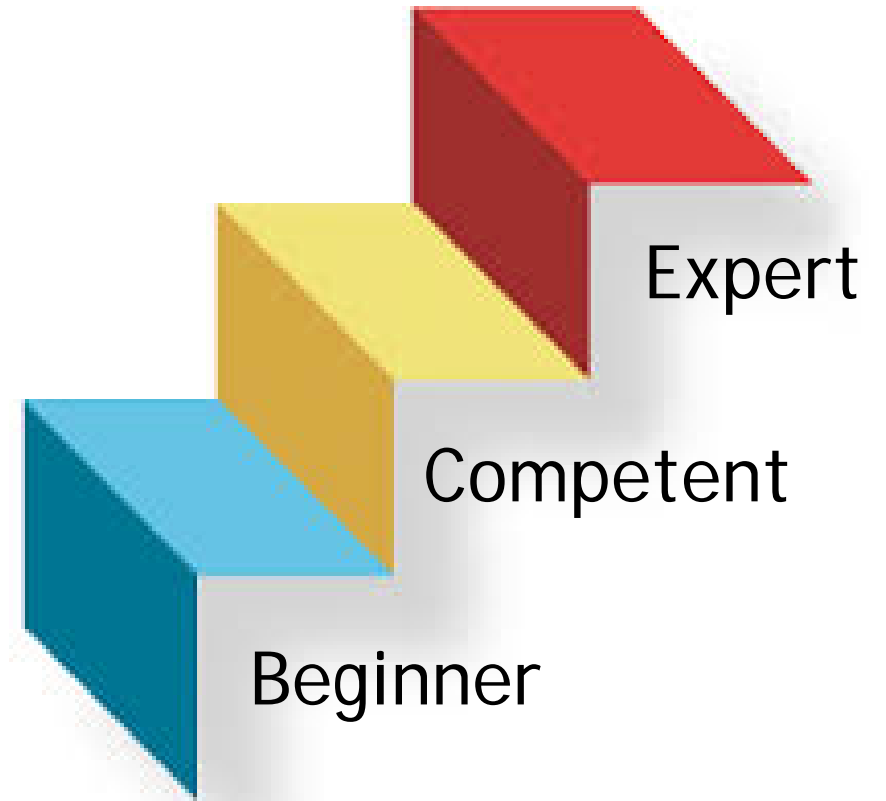
- ▶ **Work as prescribed** – how the organisation specifies the work should be carried out.
- ▶ **Work as thought** – how management thinks the work should be carried out.
- ▶ **Work as disclosed** - what is said about work, how is it talked about and how it is written about. If there is a culture that is mutually experienced as fair and trusting, then there is a good chance the gap between work-as-disclosed and work-as-done, will be small.
- ▶ **Work as done** – how workers actually do the job. ‘Work as done’ often takes place in an environment that is not the same as ‘Work as imagined’, with multiple shifting goals, variable and unpredictable demands, variable resources (including: varying levels of people competency, dealing with others, time pressures), a system of constraints and incentives, which can all have unintended consequences.

Why do you get deviation from 'Work as Prescribed'?



Can worker's competency be measured?

- ▶ Yes
- ▶ It is possible to measure worker's competency levels over time.
- ▶ Competence can be seen as a continuum. It is not an absolute.
- ▶ Competence is incrementally developed throughout a worker's career.

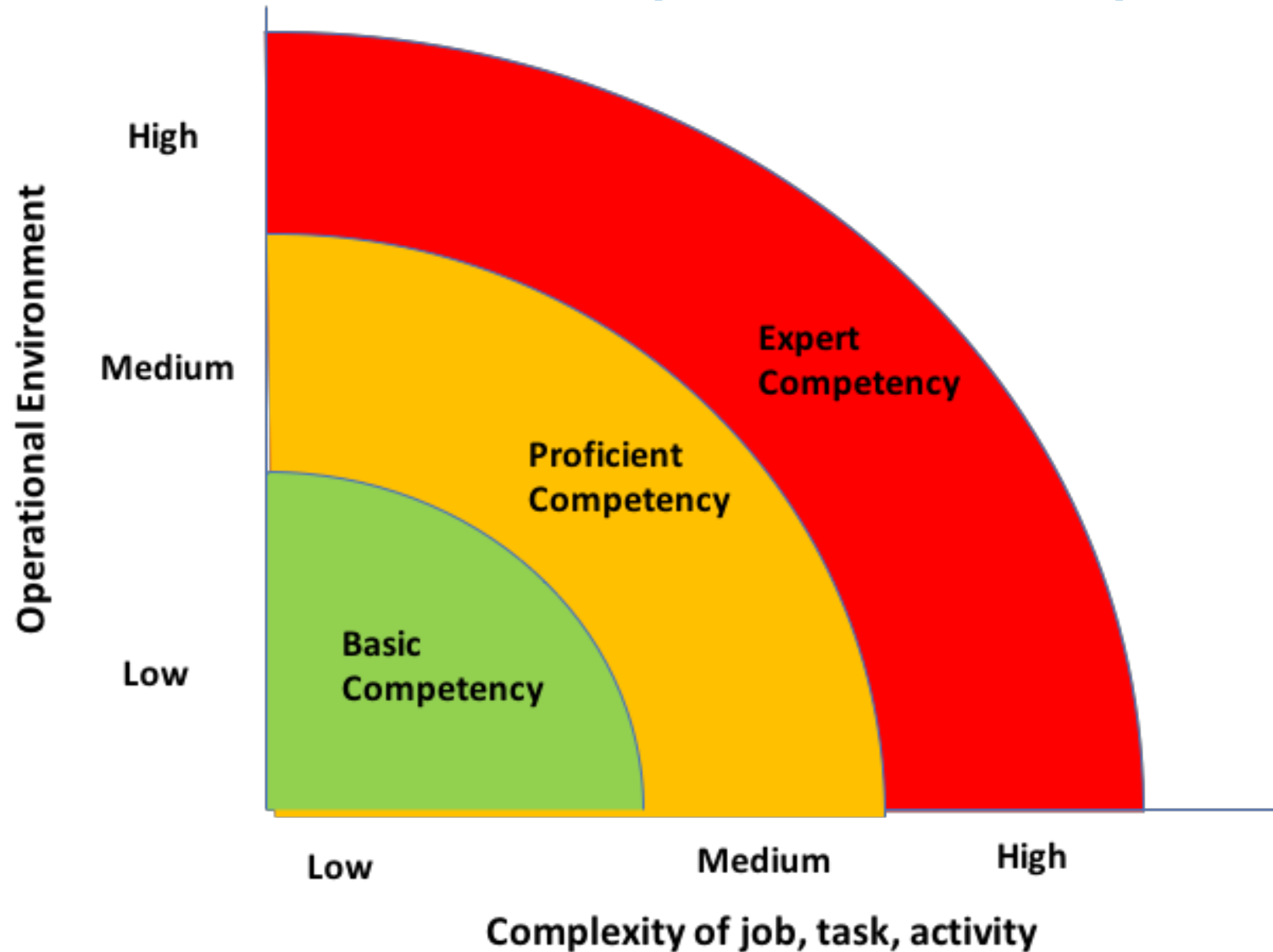


What level of competency is required?

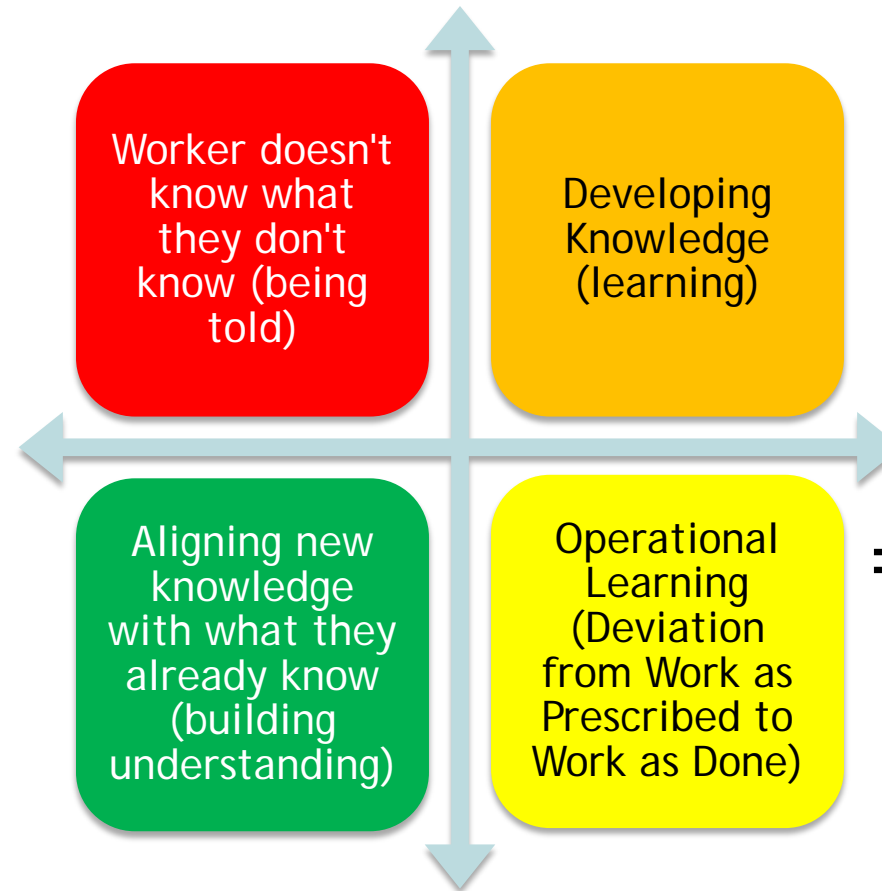


"WHAT'S THE MINIMAL LEVEL OF COMPETENCE
AROUND HERE?"

Different Levels of Competence Required



Where competency needs to be assessed



= Competency assessments need to capture operational learning and the gap between 'Work as Prescribed' and 'Work as Done'

Competence is more than just observing performance

- ▶ The relationship between competence (can do something to a prescribed standard) and performance (does do) is not necessarily linear.
- ▶ Competence should not be inferred from performance alone it requires a more in-depth understanding of why a person does what they do.



Competency Measures

- ▶ Competency measures should be commensurate to the risk profile of the task or activity being undertaken.
- ▶ Periodic competency based assessments should be considered those tasks/activities that are consider to be low-volume, high risk or critical.



What to measure?

- ▶ Demonstration of the understanding of the inputs (training, instruction, supervision, experience).
- ▶ Knowledge of the risks associated with the task/activity and their mitigations.
- ▶ Demonstration of the underpinning knowledge and understanding of the 'whys'.
- ▶ Ability to communicate with others about the task, and when it deviates from the norm.
- ▶ Knowledge and confidence to know when to stop the task/activity.
- ▶ An understanding of their own limitations and that of the processes they are using.
- ▶ An awareness of the cumulative effects – the compounding nature of risk.

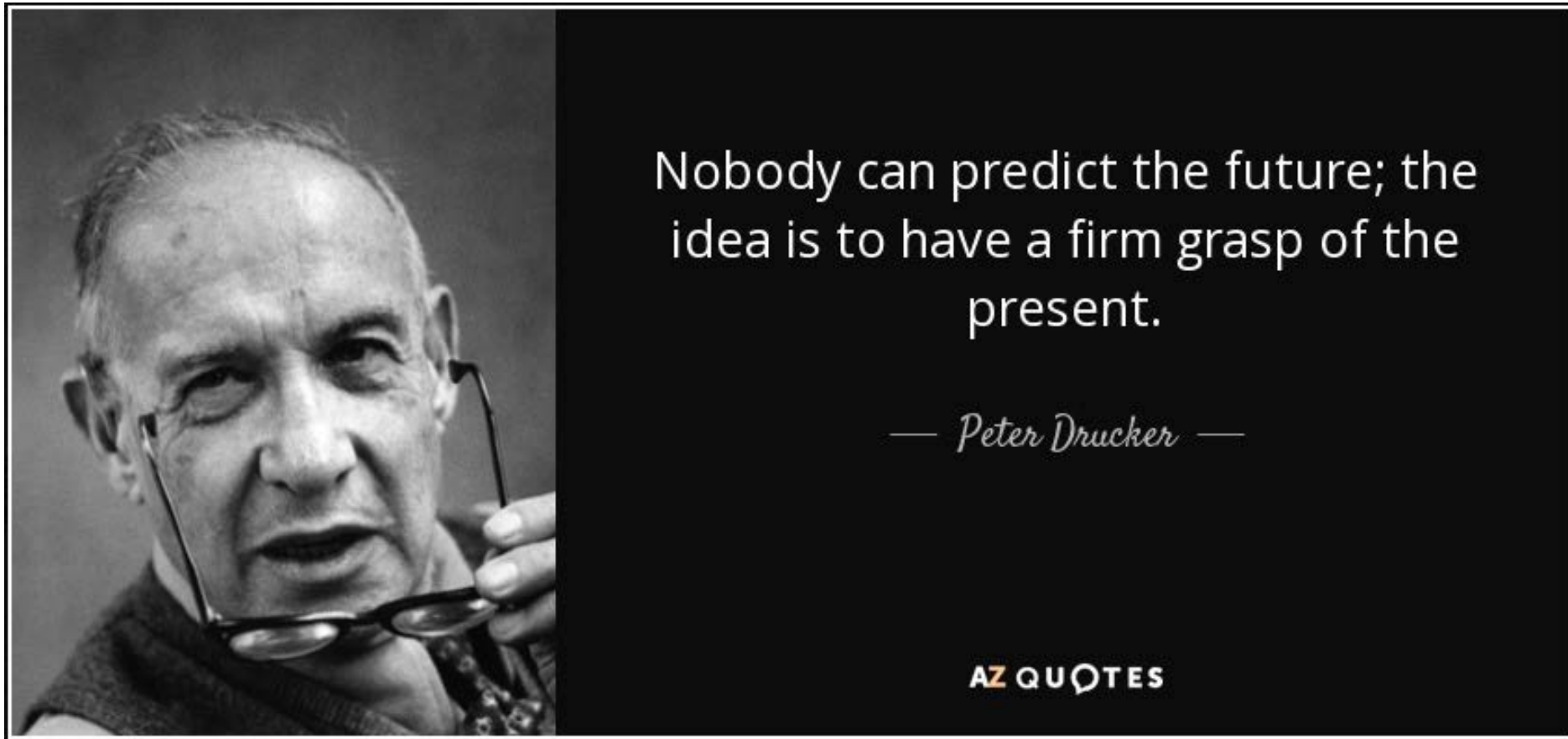


Examples of competency-based assessments

- ▶ Assessment of learning.
- ▶ Observing people completing the task to the prescribed standard during routine/non-routine situations.
- ▶ People describing the change in conditions between routine/non-routine situations.
- ▶ People using the language of risk to describe what, how and why they do their job.
- ▶ People engaging with your Systems of Work and reporting when it doesn't work effectively.



Why is measuring worker's competency important?



When is competency critical?

- ▶ When your risk control methods rely on your people to apply and monitor their effectiveness.
- ▶ When supervision is limited.
- ▶ When people work alone or remotely.
- ▶ When the work is unfamiliar, complex and infrequent.



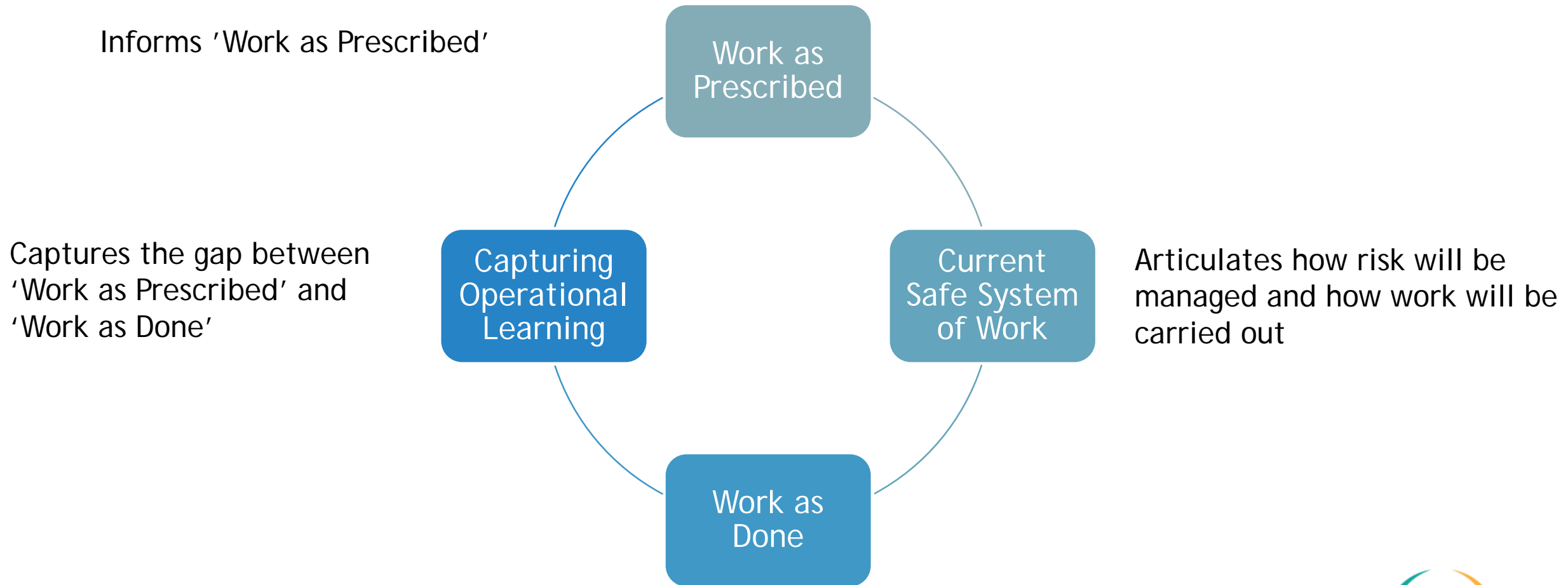
Are your Systems of Work fit for purpose?

Do your Systems of Work:

- ▶ Encourage people to **THINK** or do they encourage people to act.
- ▶ **Capture operational learning**
- ▶ Inform 'Work as Prescribed'.



Closing the loop – using a PDCA approach



Assessing workers competency levels

Developing competence, will not in itself guarantee certainty, but it will improve the predictability of 'good' performance.

Questions...





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**Thank you for joining us.
We look forward to seeing you at the next one**

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