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PROPOSAL OF COMPETENCY MODEL OF HR MANAGERS OPERATING IN MNC'S IN THE CZECH REPUBLIC

NÁVRH KOMPETENČNÍHO MODELU HR MANAŽERA PŮSOBÍCÍHO V MEZINÁRODNÍ KORPORACI ETABLOVANÉ V ČESKÉ REPUBLICE

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Introduction
Aim of the Thesis
Theoretical Background
Problem Analysis and Current Situation
Proposals and Contribution of Suggested Solutions
Conclusions
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Abstract

The main aim of this master's thesis is to propose a competency model of an HR consultant operating in an international recruitment agency. In the first part of the thesis, the author describes theoretical frameworks and competency models which are focused primarily on HR professionals. As for the practical part of the thesis, it provides analyses of a job description of the position, interview with an HR consultant and questionnaire. The questionnaire was distributed among HR consultants operating in the recruitment agency. The output of the analyses is a proposal of a competency model with a description of the competencies. At the end of this thesis, the author suggests a practical application of the competency model.

Abstrakt

Cílem této diplomové práce je vytvoření kompetenčního modelu HR konzultanta působícího v mezinárodní personální agentuře. V první části práce se věnuji terminologické definici pojmů a popisu kompetenčních modelů, které jsou zaměřeny na HR profesionály. V praktické části práce jsem čerpala z analýzy popisu pracovního místa, rozhovoru s HR konzultantem a dotazníku. Dotazník byl distribuován mezi HR konzultanty působící ve zkoumané agentuře. Výstupem této analýzy je popis kompetencí a sestavený kompetenční model. V závěru této diplomové práce uvádím, jaké jsou praktické možnosti využití kompetenčního modelu.

Key Words

HR Roles, HR Competencies, Competency Model, HR consultant, recruitment agency

Klíčová slova

HR role, HR kompetence, kompetenční model, HR konzultant, personální agentura

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Declaration of Originality

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Brno, 21st July 2016

.....

Bc. Ivana Gutovská

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Introduction

The practice of human resource management has been influenced by globalization, internationalization and the development in the global markets.¹ An increasingly divergent workforce and demographic transition have posed challenges for many organizations around the world.² Consequently, human resource activities have undergone many changes. In the past decades, HR activities mainly consisted of administrative tasks as opposed to the current expectations of an HR professional operating more as a business partner.³ The HR profession experienced a shift from administrative towards an employee focus as it was recognized that an employee is the most valuable asset of a company. The new challenges brought by a skill shortage, increased employee mobility, and technological advancement have resulted in an emphasis on strategic orientation of HR activities.⁴

In order to handle the evolution of the HR field, competency models aim to simplify the complexity and change in HR responsibilities.⁵ Competency based models present the core requirements for effective HR operations.⁶ Generally, it can be stated that scholarly competency models have been concentrated on companies operating at international levels. This thesis investigates if the competency models developed in the global context can be applied to an international recruitment agency based in Brno, Czech Republic.

¹ LEMMERGAARD, J. From administrative expert to strategic partner. pp. 182-196.

² BUDHWAR, P. S. and Y. DEBRAH. Rethinking comparative and cross-national human resource management research. pp. 497-511.

³ CONNER, J. and D. ULRICH. Human resource roles: Creating value, not rhetoric. pp. 38-47.

⁴ THILL, K., B. COVARRUBIAS VENEGAS and S. GROBLSCHEGG. HR roles and activities. Empirical results from the DACH region and implications for a future development of the HR profession. pp. 98-106.

⁵ CALDWELL, R. HR business partner competency models: re-contextualising effectiveness. pp. 275-291.

⁶ ULRICH, D. and J. GROCHOWSKI. From shared services to professional services. pp. 136-142.

Aim of the Thesis, Objectives and Methodology

The scope of this thesis is to study HR competency models developed by academics, determine if they fit a recruitment agency, and identify vital differences. In order to fulfil the main aim, the author will study competencies of HR consultants in the recruitment agency and propose a detailed HR competency model. The research will be conducted by using logical research methods (analysis, synthesis, description, comparison) and analytic methods (interview, questionnaire).

Firstly, a qualitative analytic methodology will be employed in the form of thematic analysis. Following a job description of an HR consultant, an interview with one will be analysed to identify themes or patterns in the interviewee's statements. Thematic maps will be developed in order to help analyse and sort the data. As a result, themes will be created and described. Secondly, a quantitative research methodology in the form of a questionnaire will be used to interpret opinions of multiple HR consultants in the examined company. Lastly, logical research methods will be utilized in order to develop the competency model of an HR consultant operating in the recruitment agency.

1. THEORITICAL BACKGROUND

1.1. Human Resource Management

Armstrong identifies human resource management as a “*strategic and logical deliberate approach to managing the most valuable asset in an organization - people who work in the organization and who individually and collectively contribute to the achievement of its objectives*”⁷. Humans are crucial for an organization, as they set material, financial, and information resources in motion. A successful functioning of an organization depends on a degree of interoperability and use of all these sources. It could be argued that human resources are the greatest asset of an organization. The first step to achieving success is realizing that managing people in an organization determines its success.⁸

The oldest concept of personnel work was rather a passive role of providing administrative services related to the agenda of employing people. Companies began to focus on employees as a source of prosperity and competitiveness in the effort to succeed in the market. Personnel work has specialized in operational management in order to solve internal problems in an organization. Human resource management is a new concept of personnel work, as the most important area of management throughout an organization, and forms the basis for all personnel activities. Man and manpower have gained the significance in the context of the development of human resource work from administrative activities to conceptually conceived management activities.⁹

HR work has key importance for the functioning of an organization and its success in the market. Defining competencies and a competency model can contribute to the organization's competitiveness and prosperity. Competency is the basis of competency model, and therefore in the context of the thesis aim, proposal of a competency model

⁷ ARMSTRONG, M. *Řízení lidských zdrojů: Nejnovější trendy a postupy*. p. 27.

⁸ KOUBEK, J. *Personální práce v malých a středních firmách - 4., aktualizované a doplněné vydání*. p. 13.

⁹ KOUBEK, J. *Personální práce v malých a středních firmách - 4., aktualizované a doplněné vydání*. pp. 13-15.

of an HR consultant will be outlined. The author further focuses on the definition of a competency model in the following chapters.

1.2. What a competency model is

The term ‘competency’ is defined by Shippman et al. as “*knowledge, skills and abilities*”¹⁰. Furthermore, competencies are classified in two distinctions, specifically technical and behavioural competencies.¹¹

Mansfield defines a competency model as “*a detailed, behaviourally specific description of the skills and traits that employees need to be effective in a job*”¹². There are three main ways how a competency model can be developed; a single job competency model, a one-size-fits-all model and a multiple-job model.

1.2.1. Single-job competency model¹³

The starting point for creating a single-job competency model is the need of better selected or more skilled workforce. HR professionals first identify a critical job and collect data via a resource panel, focus group of managers, or interviews with incumbents. The data collection may involve interviews with stakeholders and other reports, interviews or observation of jobholders at work. Secondly, an analytical part is followed by forming a competency model which usually consists of up to twenty personal traits. Each skill or trait is thoroughly explained and followed by recommendations and instructions of effective results. Also, the implementation of the new model is very likely to bring better results than any other configuration that existed before.

Single-job competency models might not suit every organization as they do not reflect the variety of job assignments or personal profiles. Also, the process of a competency model development usually takes several months and costs a lot of funds. Moreover, the

¹⁰ SHIPPMANN, J. et al. The practice of competency modelling. p. 707.

¹¹ CAMPION, M., et al. Doing Competencies Well: Best Practices In Competency Modelling. p. 225-228.

¹² MANSFIELD, R. S. Building competency models: Approaches for HR professionals. p. 7.

¹³ MANSFIELD, R. S. Building competency models: Approaches for HR professionals. pp. 8-9.

implementation of such a model is followed by making other HR tools and steps e.g. additional training, workshops, planning, which requires other costs and time. Considering the fast changing rate of jobs in every organization, the life time of a single-job competency model is likely to be two years. Another aspect that can be perceived as problematic is the compatibility of a single-job competency model with other models in an organization. For example, it is difficult to systematically connect competency requirements for one job with requirements for another job.

Despite of the mentioned downsides, single-job competency models carry significant strength. Competency models contain an import framework and guideline to HR managers as well as job holders who largely contribute to their creation, and therefore, feel engaged in the requirements for their fulfilment. For that reason, a single-job competency model has been chosen to be developed in this thesis.

1.2.2. One-size-fits-all competency model¹⁴

A one-size-fits-all model is often used by HR professionals who seek a fast, extensive and steady solution as the model is used for a wide set of jobs. Firstly, a group of employees, such as managers for whom the model is intended, is identified. This model often does not involve any data gathering; instead rather a research is employed. Professionals responsible for the model creation analyze books and articles on leadership, business, organizational and HR development and select appropriate concepts for the model. Also, a common model based on extracts from other individual models can be used. Then the model is required to be checked by the company's management as to see whether it properly fits the organization's intended direction.

This type of model offers a number of advantages. The competencies defined by a one-size-fits-all competency model can be applied to a larger number of workers as there is one set of framework for effective behaviours. Therefore, a one-size-fits-all competency model can be easily aligned with the organization's initiatives. In this case, an assessment process is carried out equally for all targeted jobholders who can be

¹⁴ MANSFIELD, R. S. Building competency models: Approaches for HR professionals. pp. 9-10.

compared with each other. Regarding the time, the model does not have to be updated so often when a given job is modified, and therefore, costs are relatively modest.

The distinct disadvantages that are experienced in terms of a job specification are that its structure is very indefinite. In this case, the model can be perceived rather as espoused values than enacted rules and many may fail to know how to apply the model to their jobs. Also, a one-size-fits-all competency model does not take into consideration technical skills and knowledge as it is intended for different kinds of jobs.

1.2.3. Multiple-job competency model¹⁵

Considering pros and cons of the two types of competency models above, a multiple-job model might seem as an acceptable solution. A company unit usually needs a number of competency models for different positions from managerial to professional jobs. A multiple-job competency model is assembled from a common set of building block competencies. It usually involves twenty to forty competencies. Each competency is described by using several narrative definitions and ways of how the competency can be demonstrated.

It is possible to compare workers' individual requirements with any other job for which the model has been constructed. A common set of building block competencies is adequate for a job evaluation, training and development.

For a company that is used to building only single-job competency models might be quite challenging to construct a multiple-job competency model as it involves some experience. Due to the wide range of technical competencies, levels of competencies are focused mostly on non-technical competencies. If necessary, technical skills can be indicated from an analysis of the key job responsibilities. When creating a technical set of competencies, it is important to evaluate levels of proficiency that need to be achieved by identifying a kind of tasks that are connected with it. Without the appropriate levels of proficiency, individuals are evaluated based on frequency or

¹⁵ MANSFIELD, R. S. Building competency models: Approaches for HR professionals. pp. 10-12.

efficiency, which can later cause assessment bias. It is not necessary for the technical set of competencies to be thorough as it can be completed later on in the process.

However, in this case, the competencies do not illustrate with whom and where they should be performed unlike in a single-job competency model. In order to customize a multiple-job competency model, it is necessary to distinguish specific competencies and behaviours, preferably during a model building session.

1.2.4. Defining levels of competencies¹⁶

When defining levels of competencies, the key approach is defined by distinguishing the range of a competency needed in different jobs. For instance, one job requires a deep knowledge of engineering, on the other hand, a different job is effectively conducted with just a little knowledge of engineering. In addition, the appropriate levels of competencies contribute to a fair assessment of individuals. Otherwise they are assessed based on the frequency of efficiency of their actions.

As individuals who get on with various jobs are evaluated, the levels of competencies have to be connected with definitions that can be applied to any job. Therefore, the level of competencies should possess the same number of names such as *not manifested*, *evolving*, *competent*, and *excellent*. Also, the names should be followed by a narrative description of the given competency level. This can be illustrated by the competency *Customer Orientation*, which for the level name *Competent* contains description *Inconsistent in showing awareness and responsiveness to customer needs*.

Generally, constructing levels of competencies can commence while outlining a competency. Regarding the levels of technical competencies, it would be suitable for HR specialists to organize meetings with technical professionals and other subject matter experts to develop appropriate levels.

¹⁶ MANSFIELD, R. S. Building competency models: Approaches for HR professionals. pp. 12-13.

1.3. Building a competency model¹⁷

When building a competency model, it is crucial to customize it by using a steady organizational language and concepts that are emphasised by the organization. Customizing can be achieved in a three-hour meeting with HR executives and senior managers who are engaged in the process of creating a competency model.

Ideally, creating competency models should take around a three- or four-month period of time at reasonable costs. When creating competencies for a new job assignment, it takes around two days to gather and identify data. As jobs undergo constant changes, the process of designing competency models should aim at future rather than past needs. The process of developing as well as the implementation of competency models involves managers, supervisors and workers for a support.

When drawing up the meeting for a competency model building, the agenda should contain several items:

1. current and expected changes in the workplace, company, industry etc.
2. major obligations and duties
3. main tasks of job incumbents
4. evaluation factors for each task
5. specific competencies, skills, capabilities, behaviours for each task

1.3.1. Competencies needed for competency models¹⁸

In order to be able to implement a competency model approach, a person should display certain competencies. Building competency models requires a wide experience in order to create the structure or framework. Also, a person accountable for the model development should have strong persuasion skills and personal drive. It is especially difficult to get various work teams to cooperate and encourage the project. Comprehension of the organization and its structure is critical for the liability of the various participants as well as the effective process progression. Furthermore, a person

¹⁷ MANSFIELD, R. S. Building competency models: Approaches for HR professionals. pp. 13-14.

¹⁸ MANSFIELD, R. S. Building competency models: Approaches for HR professionals. pp. 14-15.

responsible is preferred to have a strong goal orientation with a focus on result direction and quality result achievements.

Conventionally, a person accountable for the competency model building chooses a team since the responsibility is quite complex. The team should be in charge of a data examination, preparation of jobs reports, and organization of the employees' sessions. The team should consist of individuals who are excellent in analytical and systematic thinking, and also, possess good communication and facilitation skills. As a corollary, the model building procedure engages a usage of abstract frameworks and connection of job tasks, performance criteria with the competency fundamentals.

1.4. Historical overview of competency models

In the last thirty years, there has been seen a pattern in the development of competencies of HR professionals. It can be noted as a shift from an administrative to strategic focus of HR.¹⁹ Due to the fact that theories and frameworks of HR competency models are not greatly available, the following subchapters are strictly focused on authors who have dealt with HR competency models and HR roles.

1.4.1. Karen Legge²⁰

One of the authors who started to describe roles and competencies in the HR field was Karen Legge. She distinguished two roles of HR managers; *conformist innovator* and *deviant innovator*. The first role (*conformist innovator*) describes an HR professional as a person who acknowledges company's goals and adapts his/her methods accordingly. A *conformist innovator* not only conforms to his activities but also, innovates his plans and values to achieve organizational success. The second role, *deviant innovator*, is based on the premise that concepts of organizational success need to be challenged and therefore, he/she may often encounter a resistance from colleagues. However, any new idea needs to be thoroughly discussed before its implementation.

¹⁹ ULRICH, D. and J. DULEBOHN. Are we there yet? What's next for HR?. p. 188.

²⁰ LEGGE, K. *Power, innovation and problem-solving in personnel management*. pp. 69-95.

1.4.2. Tyson and Fell²¹

Tyson and Fell introduced three hierarchical models: *the clerk of works model*, *the contract manager model*, *the architect model*. *The clerk of works model* portrays an HR professional as an administrative agent. A personnel manager is displayed as someone who is not involved in business planning and the company management is fully accounted for decision making. The main responsibilities of HR professionals are recruitment and administrative support.

Features attributed to HR professionals in *the contract manager model* are the capability to act in favour of the organization management. This model is focused on negotiations with unions and other regulative organizations in order to fulfil an inclusive policy system. HR staff are professionals in trade union mediation, every day communication and problem solving. In this approach, HR personnel act as a substitute to management of the company.

Finally, *the architect model* is accounted for HR professionals being able to build an organization. HR personnel function as a link between employees and managers to support their integration. The company's success is ensured through HR strategies, practices and controls that seek to contribute to corporate aspirations.

Tyson and Fell present their models as emerging from organizational relations and context. There exist several factors that influence organizational presence and are reflected in the models - marketing, management, changes and adaptation, trade unions relations. Their work was later complemented by Kathy Monk who contributed with a fourth personnel role model concerning contract manager and architect roles.²²

²¹ TYSON, S. and A. FELL. *Evaluating the personnel function*. pp. 15-30.

²² MONKS, K. *Models of Personnel Management: A Means of Understanding the Diversity of Personnel Practices?*. pp. 30-38.

1.4.3. David Guest²³

In his work, David Guest focuses on a competitive advantage deriving from HR practices. He examined the differences in HRM policies and activities in the UK and USA in order to prove that fully utilized HRM fit well with business strategies. Also, as a forerunner, he designed a role model that included dimensions and was structured into four approaches.

Firstly, *Traditional/Conservative* strategy reflects the state of HRM in preceding years. HR responsibilities are centred around an administrative work and cost reduction. With the evolution of HRM, this approach showed to provide 'only' efficient operations and changes were not undergone for lacks of know-how or resources.

Secondly, the *Radical/Conservative* approach deals with the presumption that managers are prerogative and workers dispensable, in the context of plant closures where unions were founded. Thirdly, the *Pluralist/Innovative* framework concentrates on a productivity improvement and change through an active collaboration between managers and unions. Negotiation is a necessary feature which secures cooperation and an adaptation of changes.

Finally, the *Unitarist/Innovative* approach centres around efficiency and talent management. The approach consists of two strategies, which both work on the premise that workers and management have the same interests. The first strategy possesses certain elements of Taylorism²⁴ and focuses on efficiency at work. In this case, a worker has little initiative; management is responsible for changes. The second strategy deals with managing talents by taking full advantage of them in the organization.

²³ GUEST, D. Human Resource Management and the American Dream. pp. 379-380.

²⁴ Taylorism is based on breaking every part of a production into small and simple steps that can be easily determined and tutored.

1.4.4. John Storey²⁵

Another author who developed a model with bi-polar dimensions was John Storey. His approach is developed on the premise that HR managers should fulfil four roles, which he defined as *the advisers, the change makers, the handmaidens, and the regulators*. The first two roles occupy a crucial position in a strategic development with a direct intervention within an organization. Whereas the second two roles are assumed to have a tactical meaning in a company without an active intervention. The model roles are also regarded as interventionary and non-interventionary, which fully comply with the strategic and tactical dimensions.

1.4.5. Randall Schuler²⁶

Randall S. Schuler is a leading scholar in the area of Global and Strategic Human Resource Management. He is an author and editor of forty-five books. Currently, he works as a professor at School of Management and Labour Relations at Rutgers University in New Jersey, USA.²⁷ Schuler has felt like HR is facing a big change, and therefore, needs to adopt new HR competencies in order to be effective. Schuler designed six HR roles and assigned them with tasks and activities. His HR roles were *Business Person, Shaper of Change, Consultant to Organization/Partner to Line, Strategy Formulator and Implementer, Talent Manager, Asset Manager and Cost Controller*.

The *Business Person* role is matched with a task of a business executive, who is strongly aware of how HR programs influence the business and is able to communicate it clearly. Among activities assigned to the business person role are making sure that business plans are being fulfilled at the very first place. An HR professional has to be exposed to courses on finance and be active in marketing and planning. An HR professional should also stay in touch with line management in order to receive up-to-date information.

²⁵ STOREY, J. *Developments in the management of human resources : an analytical review*. pp. 288-301.

²⁶ SCHULER, R. S. *Repositioning the Human Resource Function: Transformation or Demise?*. pp. 57-58.

²⁷ RUTGERS SCHOOL OF MANAGEMENT AND LABOR RELATIONS. *Profile: Randall S.*

Schuler [online]. Available at: <http://smlr.rutgers.edu/randallschuler>.

The role of *Shaper of Change* indicates that an HR professional should be fully in charge of management of change - from its initiation to execution and a support throughout the process. The role is connected with arranging meetings, teambuilding activities, mentoring, conducting a research in order to foster the change process. At the same time, the responsibility lies with an HR professional's work outside of the organization and consultation with other companies.

The third role of *Consultant to Organization/Partner to Line* portrays an HR professional as a mentor and advisor on HRM to a director and senior management. An HR manager is taken for a respected professional who is an effective problem solver. As an illustration, his/her activities should include a volunteer work taking classes on negotiating, preparing proposals, coaching, bonding junior and senior personnel, and networking among internal staff.

The role of *Strategy Formulator and Implementer* demonstrates the ability of an HR professional to incorporate planning into HRM and interpret business strategies into recruitment. In addition, an HR professional should be strategy-oriented and possess a thorough knowledge of business strategies. With that specialization on strategies, an HR professional should be able to reproduce and consult the matter with management of a company.

The role of *Talent Manager* contains an outstanding anticipation of HR demand in the future and an appropriate preparation and relevant execution in that matter. Under an effective talent management is understood a permanent communication with managers and recruitment agencies, keeping track with the competition, continuous learning and training in the field.

The tasks of the *Asset Manager and Cost Controller* role are defined as cost-cutting, improving productivity and developing pay programs based on productivity of employees. For that reason, it is necessary to attend classes on finance, educate themselves in the area of utility and accounting, and cooperate with colleagues from other departments in the company.

1.4.6. The HR Competency Model by the SHRM²⁸

The leading organization in the area of HRM is the Society of Human Resources (SHRM), which has provided a membership to over 275,000 members in more than 160 countries. Thanks to these numbers, SHRM has been able to complete an extensive survey and develop a universally applicable HR competency model.

The idea behind the model was in harmony with the SHRM mission, which is a commitment to fostering and improving the HR profession. The model has been made with the intention to be practically used by HR professionals across organizations, job levels or continents. Based on data completed by more than 32,000 HR professionals, the model can be taken for a distinguished guide for the HR occupation.

The model was conducted by over 100 focus groups across the globe which first developed a prototype of the HR model based on appropriate professional literature. Then, they altered, modified and improved the model based on an input from more than 1,200 HR professionals. The model was empirically tested by a content validation study to verify its accuracy. The study was divided by the career levels, which allowed only eligible HR professionals to rate the model based on their experience.

The model covers nine competencies (one technical and eight behavioural) with definitions, associated subcompetencies, behaviours, and proficiency standards. The subcompetencies can be understood as parts of the main competencies, or as a concrete demonstration of its traits. Key behaviours, on the other hand, are rather extended explanations of each competency. They represent behaviours that should be prosecuted at HR work.

The proficiency standards are job-level specific behaviours because career stages might differ. There are four career levels described that represent stages of a career path of an HR professional - from junior (more administrative) with limited expertise to more senior and managerial (strategic) positions.

²⁸ SHRM. *Content Validation Study of the SHRM Competency Model*. pp. 1-35.

The competencies covered by the model are *Relation Management*, *Ethical Practice*, *Business Acumen*, *Critical Evaluation*, *Global and Cultural Effectiveness*, *Leadership and Navigation*, *Consultation*, *Communication*, and the last technical competency is *HR Expertise (HR Knowledge)* as portrayed in Figure 1 below.

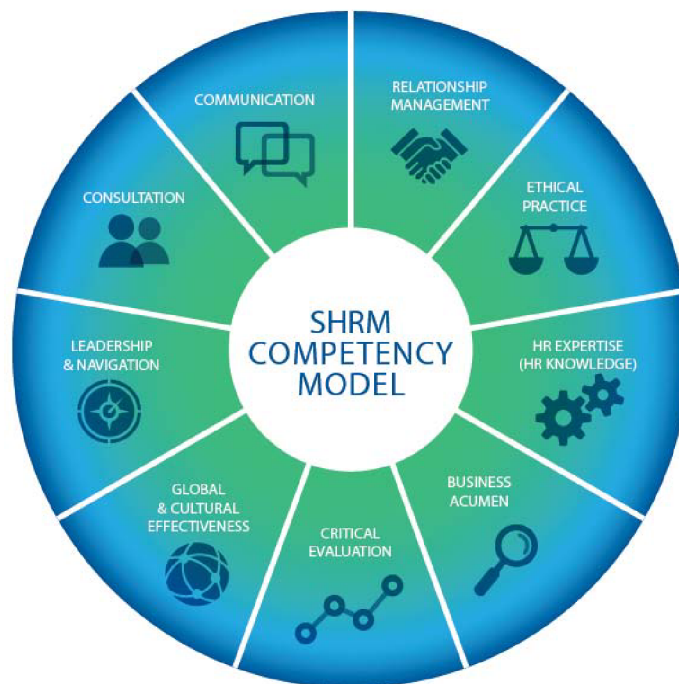


Figure 1: The SHRM Competency Model²⁹

HR Expertise (HR Knowledge), the only technical competency among all nice competencies, is concerned with the knowledge of HRM practices necessary for a successful HR functioning. It mainly covers a technical knowledge of HR policies, practices and procedures. The competency is closely connected to the competencies Business Acumen, Critical Evaluation and Consultation, which ensue from the technical knowledge. The Human Resource Expertise was rated among the most critical competencies required in the HR field. Key behaviours were identified as up-to-date knowledge of laws, legal procedures, regulations, technology and HR practices. In addition, an HR professional should demonstrate the knowledge of risk, strategic and workforce management.

²⁹ SHRM. *Content Validation Study of the SHRM Competency Model*. p. 3.

The *HR Expertise* competency was rated crucial for all career levels, particularly for the highest executive levels of the HR career. Presumably, this fact can be attributed to increasing responsibilities of senior HR executives. This competency is developed throughout the career progression starting at junior levels and builds up to its major importance at senior levels.

Relationship Management is articulated as the competency of maintaining and nurturing relations since the key activity in the HR profession is an interaction with customers. The collected data showed that key behaviours represent credibility, respect and dignity, trust, teamwork and straight-forward communication, excellent customer service, ensuring healthy relationships within the organizations and stakeholders. Presumably, the competency is expected to develop at junior career levels and unfold at senior career levels, which were ranked at a highest importance.

The competency *Consultation* is defined as counselling to stakeholders and is required at the very start of all career levels. Behaviours and activities associated with the competency are problem solving, people management, analysis and solution of business challenges, development of consultation skills, career counselling, and providing support in general. It is crucial to mention that the importance of the competency increases in correlation with the career levels.

Leadership and Navigation can be demonstrated in many ways in every career level of the HR profession. The behavioural activities are defined as respecting culture of the organization, initiating and maintaining cooperation, fulfilling tasks effectively. Additionally, in terms of leadership, an HR professional is perceived as a successful problem solver, agile expert prompt in his activities, supportive of others, resilient in his initiatives, and promoting consent.

An efficient *Communication* is crucial at all levels of the HR profession. The competency covers all forms of communication (telephone, email or spoken), which should be straightforward and timely by all means. An HR professional ought to be a good listener with a diplomatic attitude when discrepancies occur. Simultaneously, an

HR professional should be proactive and considerate in his approach to opinions of others.

Global and Cultural Effectiveness was proved to be less principal than other competencies. The competency is defined as the ability to effectively operate in various global and cultural environments. HR professionals encounter people with different personalities, inside and outside of the organization, whose opinions have to be respected. An HR professional is expected to be sensitive to cultural differences. Subsequently, an HR professional understands the importance of cultural/mindset diversity and proposes openness to it in others. For that reason, it is crucial that an HR professional is a strong, self-conscious individual willing to learn from others.

Ethical Practice is a competency that should pervade all HR operations. The competency must be developed upon an entry into the HR profession since it requires a lot of work with confidential materials. Ethical behaviour must be maintained, protected and also, supported in others. In this case, an HR professional acts as a role model that leads by an example and escalates when appropriate. In times of conflicts, an HR professional provides equal opportunities and fair treatment to all parties.

Critical Evaluation stands for an effective data usage. It comprises of conducting a research and recognizing its applicability to the business. HR professionals should be able to analyse information and transfer them to either knowledge or collect them for further use by the organization.

HR professionals need to evince a certain level of *Business Acumen* apart from HR practices. They should understand the organization's direction and principles which contribute to its success. This includes fostering key business relationships in addition to an effective advertising of HR. Perhaps, a majority of the competencies defined by the SHRM competency model require a thorough knowledge at senior executive levels, although some knowledge is required upon an entry to the HR position.

1.4.7. Dave Ulrich et al.³⁰

Ulrich et al. answer the question of what makes an effective HR professional. In 1987, Dave Ulrich, Wayne Brockbank, Del Lake and Arthur Young began a study of competencies of successful HR professionals. In over the last twenty-five years, they had done a study every five years to look at what HR professionals need to be, know and do in order to be successful (Figure 2).

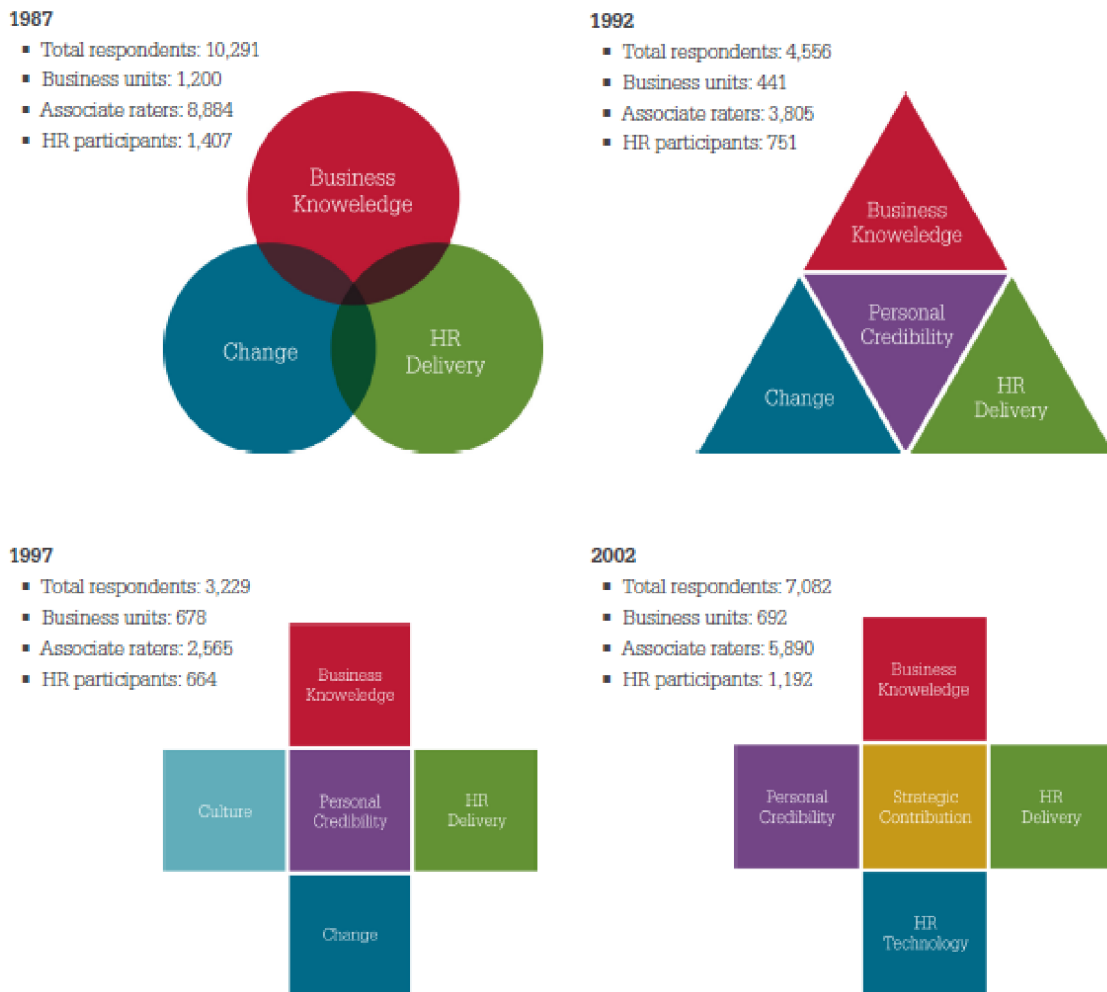


Figure 2: Historical Overview of the HR competency models³¹

³⁰ ULRICH, D. et al. *The State of the HR Profession*. pp. 1-6.

³¹ ULRICH, D. et al. *The State of the HR Profession*. p. 13.

1.4.7.1. HR competency model by Dave Ulrich et al. in 2007

In 2007, Ulrich et al. they found a six set of skills of a successful HR professional that is aligned around people and business (Figure 3). They created six competencies. *Credible activist* that needs to build credibility. *Business ally* that needs to connect with the business. *Strategy architect* that needs to be able to frame and build strategy. *Operational executor* that needs to make sure that an operation side gets done well. *Talent manager/organisation designer* who is a human resource developer and manages the human resource systems. *Culture and change steward* that manages the culture.

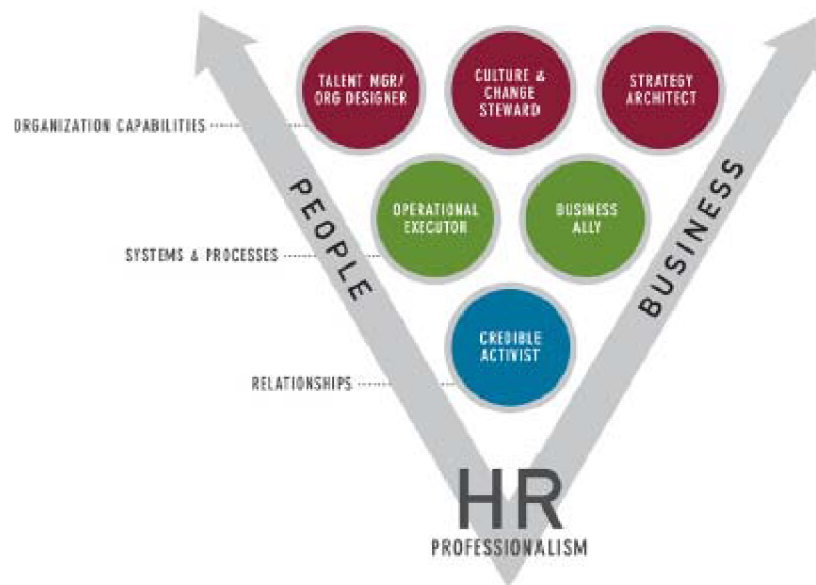


Figure 3: The HR competency model in 2007³²

1.4.7.2. HR competency model by Dave Ulrich et al. in 2012³³

In the past few years, many changes occurred in the world we live in. Organizations are more global and competitive, the cycle time for changes is increasing, and we have to build individual and organizational success.³⁴ In 2012, Ulrich et al. were able to study the revolution of the skill set of HR professionals. With the facilitation of partners around the world, Ulrich et al. collected data from over twenty thousand people. They

³² ULRICH, D. et al. *The State of the HR Profession*. p. 13.

³³ ULRICH, D. et al. HR talent and the new HR competencies. pp. 217-220.

³⁴ REEVES, M. and M. DEIMLER. *Adaptability: The New Competitive Advantage*. p. 136.

began to ask both HR professionals and line managers what makes a successful HR professional in the changing and evolving world. They found six competencies that are different from their model in 2007 (Figure 4).

At the middle is an HR professional who still needs to be a *credible activist*. This is an individual who takes care of themselves; he or she is credible, trustworthy and dependable. Also, they are *activists*; they have a point of view not only about themselves but about the business and its operations. Moreover, Ulrich et al. found that an HR professional needs to be a *strategic positioner*. HR professionals today have to be able to position the business that they work in outside of the social, economic, and demographic context. Ulrich et al. figured that there are four critical factors inside the organisation that HR professionals have to manage. An HR professional has to be a *capability builder*; presumably someone who integrates HR practices into a set of capabilities. They have to be a *change champion*, who manages change and makes it happen as the world changes. They also have to be an *HR innovator and integrator*, which means doing new and creative activities in HR. Lastly, they need to be a *technology proponent*.

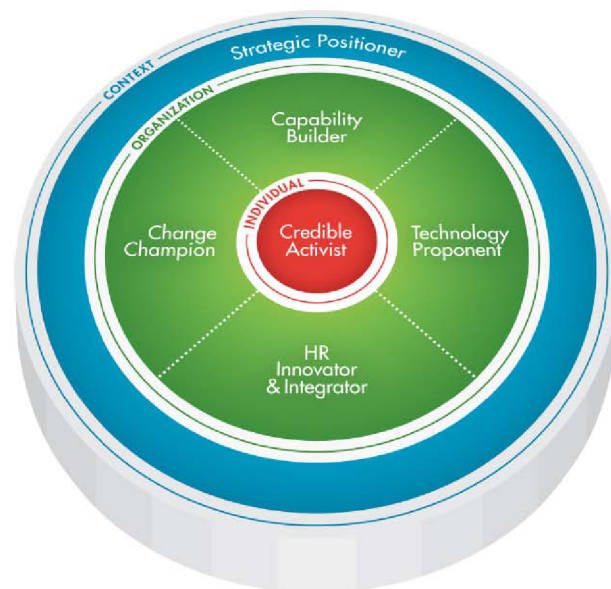


Figure 4: The HR competency model in 2012³⁵

³⁵ ULRICH, D. et al. HR talent and the new HR competencies. p. 218.

1.4.7.3. Comparing HR competency models in 2007 and 2012³⁶

Regarding the evolution between the two models, some things remained the same. In 2007, Ulrich et al. pointed out that HR professionals need to be *credible activists*, which continued in the 2012 model. They still needed to be credible activists but with a point of view about how the business succeeds and operates. It is not enough to build trust; it is a trust with a perspective. Ulrich et al. also found that knowing the business and strategy architect became one as a *strategic positioner*. In 2007 model, HR professionals needed to know finance, marketing, strategy, and the basics of business. Instead of being architects of strategy or co-architects, HR professionals had to be able to position the business in the markets and economies in which they serve. In 2007 model, Ulrich et al. found that if HR did not know the business link to strategy that would most likely become a problem. HR professionals have to take the knowledge of strategy and position their company to be successful. In the 2012 model, HR has to fulfil two specific tasks. Firstly, it means to innovate in staffing, training, development and look at the next generation. Secondly, it means to integrate as HR is around people, performance, communication, organisation and also, around leadership. Consequently, leadership becomes the integrator that allows other things to happen.

Operational efficiency is now a *technology proponent*. Technology consists of three levels. One level of technology is getting the basics done well and doing HR more efficiently. HR is getting outsourced; it is being done through technology.³⁷ Another source of technology proficiency is sharing information. We suddenly live in an information rich world, but ultimately technology is a proficient lever in building connections on social media and connecting with customers and employees. Furthermore, a change has become so critical that HR has to manage it through technology. There are two parts; initiating change and sustaining change.

³⁶ ULRICH, D. et al. *HR from the Outside In: Six Competencies for the Future of Human Resources*. pp. 65-72.

³⁷ FORBES. *Top 5 Reasons HR Is On The Move* [online]. Available at: <http://www.forbes.com/sites/meghanbiro/2013/12/01/top-5-reasons-hr-is-on-the-move/#65e7093c63b8>.

Regarding the culture, it has also become a part of the competency model as a *capability builder*. Everything in HR gets integrated around what the organisation is known for and good at doing. HR cannot be just an isolated set of practices; it has to be integrated. The set of skills in 2012 model (Figure 4) shows an effective HR professional. However, it also determines how the business is effective. Business effectiveness is not just about being a *credible activist*, it is also about *strategic positioning*. HR from the outside is called the positioning of a company in a market place in which the company works. Also, it is crucial to build HR in a unified set of capabilities - innovation and integration especially around leadership, collaboration, service, mastering, initiating and sustaining change, creation of technological proficiency. The following subchapters deal with concrete competencies in the 2012 model in detail.

1.4.7.3.1. Strategic Positioner³⁸

The basic strategy of strategic positioning is looking outside the organization and bringing 'the outside in'. An HR professional has to be concerned with skills that can position a company to win. HR professionals that are going forward, are the ones able to position their business in markets to succeed. The data shows that it is a critical HR competency. Regarding 'the outside in' approach, a couple of factors derive from the study by Ulrich et al. Firstly, it explains about 17 percent of how successful an HR professional is. It is equal to the other six competencies in the model, except credible activist, which is the most crucial role with 22 percent. Secondly, it explains about 15 percent of how successful a business is and therefore, a business success comes from being a strategic positioner. Concerning strategic positioning, there are three aspects that need to be mastered by an HR professional:

1. Interpreting global context. For instance, an HR professional needs to understand the context under which they work - social, technological, economical, political, demographic, trends. An HR professional should be aware of and in tune to the outside setting in which they work. Furthermore, an HR professional should understand the stakeholders with whom they work.

³⁸ ULRICH, D. et al. *HR from the Outside In: Six Competencies for the Future of Human Resources*. pp. 79-100.

Those HR professionals who are able to do that, position the HR work in the settings in which they live. For an instance, a European company MOL recognized that the context in which they worked had fewer and fewer employees who were engineers. The reason behind was that less people were taking less engineering classes at school. MOL began to invest heavily in high schools and universities in Eastern Europe in engineering degrees. As a result, there are more engineers who work in MOL because they managed that context.³⁹

2. Decoding customer expectations. HR professionals need to know who their customers are, what they expect, and how to serve them well. For a company, it is critical to serve and employ so that a customer is always positively influenced. There exists a strong correlation between employees' attitude and commitment and customers' attitude.⁴⁰ Specifically, it can be illustrated on a training for employees who can actively participate, help to design and present it.
3. Co-crafting a strategic agenda in a company. As architects, HR professionals co-create a strategy with the leaders of a company. In fact, HR professionals should bring the outside strategy into a set of HR practices. When co-crafting the strategy, HR professionals should be seen as effective.

1.4.7.3.2. Credible Activist⁴¹

HR professionals anywhere in the world have to be credible activists as it makes them seen as effective and successful. When there exists a relationship of trust with business leaders who respect HR professionals, as a result the business performance is driven. In fact, out of the six factors the credible activist role explains 22 percent of HR success. The other five factors are all equal in about 17 percent. HR professionals have to be credible in relations of trust and activists, which means having a strong point of view. Ulrich et al. argue that there are four factors in becoming credible activists:

³⁹ TAFRA-VLAHOVIĆ, M. Business Impact in the Education Sector: The Case of Oil & Gas Company MOL. pp. 45-61.

⁴⁰ HESKETT, J. L. et al. *The value profit chain : treat employees like customers and customers like employees.* pp. 34-50.

⁴¹ ULRICH, D. et al. *HR from the Outside In: Six Competencies for the Future of Human Resources.* pp. 101-121.

1. Being credible by earning trust. A person earns trust by doing what they say they will do. Credibility derives from meeting commitments and doing what we say we are going to do, building trust in work that we do, working with integrity, ethics, and doing what we are asked.⁴²
2. Influencing and relating to others. HR professionals with an attitude influence, push back not only HR but also on business, have a point of view, make themselves known about what the business should be doing to be successful.
3. Improvements through self awareness. To be effective, HR professionals need to be aware of their strengths and weaknesses, or things which they are good at or not so good at. Knowing what we are good at is the key for complementing with others.
4. Shaping the profession. As activists, HR professionals are proud of what they do and what they are. To be credible activists, HR professionals need to be concerned with and dedicated to development of the HR profession.

1.4.7.3.3. Capability Builder⁴³

Often in HR, the focus is on individuals and their talents. In this role, talent has to come with team work and it is crucial to make the whole team better than its individual parts. The examples given by Ulrich et al. are connected with sports and teams. The supreme player is playing only 20 percent of the time and therefore the team is more important than the individual. Capability building is when the whole is made greater than the parts. The capacity of building capabilities has an impact on how well an HR professional is perceived (about 17 percent). But it has an impact of about 19 percent if an HR professional is driving business performance. Consequently, managing the capability set is critical. An organization is not a structure, but is a capability.⁴⁴

⁴² COVEY, M.R. and R.R. MERRILL. *The speed of trust: the one thing that changes everything*. pp 41-58.

⁴³ ULRICH, D. et al. *HR from the Outside In: Six Competencies for the Future of Human Resources*. pp. 123-142.

⁴⁴ SMALLWOOD, N. and D. ULRICH. *Capitalizing on Capabilities*. pp. 119-127.

A capability represents something that an organization is known for or good at, e.g. Apple is known for innovation, Wal-Mart is known for low costs. Every organization begins to define and create a set of capabilities as it is an identity of a company. When HR professionals follow their capabilities they tend to be successful. There are three aspects that a capability builder has to be able to do:

1. Capitalizing organizational capabilities, defining what capabilities might exist and doing a capability audit. A capability audit is simply defining whether an organization has capabilities that customers and business leaders expect. Then they need to be capitalized and prioritized which ones are important.
2. Making an alignment strategy, capability and action. There has to be a strategy for a company to follow. There have to be capabilities established for a company's success. Also, there have to be actions taken in terms of HR practices, leadership behaviours, and ultimately, achieved results. Inevitably, HR professionals are the architects and the innovators.
3. Creating a meaningful working environment. The work around employee engagement and positive psychology, meaning and purpose at work begins to be a very critical capability. It deals with things like work life balance, helping employees find meaning in their work and being positive.

According to studies by McKinsey Consulting Firm, one of the top issues for companies around the world is the establishment of an organizational set of capabilities that outlasts and outperforms individual talent.⁴⁵ In other words, in order to be a successful and effective HR professional, it is crucial to be able to focus on capabilities - capitalize, define, audit, align them and then build meaning into an organization. In order to drive a business success for an organization, HR professionals have to follow the given set of capabilities.

⁴⁵ MCKINSEY & COMPANY. *The State of Human Capital 2012: False Summit*. pp. 8-42.

1.4.7.3.4. Change Champion⁴⁶

The need for a change is greater than ever, the pace in the world we live in is enormous e.g. Arab spring, global economic crisis, influx of technology, cloud computing, Facebook as a third largest country in the world etc.⁴⁷ The change is dramatic and huge.

HR professionals can become champions in managing the change by:

1. Excellence in initiating the change. Under the competency can be understood helping an organization to build the case for change, understand the reason for change and to know what is the organization changing into. The initiation of change is the ability to get people started, engaged and felt responsible. It is critical to initiate and get over the momentum as a company changes.
2. Sustaining the change. Sustaining the change means having the capacity to last and endure over time. We have to make sure that the change we initiated has resources and capacity and the ability to sustain.

Those HR individuals who are seen as effective are especially good at initiating the change. An HR professional can be seen as capable in initiating the change and helping to build the case for change. However, those HR individuals who are effectively using HR to drive business results are especially good at sustaining the change as it gives results. As highlighted by Ulrich and Smallwood, the next step in leadership is called leadership sustainability. Sustainability is about how to change and the job of HR is to help leaders and their organizations to sustain the change.⁴⁸

1.4.7.3.5. HR Innovator and Integrator⁴⁹

HR professionals need to be innovators and integrators as there are some unique skills and knowledge that they need to possess. There are certain practice areas that HR

⁴⁶ ULRICH, D. et al. *HR from the Outside In: Six Competencies for the Future of Human Resources*. pp. 143-166.

⁴⁷ MCKINSEY & COMPANY. *The four global forces breaking all the trends* [online]. Available at: <http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-four-global-forces-breaking-all-the-trends>.

⁴⁸ ULRICH, D. and N. SMALLWOOD. *Leadership Sustainability*. pp. 3-4.

⁴⁹ ULRICH, D. et al. *HR from the Outside In: Six Competencies for the Future of Human Resources*. pp. 167-189.

individuals need to understand and master e.g. workforce planning, managing people, compensation and appraisal systems, organization culture and leadership. Innovation and integration is the place where leadership has to be apparent the most. Leadership supports talent, drives performance, accountability and communication in an organization, which is the picture of the effective HR integration. There are five things that successful HR individuals should know and do:

1. Ensuring today's and tomorrow's talent. HR professionals should build talent for the future and look at what the talent looks like as the business goes forward. This can be illustrated on defining future requirements and changes that might occur in the future. And only after then, any expectations of future employees can be rated against the set of criteria.
2. Developing talent today. HR professionals should cultivate talent in the current moment in the global talent management process by delivering training and work experiences. HR professionals should focus on today's talent and how it can be moved.
3. Driving performance. Performance is a key factor in reward and appraisal systems, compensation and culture within the company. HR and the performance mechanism have to be connected.
4. Shaping the organization and communication systems. This idea is organized around building work organization and doing the right structure with rules and routines.
5. Leadership as a brand. Traditionally, HR professionals worked on developing talent, reward systems, driving organization performance and communication. However, in the new research was found that it all has to be integrated around leadership.⁵⁰ Therefore, it is important to build leadership as a unique and defined skill set as it is a critical part of the HR innovation and integration role.

1.4.7.3.6. Technology Proponent⁵¹

In the last ten years, technology has dominated the world. We now have access to internet computing, cloud, etc. People now connect through technology in dramatic and

⁵⁰ ULRICH, D. et al. HR talent and the new HR competencies. p. 217-222.

⁵¹ ULRICH, D. et al. *HR from the Outside In: Six Competencies for the Future of Human Resources*. pp. 192-208.

different ways. Work used to be face-to-face, now it is about connecting through technology and HR is a part of it. World of work has changed dramatically.⁵²

Based on the findings from Ulrich et al., this competency has been seen as the least important for an HR professional to be seen as effective. On the other hand, it has been seen as the most essential for driving organization results and effective business. It can be argued that HR professionals should focus on:

1. HR operations. The critical day-to-day operational work of HR has to be done brilliantly and flawlessly through technology. If HR individuals are not capable of managing the basics of HR efficiently, they often lose credibility. The basic HR operations (compensation, staffing, training, etc.) today have been done through technology. An operational excellence is needed for the basics of HR.
2. Connecting people through HR. HR individuals do not need to come to an office to see employees who work together since technology can connect people. HR professionals should be perceptive about the fact that some employees might work from home or work different hours. HR systems should allow those processes to work well.
3. Investment in social media. Social media reveal that technology can create work as a social setting. Also, social media can be used to upgrade HR practices e.g. Facebook and LinkedIn are used as a hiring tool. Moreover, social media can be used for connecting with people around the world to share knowledge and information.

The basic operations in HR can be conducted professionally through the technology and systems. People can connect without being face-to-face and use social media to succeed. Despite of the fact that technology is everywhere, HR professionals still need to help people to connect with each other emotionally and socially.

⁵² FINANCIAL TIMES. *The human cloud: A new world of work* [online]. Available at: <https://next.ft.com/content/a4b6e13e-675e-11e5-97d0-1456a776a4f5#axzz3yXCqABDJ>.

1.4.7.4. HR competency model by Dave Ulrich et al. in 2016⁵³

In 2015, Ulrich et al introduced their newest concrete council as to what an HR professional should know and do. They created questionnaires with one hundred and eighty items and asked around thirty thousand participants from HR and non HR field. They discovered nine domains of successful HR as to oppose six domains described in the 2007 and 2012 HR competency models.

Figure 5 illustrates the HR competency model by Ulrich et al. From the left in blue is *strategic positioner*. The challenge of a business is very simple; it is to figure out where the business is going strategically. On the right hand side is *credible activist*, which represents turning the business strategy into a set of actions. The challenge of HR deals with how to turn strategy into individual actions. In between is *paradox navigator*, which demonstrates management and navigation paradox. A paradox means that there is a tension between the strategy (where the business is going) and an individual (what HR professionals do). There are many paradoxes in HR and it is a job of an HR professional to manage the tensions.

Moreover, Figure 5 displays organization enablers and delivery enablers. Up at the top are in green enablers which symbolize where HR enable the strategy to happen. *Culture and change champion* manages change in culture. *Human capital curator* means to care for within the HR professional's function. Also, *total rewards steward* manages the necessity of total rewards. These three enablers are strategic in terms of turning strategy into personal actions.

Down at the bottom is the foundation, transformation and every day job. *Compliance manager* is connected with every day issues that occur in an office. With managing analysis, designing and interpreting data to make decisions is connected *analytics designer and interpreter*. *Technology and media integrator* is concerned with managing social media and technology.

⁵³ THE RBL GROUP. *Human Resource Competency Study* [online]. Available at: <http://hrccs.rbl.net/>.

Overall, there are nine domains in the framework - from strategy to personal actions through paradox. There are three strategic enablers around culture and change, human capital and the management of total rewards. Also, there are three foundational basics around compliance and getting the day work done well, designing and interpreting analytics, integrating technology. All together it creates a competency picture of what HR should look like going forward.

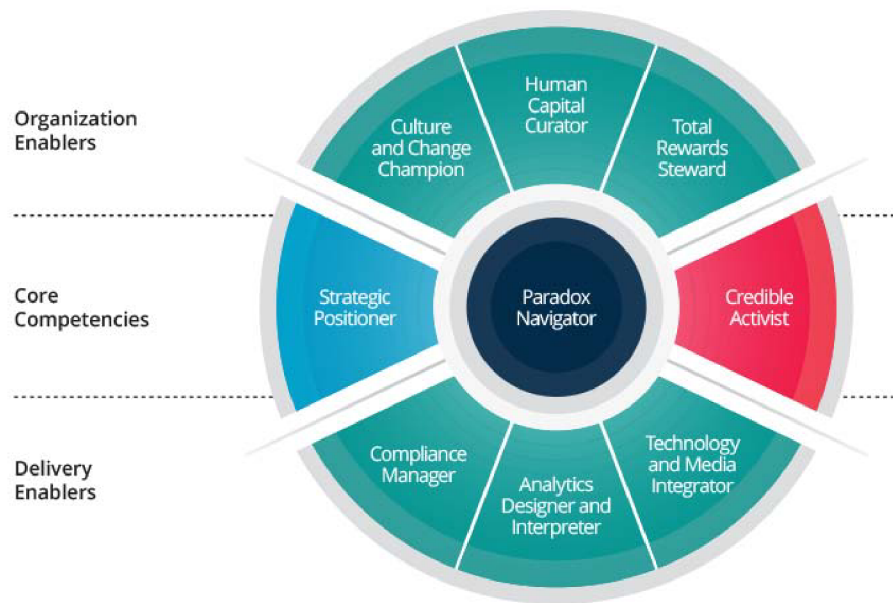


Figure 5: The HR competency model in 2016⁵⁴

1.4.8. Barbara Covarrubias Venegas⁵⁵

Venegas and Thill, both researchers from FH Wien University of Applied Sciences of WKW in Vienna, conducted several researches in the area of competencies of HR managers. Venegas's research interests focus, among others topics, on age diversity and its effect on organizations, International Human Management and Intercultural Management. She also directs the research and teaching team HR Progress and examines HR competency models in an international comparison.

⁵⁴ THE RBL GROUP. *Human Resource Competency Study* [online]. Available at: <http://hrccs.rbl.net/>.

⁵⁵ NEUKURS. *Mag.. Barbara Covarrubias* [online]. Available at: <http://neukurs.com/experten/12>.

1.4.8.1. HR competencies in the DACH region⁵⁶

Venegas and Thill are professionals in the field of the HR profession and HR roles in an international context. Together, they have studied the development of HR competencies in Bosnia-Herzegovina, Croatia, Slovenia, and the DACH region. Venegas and Thill were concerned with HR activities, resources and their allocation to HR positions, and differences in the focus of HR roles within the DACH Region. The survey covered 204 participants from mostly large companies. In addition, a majority of the respondents were HR directors.

Their survey was based on the HR roles characteristics by Dave Ulrich⁵⁷ and confirmed that there was a major change in the context of HR activities. In the three countries, Germany, Austria, and Switzerland, the roles of *employee champion* and *strategic partner* were proved to have an increasing tendency. However, the evolution from *administrative expert* to *strategic partner* has not yet been finished. In general, the increase in competencies of HR professionals have been the most crucial motive for the evolution. Despite of this fact, HR positions are not perceived as managerial in Austria and Germany. In order to support the evolution of the HR profession, it is advised to invigorate the managerial HR roles.

The roles of *strategic partner*, *change agent*, *administrative expert* are in correlation with HR roles in the region. *Strategic partner* and *change agent* are clearly separate roles. The first two roles (*administrative expert*, *employee champion*) are still more frequent. The change regarding strategic positions is evident in Figure 6.

⁵⁶ THILL, K., B. COVARRUBIAS VENEGAS and S. GROBLSCHEGG. HR roles and activities. Empirical results from the DACH region and implications for a future development of the HR profession. pp. 97-106.

⁵⁷ In 1997, Ulrich developed an HR competency model that offered a clear depiction with two axes strategic/operational (day-to-day) focus and processes/people and four HR activities (strategic partner, change agent, administrative expert, employee champion).

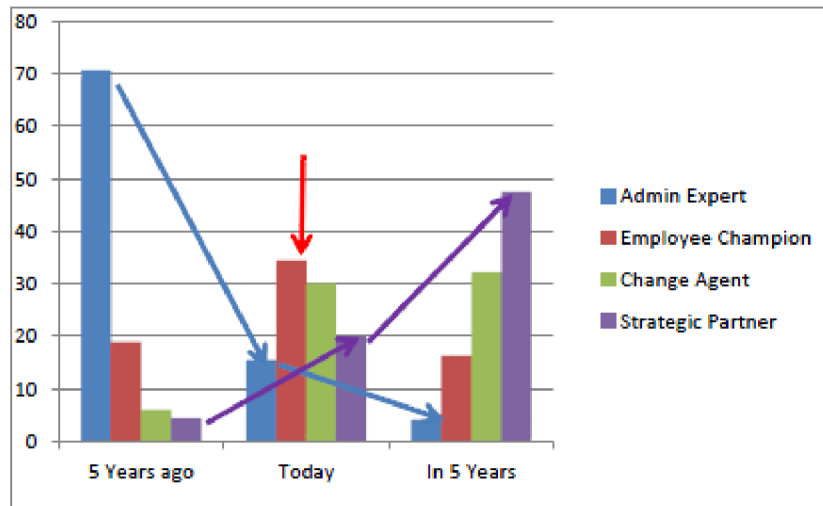


Figure 6: Development of HR roles in the DACH region⁵⁸

Apart from the correlation of the HR roles, there were extracted other factors from the study, too. The role of *strategic partner* was detected to have two incorporated items. First, an HR professional actively participates on a development of a company strategy. Second, an HR professional is responsible for the harmony between an HR strategy and a business strategy. Regarding the *administrative expert* role, companies use two types of technical systems, which are either administrated by employees (partly) or by managers. The two separate factors represent technological essentials of HR activities.

Generally, the results concerning the HR roles in the DACH region resemble in all three countries. Figure 6 demonstrates the evolution of HR roles over the time. In 2014, the emphasis was laid on the *employee champion* role. There is a palpable shift from an *administrative expert* towards *strategic partner* on the time scale of five years. The respondents of the survey clearly estimated the evolution of the HR roles in future as seen in Figure 6. Over all, the findings from the study by Thill and Venegas show reciprocity in all three countries. The HR roles based on the HR model by Dave Ulrich mirror HR activities in the DACH region.

⁵⁸ THILL, K., B. COVARRUBIAS VENEGAS and S. GROBLSCHEGG. HR roles and activities. Empirical results from the DACH region and implications for a future development of the HR profession. p. 104.

1.4.8.2. HR Competencies in BCSS⁵⁹

Venegas and Groblschegg conducted a research in the countries of Austria, Bosnia and Herzegovina, Croatia, Serbia and Slovenia. The purpose of the study was to test whether the HR role model by Dave Ulrich from 2012⁶⁰ corresponds to the region's characteristics and whether there exist any differences among the countries.

The countries in South Europe have been connected through mutual history, economic situation, location, and others. Among current problems occurring in the countries, which stand in the way of HR evolution, are a weak financial situation, out-of-date technology, a specific market focus, and an outsider position of HR departments. Due to the past socialistic regime, which did not support strategic control, strategic HRM has not been developed to a high level. However, MNCs in the country put a big stress on its importance as specific skills and competencies are required in HR.

The study incorporated a questionnaire by Dave Ulrich.⁶¹ Then a factor analysis was involved to extract information about quantity and also, similarities and abnormalities among the factors. Furthermore, in order to perform more feasible analysis the factors were rotated and calculated for all data in the five countries. The questionnaire needed to be translated into mother languages in the countries. Also, the questionnaire was discussed and amended according to advice on cultural specifics from experts in the participating countries.

The investigated sample consisted of almost four hundred questionnaires from mainly large and medium companies in Bosnia Herzegovina, Croatia, Serbia, Slovenia, and Austria for comparison. The questionnaire contained self-evaluated questions with a rating scheme and was answered only by HR professionals.

⁵⁹ COVARRUBIAS VENEGAS, B. and S. GROBLSCHEGG. Is HR in State of Transition? An International Study on the Development of HR Competencies. pp. 1-16.

⁶⁰ See chapter 1.4.7.2.

⁶¹ CONNER, J. and D. ULRICH. Human resource roles: Creating value, not rhetoric. pp. 45-47.

In general, the study results correspond to the HR competency model 2012 by Dave Ulrich. Among the most frequent HR model competencies were evaluated *HR innovator and integrator*, *technology proponent*, *strategic positioner*, and *credible activist*. On the other hand, a *capability builder* was not sufficiently supported by the factor analysis. Considering the individual countries, different results were recorded according to its specifics.

In *Bosnia and Herzegovina*, the HR competencies with highest scores were the roles of strategic positioner and change champion. It is important to mention that two HR roles could be eliminated since four roles were defined as consolidated into two by the analysis - credible activist together with change champion and HR innovator and integrator with capability builder.

In *Croatia*, the HR role of credible activist was defined as the one with the highest scores, followed by a strategic positioner and change champion. Considering the correlation between all the competencies, the mutual interaction was calculated to be very strong. Therefore, the results can be interpreted in the way that the six HR roles are equally demonstrated by the participants in Croatia.

The data extracted from *Serbian* companies demonstrated highest scores in the roles of credible activist and change champion. The correlations between the HR roles suggest that the HR competencies together are not valid for all individual participants.

From the *Slovenian* data, the highest scores were rated the roles of credible activist and strategic positioner. Regarding correlation between the roles, the study in Slovenia suggests that HR professionals possess competencies that are strongly linked together.

The results also reflect the number of employees in relation to HR personnel, which appeared to be the highest in Serbia, probably due to the presence of mostly large companies. Croatia results evince the highest number of male HR personnel in charge as opposed to Bosnia and Herzegovina where the number rounds to fifty-fifty ratio.

Similarly to the study in the DACH region, the assumption that the importance of the *administrative expert* role has decreased over the years. The participating HR professionals reported the HR role of *employee champion* to be the key as of today. The *strategic partner* role was predicted to rise in terms of the HR focus.

1.4.8.3. HR Progress⁶²

HR Progress project aims to develop an internationally applicable HR competency model. The project has been funded by the City of Vienna for the period of 1/2014 - 12/2016. The main objective is to analyze and test the holistic model with the support of the teaching team from four universities - FHWien der WKW, János Selye University, Brno University of Technology, and Szent István University.⁶³

The project plan has been spread to six phases. Firstly, an HR competency model was developed based on the current theoretical research. Secondly, an international qualitative pilot study was launched to test the HR competency model. Thirdly, the model was completed. Fourthly, a quantitative questionnaire was developed for surveys in the countries of Austria, Czech Republic, Slovakia, and Hungary. Then, a quantitative study was conducted in the four countries. Finally, in order for the model to be feasible, a questionnaire for the evaluation of HR competencies has been distributed.

However, the model has not yet been finished and is in a progress of validation by a quantitative study in Austria, Slovakia, Hungary and the Czech Republic. The draft of the model is illustrated in Figure 8. The model is divided into two parts which deals with technical and behavioural HR competencies.

⁶² VENEGAS, B. and K. THILL. Towards a New Competency Model for HRM: The Art of Competency Modelling - A New Approach for HRM. pp. 617-618.

⁶³ Together with the research and teaching team members Mag.a Barbara Covarrubias Venegas, Dipl.-Sozw.in Katharina Thill, Prof. Dr. József Poór, doc. Ing. Zdeňka Konečná, Ph.D., doc. PhDr. Martina Rašticová, Ph.D., were also present students of Master's studies of Brno University of Technology. The author of this thesis took part in an administrative complementation of the qualitative studies, which were performed in the form of interviews with HR professionals. Moreover, the author participated on the completion of the HR Progress competency model in March 2015 in Vienna.

	Technical HR Competencies	Behavioural HR Competencies	
	HR Knowledge	Leadership Competence	
	Business Knowledge	Relationship Management Competence	
	Strategic Approach	Consultation Competence	
		Ethical Competence	
		Cultural/Global/Diversity Competence	
		Change Competence	

Figure 8: First Draft of the HR competency model by HR Progress⁶⁴

⁶⁴ VENEGAS, B. and K. THILL. Towards a New Competency Model for HRM: The Art of Competency Modelling - A New Approach for HRM. p. 617.

2. ANALYTICAL PART

2.1. Research objectives and methodology

The research was conducted by using a mix of analytic methods. Firstly, qualitative analytic method was performed in the form of thematic analysis. A job description of an HR consultant was described. Then, an interview with an HR consultant was analysed in search for themes or patterns in statements of the HR consultant. Thematic maps were developed in order to help analyse and sort out the data.⁶⁵ As a result, themes were created and described in chapter 2.4 and subsequent chapters. Secondly, quantitative research method in the form of a questionnaire was used to interpret opinions of HR consultants in the examined company.

2.2. About the recruitment agency

This chapter deals with a profile and activities of the investigated recruitment agency. All the information presented in this chapter are drawn from internal materials of the agency, their website, and from an interview with the HR consultant in Brno. The staffing agency wishes to remain anonymous, and therefore the designation XY will be used.

The agency has experience in projects for manufacturing companies, financial institutions, retail and pharmacy companies in the Czech Republic and other seven European countries. They offer turnkey solutions directly corresponding to the requirements and needs of clients, individual approach and a wide range of experience in human resources management. Among the companies, who cooperate with the agency, are the ones that need a change in an organizational structure, management, or are going through a business downturn. It was established in 1982 and has consultants working in 14 offices around the Czech Republic since 1994. The company is operated from its headquarters in Western Europe.

The recruitment agency XY is a reliable and leading advisory firm in the field of human resources management. Their long-term and permanent objective is to provide quality

⁶⁵ BRAUN, V. and V. CLARKE. Using thematic analysis in psychology. pp. 77-97.

services that will fully satisfy a wide range of customers with an emphasis on service quality. The company is confident that ethical and honest behaviour is the basis of good relations within and outside of the company. The company's intentions are quality policy and building a corporate culture in the spirit of openness, fairness and fair play. Therefore, it is the task of each worker to perform his/her job in perfect quality and follow the principles of professional conduct.

2.2.1. Services

The recruitment agency XY offers an effective solution in terms of recruitment, whether it is a single search or multiple employee recruitment for private and public sectors. The company specializations are temporary assignments as well as long-term assignments. The agency also prepares customized solutions and completes outsourcing service by providing recruitment management of the whole HR process. They are among the leading providers of outplacement services, counselling or selecting employees through assessment centres, and consulting services in human resource management.

The agency XY issues a journal for candidates and stakeholders on a regular basis. The contents of the journal provides information about research on the labour market, which is conducted by the agency XY. The research is concerned with all sorts of topics, e.g. overview of graduate starting wages, level of wages based on a profession, etc. The journal also contributes with tips and tricks on how to write a CV and cover letter, how to properly dress for a job interview, how to prepare for assessment centres, and informs about the importance of social media such as LinkedIn.

The web pages of the agency XY offers the opportunity to establish own personal account so called 'agent online'. With the account, a candidate can highlight and reply to preferred advertised positions without the necessity to upload their CV every time they apply. The agent online allows sending emails to candidates with new positions from a preferred field. Furthermore, the web pages enable online language testing for free in case that a candidate is not sure about his/her proficiency level.

2.3. Job description of the position

The position of an HR consultant advertised on web pages of the agency XY is presented as multifarious. An HR consultant should be the type of a person who seeks challenges to improve and educate themselves and prefers a dynamic work environment.

The job description of an HR consultant is concerned with developing business relationships with clients. Communication with key clients of the branch, cooperation on the basis of long-term partnerships, and acquisition of new clients are the main responsibilities of an HR consultant. An HR consultant is also responsible for the overall recruitment process - from advertising vacant positions, through selection of resumes to interviewing and presentation of candidates to clients. An HR consultant of the agency XY processes employment contracts and administrative paperwork related to the employment of candidates. Similarly, an HR consultant provides advice on labour law and payroll or tax issues.

2.3.1. Job requirements

The position of an HR consultant in the recruitment agency XY is quite different from typical work of HR professionals and therefore, requires different competencies. An HR consultant does not deal with heavy administration such as preparing contract documents and amendments to medical examinations. He/she does not process attendance data for payroll at the beginning of the month. The position is more focused on communication and relations with clients or customers.

Competencies required for the position of an HR consultant are *an interest in HR and relevant work experience from the HR field or business*. An advanced *knowledge of English* is a necessity because an HR consultant deals with international clients and the agency XY management. For the success in the work of an HR consultant are key both *autonomy at work and teamwork approach*. As mentioned in the previous paragraph, an HR consultant needs to have strong *communication and negotiation skills* and convey *business enthusiasm*. The ability to *multitask* is crucial because HR consultants have to

sometimes do ten things at once. An HR consultant should be *open, proactive* and able to *work in a dynamic, rapidly changing environment*.

2.4. Interview with an HR consultant

For the analytical part of the thesis, an interview was conducted with an HR consultant from the recruitment agency XY in Brno. The interview was carried out on June 15th, 2016 and its full transcript is attached in Appendices. In order to maintain anonymity of the consultant, her name is not stated in this thesis. All the information in the following subchapters are based on the interview and are complemented by direct citations. The interview was evaluated by thematic analysis and is divided into chapters which are related.

2.4.1. Profile of the HR consultant

The interviewee is an experienced senior team leader and senior HR consultant. She has been working in the HR field for over eight years. Currently, the consultant has been employed in the agency XY for more than one year and is responsible for a complex professional recruitment in the IT field. In addition, the consultant has an experience in coaching and strategy goals setting. Based on the interview, the consultant seems easy-going and very likeable. Coaching is her hobby and she often performs coaching techniques at her work. The consultant has spent several months in the United Kingdom, which broadened her horizons and brought an international experience. She acknowledges that her communication skills are exceptional and her competencies have been enhanced while working in the agency XY.

Regarding her opinion on an employee performance assessment, she mentioned that the evaluation in the agency XY is mainly based on financial results. She would prefer a bigger focus on competency evaluation as the assessment does not take into account other circumstances. Her work meets the conditions and requirements but her financial plans are not achieved. Hence, the consultant would prefer an employee evaluation based on a competency model.

2.4.2. Experience with competency model building

From her own experience, the consultant confirms that a competency model building is made by brainstorming in a team. The activity may take up to three hours and the scope of the job must be clear from the very beginning.⁶⁶

The HR consultant described how a competency model works and how it can be transformed into a competency map. A competency map has several levels and can be used for evaluating, recruiting, motivating, and self-evaluating. Moreover, a competency model can be used by a person without experience in recruitment as it is an easy and transparent tool. The output can be also used for coaching because an employee knows exactly how he/she stands and where he/she must get. A competency model is easily remembered and provides a clear overview of competencies and requirements for the job:

“there was a girl who could not handle emotions towards a customer when he complained, and a customer does not always complain meaningfully, but she was not able to explain, just without those emotions very objectively and fairly and slipped a bit in tone, not that it was rude, but just some things were not quite ok. And she simply knew oh I will have to concentrate on that, and it seemed to me that it remained in those people’s heads.”

The HR consultant mentioned that it would not be suitable to create an individual model for each branch of the recruitment agency XY. It would not be fair as everyone should have same goals and should be evaluated equally:

“It probably would not be fair, it would be hard to explain to people that those targets are higher because you tell them, you work in the area where it is not a problem to meet the goal.”

⁶⁶ The author of this thesis agrees with the statement as she participated in the research project HR Progress, which has been dedicated to an HR competency model building. A draft of the HR competency model was brainstormed by a team of eight members using colourful cards and markers.

2.4.3. Trends in the current HR market

There have been several trends in the HR market, which were pointed out by the HR consultant. There is a trend towards positive promotion of the HR profession, which is described in the SHRM and Ulrich's models in the theoretical part of the thesis.⁶⁷

Another trend, which is turning away from administrative tasks was mentioned by the HR consultant (the same trend was proved in Schuler's HR roles and other models⁶⁸). There used to be more candidates, now an HR consultant spends majority of the time by searching, initiating contact with candidates, motivating, and promoting the business and positions.

Today many companies are focusing on how their identity is tied to social responsibility. A commitment to community and society is increasingly become a key defining point that potential employees are looking at when evaluating the attraction and strength of a company.

Social responsibility can act as a great motivator to employees. Moreover, social responsibility can have an effect before an employee is even hired. In the present era, a company can lose an important candidate if a company has a bad brand or image. Sending a clear message to both employees and the community can improve that image and also the way candidates perceive their role at the company. They are not just accepting a job, but a mission.

A candidate's experience during the interview is integral in shaping how the potential employee views the company. The HR consultant mentioned that candidates and employees create web pages where they communicate their feelings:

⁶⁷ See chapters 1.4.6. and 1.4.7.3.

⁶⁸ See chapter 1.4.5.

“everyone looks at Glassdoor⁶⁹ to see the reputation of the firm because there you can actually evaluate an interview process. There is not every company but key companies are there, for example IT firms in Brno are there one hundred percent. There are people who are addressed by the company, really go look there and ask friends, that's how it usually works”

2.4.4. Competencies of HR consultants

HR consultants regularly participate in a recruitment of potential colleagues. When recruiting, they focus on different competencies such as selling skills and how the person is skilled in pinpointing good and bad qualities of people. Also, an HR consultant should possess a strong ability to assess a candidate and recommend only the best candidates to clients. → *assessing people's personal traits and qualities*

An HR consultant must also be able to negotiate and articulate a value of a client's company well. There is no need to introduce the company during an interview, but it is necessary to provide information that is important for the candidate and that he/she is interested in. It is better to ask and then provide information which they want to hear. → *understanding expectations of clients/candidates, articulating a value of a client's company*

An HR consultant must be adaptable to the market, but also be able to use other sources for searching candidates. Thus, using the internal database and social networking is not sufficient, an HR consultant should be using various professional websites where people present their work. → *adaptability and agility*

It is important to establish a long-term cooperation with candidates and facilitate a good straightforward communication between clients and candidates otherwise the whole recruitment process is slowed down. → *long term cooperation, earning trust with clients/candidates, good communication skills*

⁶⁹ Glassdoor is a website where employees and former employees anonymously review companies and their management.

An HR consultant should quickly understand the needs of clients and know what they are looking for. The ability to predict and spot opportunities for the business is an essential factor too. → *understanding expectation of candidates/clients*

HR consultants should reach decisions based on their own experience and intuition. They should trust their judgment and believe in themselves. → *demonstrating personal integrity and ethics*

Technology facilitates work with candidates and is relevant to the job. The work with LinkedIn website is not perceived as complicated by the HR consultant. Also, she reckons that it is easy to train and the premium account provides a lot of benefits, such as creating folders where candidates can be sorted. The premium account on LinkedIn is able to show how many consultants clicked on and saw a profile of an candidate. LinkedIn is intuitive and easy to learn. → *technology knowledge*

The knowledge of principles and practices of the industry that an HR consultant operates in is critical. There exist a correlation - the deeper the knowledge of the industry and the company is, the more time is saved and the faster the recruitment processes are. It is important to visit a production of the company to visualize and better understand the advertised positions. An HR consultant should be an expert on the technical terminology. When a candidate sees that HR consultant does not understand the field that he/she recruits for, it might be embarrassing and cause problems. → *the knowledge of the field*

An HR consultant should demonstrate a capacity for understanding business operations and functions within the organization. They must be good at negotiating and finding consensus in the times of conflicts. Moreover, an HR consultant should be a fan of the profession and it should be his hobby. → *enthusiasm, the ability to reach a win-win situation, the ability to negotiate*

2.5. Questionnaire

The online questionnaire was distributed on June 30th, 2016 through the social network LinkedIn. The website Survio was used for building the questionnaire and an electronic link to it was open for two weeks until July 15th, 2016. The research sample contained 34 respondents who are HR consultants from the agency XY. There were 25 questions on various competency topics and the order of the questions was randomized (full transcript can be found in Appendices). The questionnaire was designed in accordance to the literature review, job description, and the interview in the analytical part of the thesis.

Figure 9 shows the time it took respondents to fill out the questionnaire. In general, a necessary time spent on the completion ranged from 2-5 minutes. 21% spend 5-10 minutes and 18% of HR consultants spend 10-30 minutes competing the questionnaire. Yet 6% of respondents spend more than an hour filling it. Hence, it could be concluded that they had difficulties with English vocabulary or were multitasking, which was proved to be a significant competency of HR consultants.⁷⁰

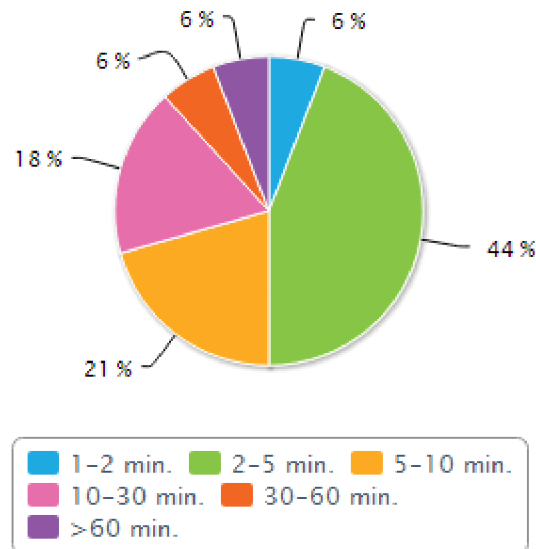


Figure 9: Time spent completing the questionnaire⁷¹

⁷⁰ See chapter 2.5.2.

⁷¹ All figures in the analytical part of the thesis are author's own work, thus no sources will be cited.

2.5.1. Data Analysis

In this part, each question is presented with a description of appropriate results. All questions start the same and answers are in a form of rating scale from 1 (the lowest score) to 4 (the highest score). One star rating represents *Not Important*, two stars *Minor Importance*, three stars *Important* and four stars mean *Critical*.

2.5.1.1. How important for your job is the knowledge of the field (IT, Engineering)?

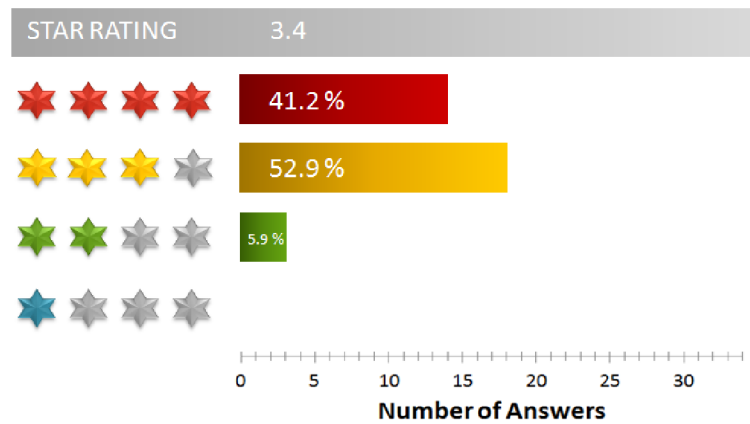


Figure 10: Question 1

Figure 10 shows that 41.2% of respondents perceive the knowledge of the field they operate in as critical to their profession. 18 respondents, which is 52.9% of the examined sample, estimate the knowledge as important. Only 4 out of 34 respondents rated the knowledge with 2 stars. None responded with one star. Therefore, it can be assumed that this particular knowledge is one of the most crucial for the profession.

2.5.1.2. How important for your job is to understand emerging HR markets or shifts in the traditional HR market?

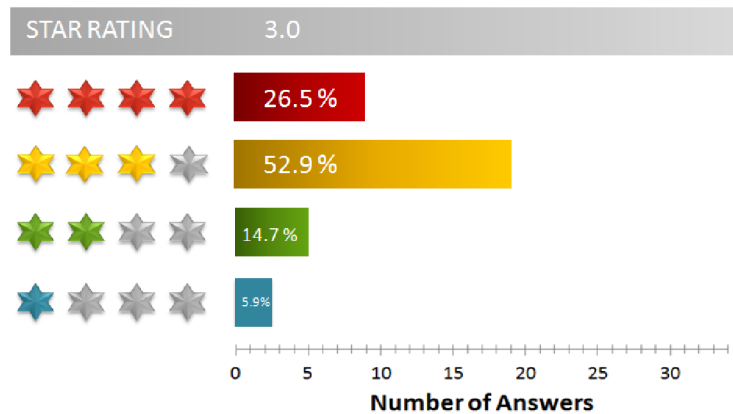


Figure 11: Question 2

The average star rating in Figure 11 has fallen to 3.0. Regarding the understanding of HR markets from a future or past point of view, 26.5% think that it is critical for the profession of HR consultancy. A vast majority, which is 18 HR consultants, chose three stars as the level of importance. 14.7% and 5.9% find the competency less or not at all important.

2.5.1.3. How important for your job to understand the technology trends that influence your business (social media)?

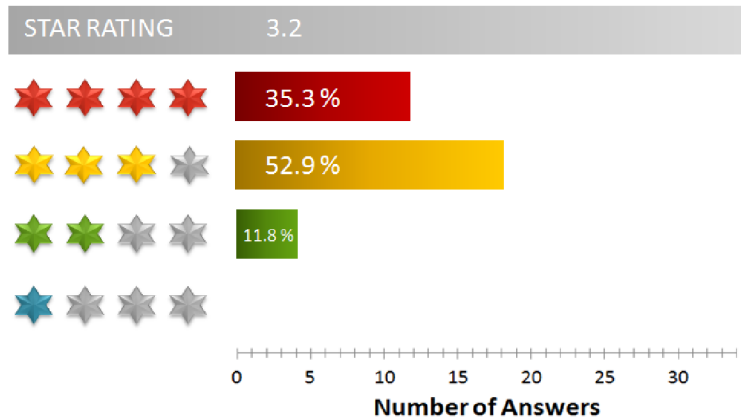


Figure 12: Question 3

Findings in Figure 12 designate that a majority (52.9%) of HR consultants find understanding technology trends as critical. 35.3% assess the knowledge as very critical and 11.8% attribute the knowledge with a minor importance. Nevertheless, the competency can be concluded as one of the most vital.

2.5.1.4. How important for your job is to operate in LinkedIn?

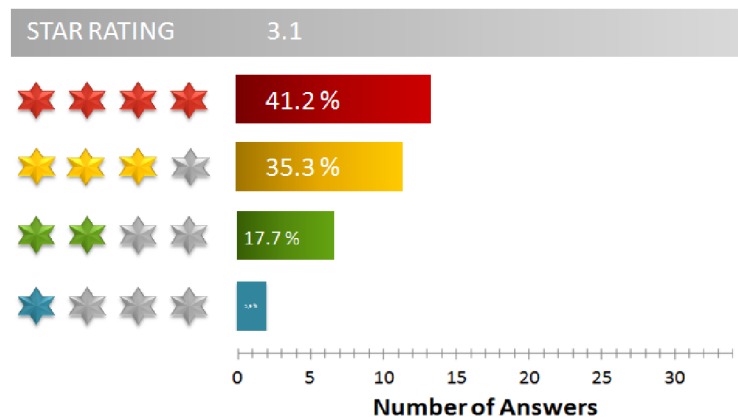


Figure 13: Question 4

Figure 13 indicates that the ability to operate in the professional network LinkedIn is particularly critical for 41.2% and important for 35.3% of HR consultant. The average star rating 3.1 suggests that the competency occupies rather an average position among other competencies.

2.5.1.5. How important for your job is the ability to negotiate?

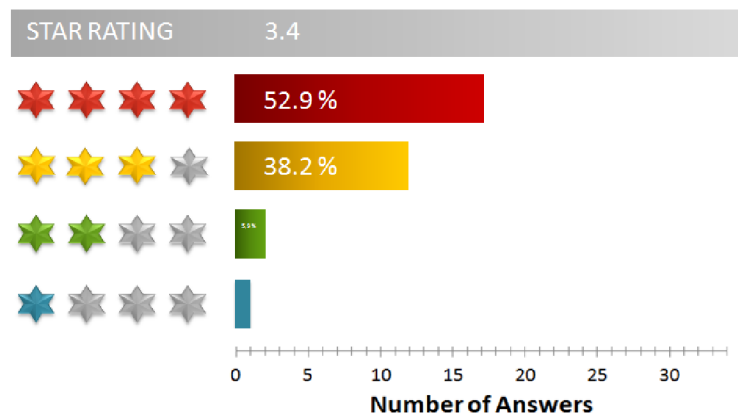


Figure 14: Question 5

A result of 52.9% of examined HR consultants prove that the ability to negotiate is crucial for their job. Only 3 out of 34 HR consultants do not find negotiating as a valuable skill. The remaining 38.2% voted the ability as essential.

2.5.1.6. How important for your job is the ability to reach a win-win situation?

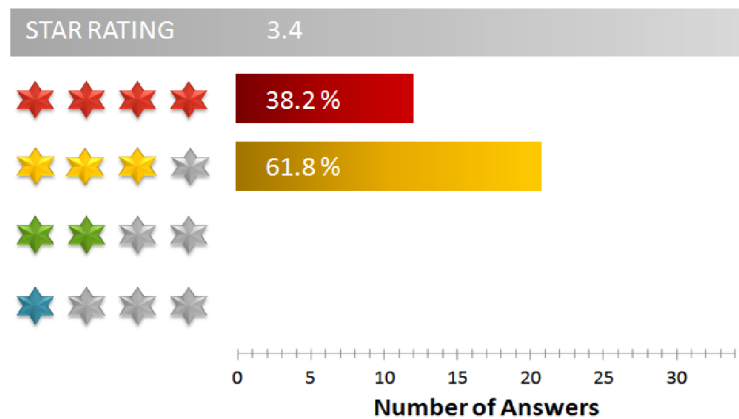


Figure 15: Question 6

Figure 15 confirms that reaching a win-win situation is a very significant or significant ability for HR consultants. None answered the question with one or two stars and the average star rating has reached level of 3.4. Consequently, it can be assumed that the ability to reach a win-win is one of the key competencies.

2.5.1.7. How important for your job is to understand expectations of clients?

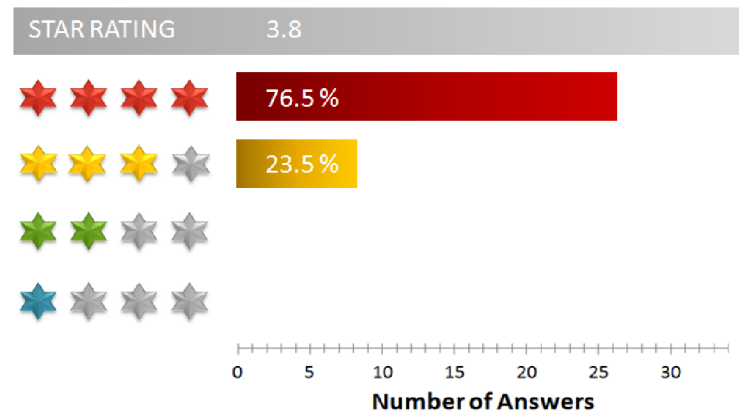


Figure 16: Question 7

With respect to clients relations and their needs, Question 7 was rated with one of the highest scores of 3.8 stars. Three quarters of the respondents (76.5%) ranked the question with four stars as seen in Figure 16. Given such a high score, it can be inferred that being able to anticipate a client's needs is an integral competency.

2.5.1.8. How important for your job is to understand expectation of candidates?

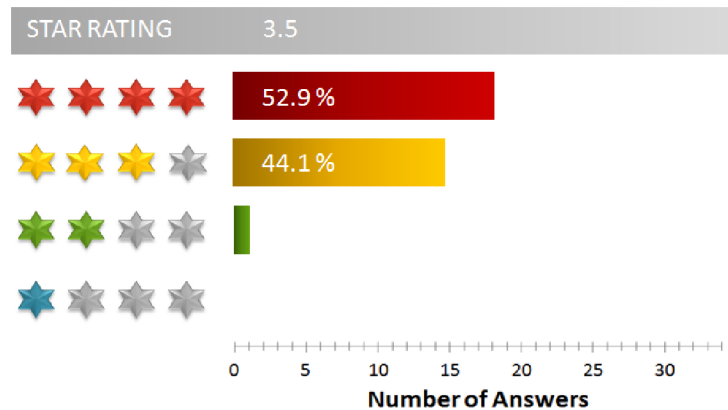


Figure 17: Question 8

Although Question 8 is similar to the previous question, Figure 17 reflects slightly different results. With star rating 3.5 and a different proportion of answers, the comprehension of candidates seems minor compared to the comprehension of clients.

2.5.1.9. How important for your job is to articulate a value of a client's company?

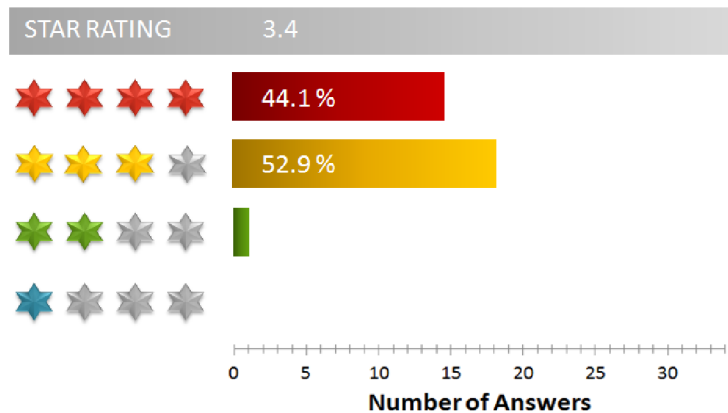


Figure 18: Question 9

Figure 18 suggests that the ability to promote a client's company to candidates can influence HR consultants' work. Almost every HR consultant answered the question with three and four stars. It can directly impact their achievements, as attracting candidates' interests can bring more interviews and job acceptations.

2.5.1.10. How important for your job is to speak fluent English?

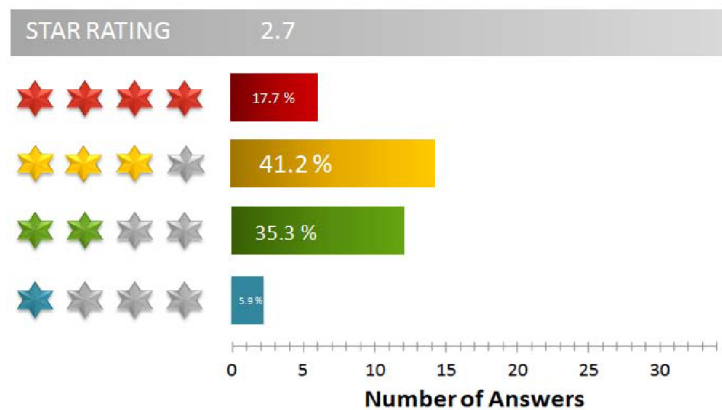


Figure 19: Question 10

The research revealed that the ability to speak fluent English is not perceived as critical by a majority. The average star rating 2.7 indicates inconsistent opinions of HR consultants. Only 6 of them think that fluent English is a necessary feature for their profession. Remaining 41.2% and 35.3% account the ability for some or minor importance.

2.5.1.11. How important for your job is to demonstrate adaptability and agility?

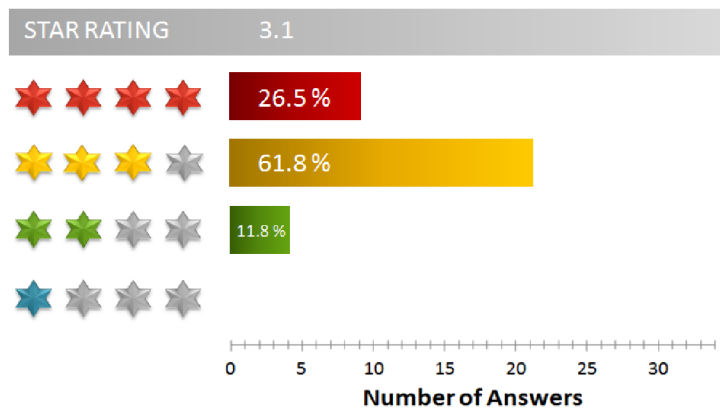


Figure 20: Question 11

The purpose of Question 11 was to find out whether or not the ability to quickly react to a fast changing environment is vital. The overall results demonstrate a mediocre importance as a majority (61.8%) of respondents rated the questions with three stars.

2.5.1.12. How important for your job is to believe in what you do?

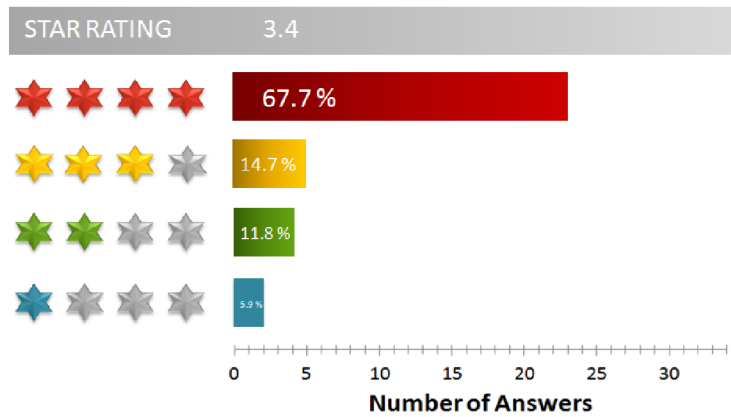


Figure 21: Question 12

Question 12 brought a surprising results as a vast majority (67.7%) provided a four-star rating. It can be assumed that an inner strong belief in the HR consultancy profession is of high priority to the respondents.

2.5.1.13. How important for your job is to demonstrate personal integrity and work ethics?

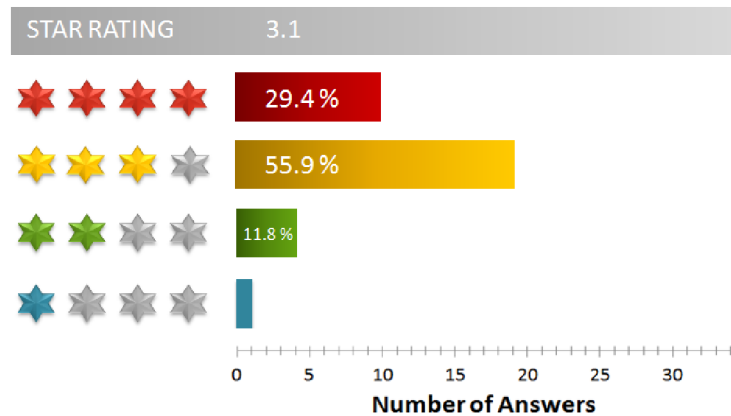


Figure 22: Question 13

Figure 22 proves that only 29.4% of HR consultants find personal integrity and work ethics a significant HR competency. A majority of 55.9% finds the competency somewhat important. It was ascertained that 11.8% and 2.9% deny its importance.

2.5.1.14. How important for your job is to earn trust with you clients/candidates?

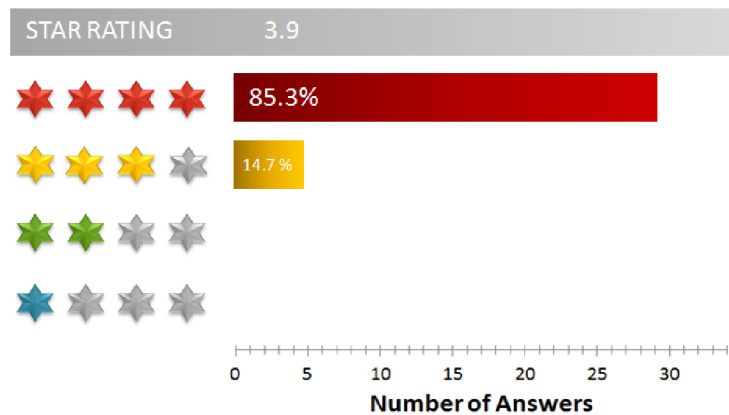


Figure 23: Question 14

According to the research, 85.3% assume tremendous importance in earning trust with their shareholders. Star rating 3.9 has been the highest score achieved in the survey overall. None of the respondents evaluated the question with either one or two stars.

2.5.1.15. How important for your job is to have interest in others?

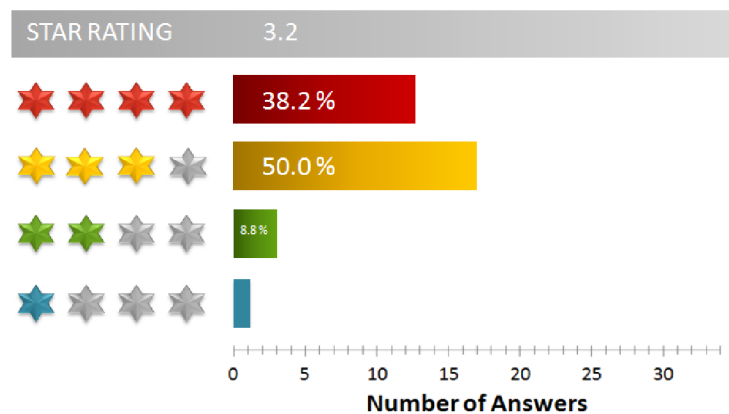


Figure 24: Question 15

Precisely one half of the HR consultants attach the importance to demonstrating genuine interest in others. However, 38.2% stress even greater significance of the competency. Particularly high overall rating 3.2 elicits the ideas of the SHRM competency model.

2.5.1.16. How important for your job is to assess people's personal traits and qualities?

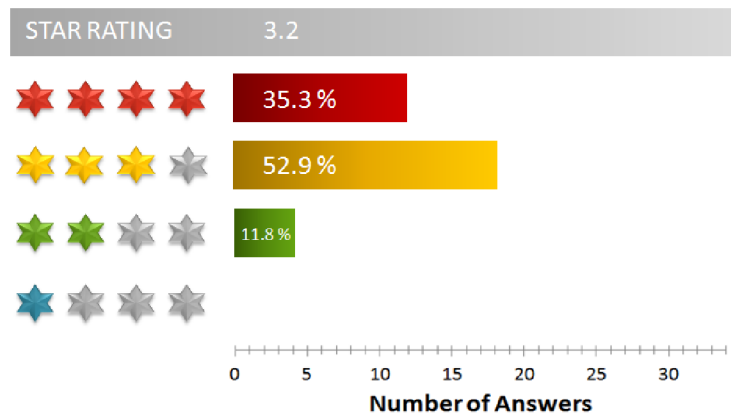


Figure 25: Question 16

Based on the personal interview with the HR consultant, the question aim was to estimate the importance of the ability to guess personalities of people. 35.3% and 52.9% recognize the importance of the competency as they gave four and three stars answers. The remaining 11.8% of the population are in favour of two-star rating.

2.5.1.17. How important for your job is to communicate with candidates/clients well?

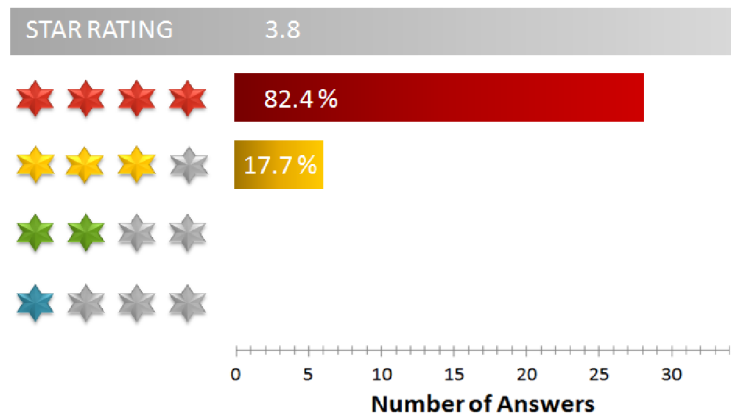


Figure 26: Question 17

The competency of proper communication with clients and candidates evinces a cardinal importance to HR consultants. Overwhelming 82.4% rated the question four stars, whereas 17.7% rated three stars.”

2.5.1.18. How important for your job is to communicate with your colleagues well?

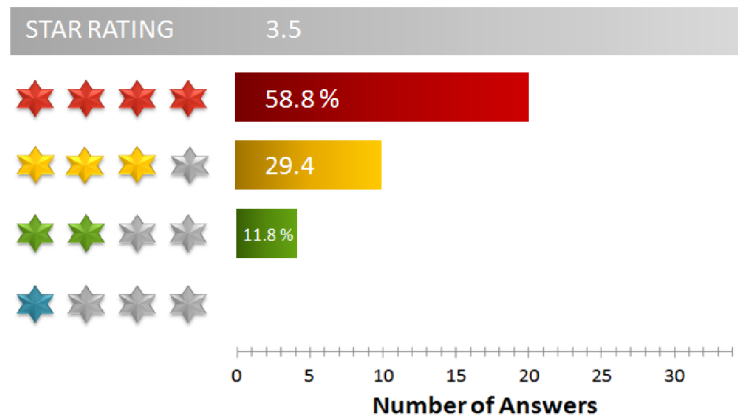


Figure 27: Question 18

Similarly to the previous question, interaction with colleagues was evaluated of the utmost importance with the average star rating 3.5.

2.5.1.19. How important for your job is to identify and help solve strategic problems in your company?

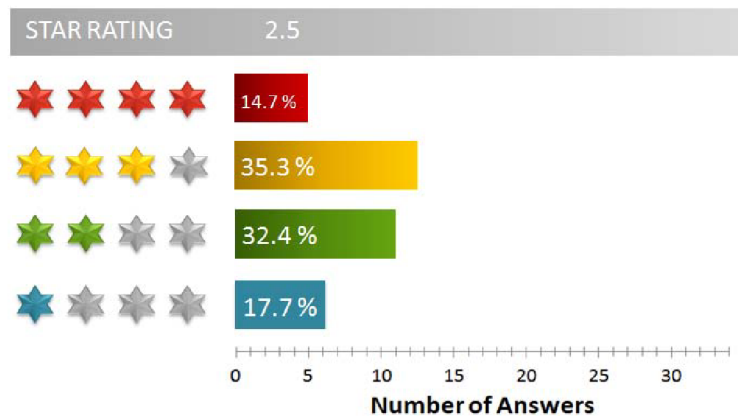


Figure 28: Question 19

Figure 28 shows the relative importance of an identification and solution of strategic problems. With the average star rating 2.5 could be concluded that strategic problems are not a part of everyday work of an HR consultant. Remarkably, the significantly low results in Figure 28 can be taken for a marginal importance of the competency.

2.5.1.20. How important for your job is to play an active role in strengthening the position of your profession?

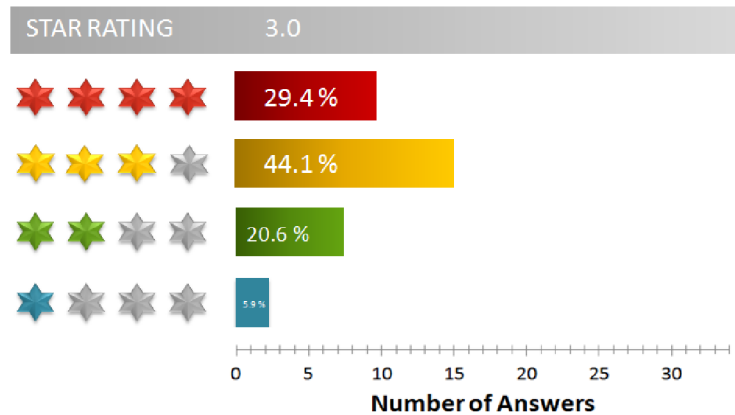


Figure 29: Question 20

Question 20 was focused on goodwill of the HR profession. One fifth of the respondents (20.6%) assumes that playing an active role in raising goodwill of the profession is not important for their job. 44.1% consider the activity somewhat important and 29.4% believe it is critical.

2.5.1.21. How important for your job is the ability to multitask?

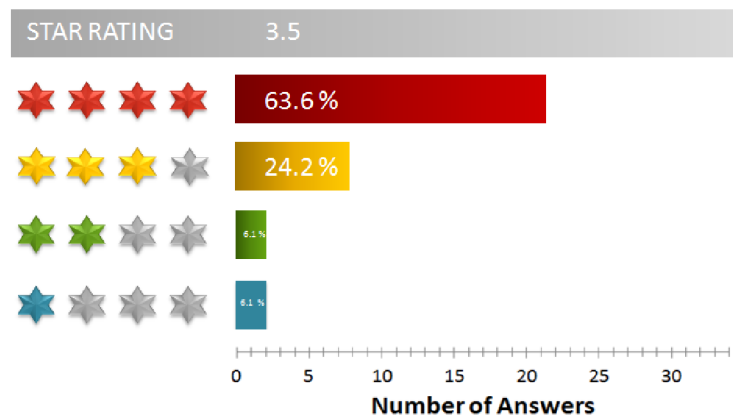


Figure 30: Question 21

On the contrary, the ability to multitask appears to be of a profound importance with the average rating 3.5. A substantial majority 63.6% shows four-star response and 24.2% reflect three-star response. The remaining population could be disregarded.

2.5.1.22. How important for your job is to be proactive?

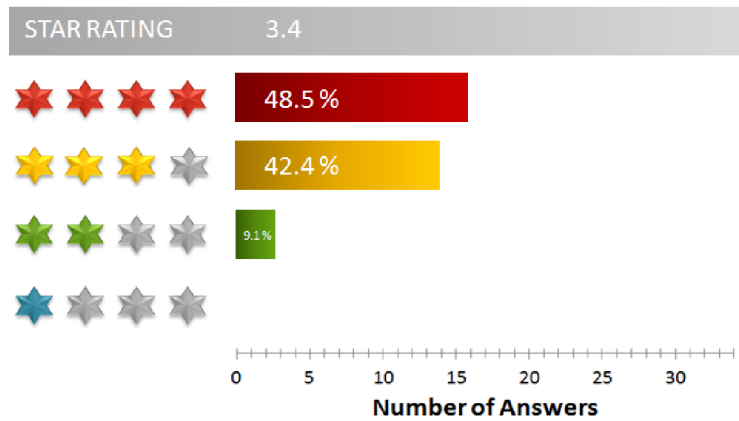


Figure 31: Question 22

Proactive behaviour received a high evaluation by the HR consultants. The average rating 3.4 reflects a significant position of the competency among other HR competencies.

2.5.1.23. How important for your job is to be enthusiastic?

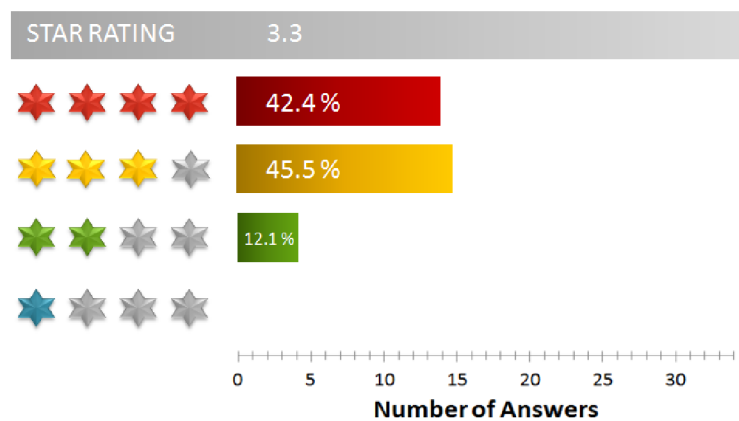


Figure 32: Question 23

Enthusiasm received a similar average ranking 3.3 stars. It could be estimated that without enthusiasm for human resource management, HR consultants cannot be successful at their job.

2.5.1.24. How important for your job is to be a team player?

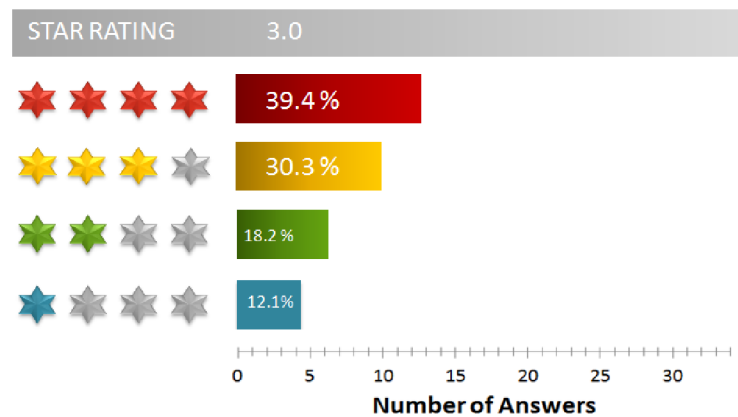


Figure 33: Question 24

Concerning working well with others, the average low rating 3.0 was mainly influenced by respondents who ranked the competency with one and two stars. However, quite a considerable number of respondents (39.4%) perceives teamwork as critical for their job.

2.5.1.25. How important for your job is to demonstrate autonomy?

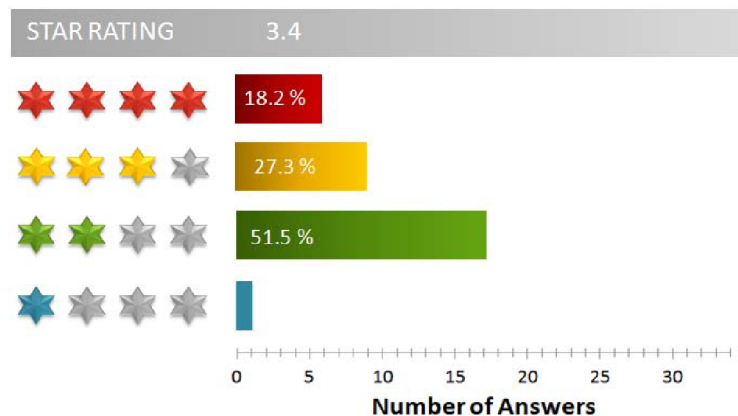


Figure 34: Question 25

Finally, Figure 34 provides an overview of results for the importance of autonomy at work. The average star rating ranks 2.6 with a slender majority voting two stars.

2.5.2. Findings

The questions could be grouped into six areas that cover technical and technological knowledge, business and communication skills, personal traits, and strategic responsibilities. The highest score achieved the competency of trust and credibility

(3.9), whereas the lowest score got questions concerning strategic responsibilities (2.5). Generally, the evaluation under 3.1 was detected as below-average.

Conversely, above-average rating was spotted at the following competencies:

1. Hard skills / technical knowledge - the knowledge of the field that HR consultants operate in 3.4.
2. Technological knowledge - to understand the technology trends 3.2.
3. Business skills - to understand expectations of clients 3.8, to understand expectations of candidates 3.5, the ability to negotiate 3.4, the ability to reach a win-win situation 3.4, to articulate a value of a client's company 3.4.
4. Communication skills - to communicate with candidates/clients well 3.8, to communicate with colleagues well 3.5.
5. Soft skills / personal traits - to earn trust with clients/candidates 3.9, the ability to multitask 3.5, to believe in the HR profession 3.4., to be proactive 3.4, to be enthusiastic 3.3, to assess people's personal traits and qualities 3.2, to demonstrate adaptability and agility 3.1.

In sum, all the above mentioned competencies received high scores, and therefore can be incorporated in the HR competency model. Solving strategic issues was not proved to be a significant part of the HR profession. Concurrently, the tested population does play an active role in strengthening the position of the HR profession. Also, foreign language proficiency was evaluated with an extremely low score 2.7, hence can be eliminated from the model. Technology was found to be the most fundamental but the least essential competency. As being a team player received quite a low score 3.0, the profession of an HR consultant can be concluded as rather individualistic.

3. PROPOSAL OF A COMPETENCY MODEL

3.1. The HR Competency Model

In order to design a proposal of the HR competency model, the methods of brainstorming and mind mapping were used. The author started with the main competencies and then continued to connect relative abilities and skills.⁷² It took several hours to combine data from all sources provided in the thesis (job description, interview, questionnaire).

Firstly, the data from the job description were extracted. The output produced following competencies: an interest in the HR profession, fluent English, independence, teamwork, business enthusiasm, good communication skills, the ability to multitask, openness, proactivity, and the ability to work in a rapidly changing environment.

Secondly, the interview with the HR consultant provided following output. According to the HR consultant are the most important competencies: knowledge of technical field and technology, business skills, communication skills, the ability to assess people's personal traits and qualities, agility and adaptability, personal integrity, earning trust, understanding clients' needs, establishing a long term cooperation, the ability to articulate a value of a company, and being enthusiastic about the HR profession.

Thirdly, the last output was from the questionnaire, which tested the mixture of the factors and competencies. As the most important were verified following competencies: field knowledge, knowledge of technology, multitasking, building trust, good communication skills, business skills, the art of negotiation, self-confidence, independence, proactivity, inner integrity and enthusiasm.

Figure 35 shows all competencies in the graphic form of a 7-sided polygon or heptagon. Subsequent chapters focus on specific description of individual skills and abilities. Overall, the model consists of seven competencies. Two competencies can be learned (*field expertise, technology*) and five competencies (*credibility, communication,*

⁷² BUZAN, T. *Mind Mapping: Kickstart your creativity and transform your life*. pp. 50-53.

business acumen, strong individual, multitasking) are required upon entry to the HR profession. In like manner, two competencies can be classified as hard skills and five as soft skills. Another distribution that could be applied to the HR model is two technical competencies (*field expertise, technology*) four behavioural competencies (*credibility, communication, business acumen, strong individual*), and one operative competency (*multitasking*).



Figure 35: Proposal of the HR competency model⁷³

3.1.1. Field Expertise



Figure 36

The first technical competency is visualized at the top right corner in blue colour. The Field Expertise competency might differ across HR consultants' specialization. One of three domains can be the primary focus of HR consultant' work - IT expertise, Engineering expertise and Multilingual expertise. The competency is not required upon the time of hire

⁷³ All figures in this part of the thesis are author's own work, thus no sources will be cited.

because experience on the job, or training, is the primary method for becoming proficient in this area. Yet each specialization necessitates remaining current on the relevant knowledge.

3.1.2. Technology



Figure 37

The Technology competency is concerned with searching for information, working with technologies and non-traditional sources, and checking the reliability of sources. For an HR consultant, technology is an effective means for searching candidates in an internal database, on social media such as LinkedIn, Facebook and other professional web portals. Ultimately, the competency is not required upon the time of hire.

3.1.3. Credibility



Figure 38

On the right hand side in purple is the Credibility competency. An HR consultant should build trust in all interactions and treat all stakeholders with respect and dignity. Promoting successful relations and demonstrating approachability and openness are critical factors for success of an HR consultant. Basically, an HR consultant chooses an individual approach to each customer, analyzes the customer's needs and expectations, and maintains long-term mutually beneficial relationships. Conclusively, an individual is expected to enter the HR profession at a high level with this competency.

3.1.4. Communication

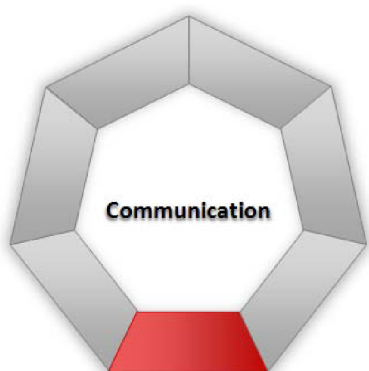


Figure 39

Figure 39 demonstrates the competency Communication, which is positioned down at the bottom of the model. An HR consultant communicates clearly and intelligibly in both spoken and written form.

An HR consultant professionally conducts an interview with candidates, clients and colleagues. An HR consultant is interested in opinions of others and has an excellent ability to express themselves. Their response to opinions of others are courteous, friendly, but assertive. Typically, an HR consultant is considered qualified only if the individual has this competency at the time of hire.

3.1.5. Business Acumen



Figure 40

Yellow colour represents the fifth competency Business Acumen. The competency describes HR consultants' need to anticipate and satisfy customers expectations. HR consultants can effectively negotiate, apply the principle of win-win, and resolve conflicts. Their responsibility is to perform selection of an appropriate target group of candidates, contact clients and transmit the information about suitable candidates. HR consultants have a very good knowledge of the

complete services of the recruitment agency and are able to articulate a value of a client's company well. Similarly, this competency is important upon entry to the HR profession.

3.1.6. Strong Individual



Figure 41

On the left is the competency Strong Individual. A strong individual acts with personal, professional and behavioural integrity. Strong individuals are enthusiastic about the HR profession, and thus engaged beyond their duties. They are proactive and independent in their actions, and also able to assess personal traits and qualities. HR consultants demonstrate agility and adaptability to particular conditions, situations and people. Consequently, the competency is needed for

effective performance of an HR consultant upon entering the job.

3.1.7. Multitasking



Figure 42

The last competency at the top in green deals with Multitasking. An HR consultant has to be able to focus on a large amount of work in a short interval of time. Multitasking can be expounded on tackling many diverse tasks simultaneously, hence resilience to a heavy workload and stress is expected. The competency can be partially acquired upon entry into the profession, however, it requires a certain degree of resilience.

3.2. Practical application

The suggested HR competency model can be transferred into a graph as pictured in Figure 43. The graph facilitates an easier recruitment and assessment process. Also, it helps determine objectives and educational activities that push employees' performance. The assessment can result in providing an adequate training and help build a new and effective team.

Essentially, the graph replaces a subjective and emotional assessment with facts. It enables a quick and transparent assessment of key knowledge, skills and attitudes of employees. There can be considered a possibility of comparison in a time period between teams, individuals, or comparison according to competencies. Also, graphically processed outputs of an assessment in a spider web graph (Figure 43) enable to effectively monitor the development of competencies over the time. By archiving employee evaluations, HR managers have an overview of the results from all evaluations that have been given to a particular employee.⁷⁴

⁷⁴ PROHR. *Profesionální a přehledné hodnocení zaměstnanců* [online]. Available at: <https://prohr.one/prohr/>.

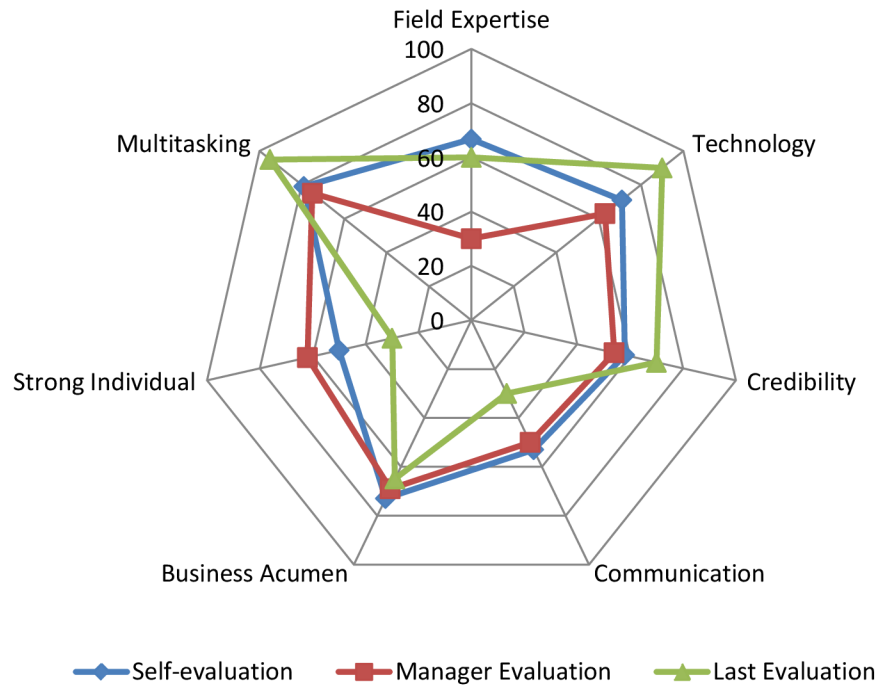


Figure 43: Practical application of the HR competency model

Moreover, as outlined by the theoretical framework⁷⁵, level of competencies enable easier assessment of competencies. In order to properly assess competencies, each competency should be accompanied by a description of its levels. As an illustration, Figure 44 portrays an appraisal table with four levels that can be applied to the proposed set of competencies.

Level	Description	Rating
Not Demonstrated	Insufficient, observed behaviour shows fundamental contradiction to the competency model.	1 (0-25%)
Developing	Satisfactory, observed behaviour shows partial contradiction to the competency model.	2 (25-50%)
Capable	Competent, observed behaviour shows partial equivalence to the competency model.	3 (50-75%)
Outstanding	Excellent, observed behaviour exactly corresponds to the competency model.	4 (75-100%)

Figure 44: Appraisal table

⁷⁵ See chapter 1.2.4.

3.3. Model limitations

It would be necessary to conduct a content validation study in order to validate the proposal of the HR competency model. The model cannot be applied to the HR profession in general as it is solely designated for an HR consultant in the recruitment agency XY. The job of an HR consultant in the agency XY differs in the amount of administrative and strategic work and other aspects. Therefore, the proposed HR competency model cannot be widely used.

Furthermore, regarding an employee evaluation, the highest levels of competencies do not necessarily bring the best financial results.⁷⁶ The interviewed HR consultant stated that her competencies were assessed by her manager as above-average, however, her financial results do not reflect the reality. The cause of the discrepancy lies in the industry field (engineering, IT, multilingual), location, or season in which an HR consultant operates.

⁷⁶ See chapter 2.4.1.

Conclusion

The main aim of this master's thesis was to propose a competency model of an HR consultant operating in an international recruitment agency. In the first part of the thesis, the author described the concepts of human resource management, competencies, their distinction, and the process of a competency model creation. Moreover, the author described theoretical frameworks and competency models primarily focused on HR professionals by academics such as Ulrich, Schuler, Guest, Storey, and others.

The practical part of the thesis provided analysis of a job description of the position, an interview with an HR consultant, and a questionnaire. The job description and other information about the recruitment agency was provided by internal sources from the recruitment agency. The interview with an HR consultant served as a basis for preparation of the questionnaire. The questionnaire was distributed among multiple HR consultants operating in the recruitment agency and contained 25 questions. As a result of the analyses, a single-job competency model was developed.

The competency model contains seven competencies that were proved to be necessary for an effective HR consultant. The competency model consists of *Technology*, *Field Expertise*, *Credibility*, *Communication*, *Business Acumen*, being a *Strong Individual*, and *Multitasking*. The competency model was visualised in the form of a heptagon. At the end of this thesis, the author suggested a practical application of the competency model as a useful tool for assessment and recruitment processes.

Through the examination of theoretical frameworks and related empirical discoveries, a few discrepancies were discovered. Generally, it could be stated that administration is not important for an HR consultant, which is in compliance with the theory. The theory also outlined the importance of technology in an everyday work of HR professionals, which was supported by the empirical results. However, the role of a strategic partner to the organization was not proved to be relevant for the profession of an HR consultant. Simultaneously, HR consultancy appeared to be rather an individualistic profession with an emphasis on strong personal qualities and characteristics. Finally, multitasking was not mentioned by the leading experts on HR competencies, but was proved to be a significant skill to HR consultants.

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Appendices

A. Transcript of the Questionnaire

Dear Madam/ Sir,

I would like to kindly ask you to fill in the following questionnaire.

I am a student of Brno University of Technology and I am conducting research for my master's thesis – Proposal of a Competency Model of an HR Consultant Operating in MN in the Czech Republic. The completion of the questionnaire will take only 5 minutes of your time. The questionnaire is anonymous and results will be used strictly for academic purposes. Thank you for your time. I highly appreciate your help.

All questions start the same and answers are in a form of rating scale from 1 (the lowest score) to 4 (the highest score):

HOW IMPORTANT FOR YOUR JOB IS ?

*1 Not Important **2 Minor Importance ***3 Important ****4 Critical

1. the knowledge of the field you operate in (IT, Engineering, etc.)?
2. to understand emerging HR markets or shifts in the traditional HR market?
3. to understand the technology trends that influence your business (social media)?
4. to operate in LinkedIn?
5. the ability to negotiate?
6. the ability to reach a win-win situation?
7. to understand expectations of clients?
8. to understand expectation of candidates?
9. to articulate a value of a client's company?
10. to speak fluent English?
11. to demonstrate adaptability and agility?
12. to believe in what you do?
13. to demonstrate personal integrity and work ethics?
14. to earn trust with you clients/candidates?
15. to have interest in others?
16. to assess people's personal traits and qualities?
17. to communicate with candidates/clients well?
18. to communicate with your colleagues well?
19. to identify and help solve strategic problems in your company?
20. to play an active role in strengthening the position of your profession?
21. the ability to multitask?
22. to be proactive?
23. to be enthusiastic?
24. to be a team player?
25. to demonstrate autonomy?

B. Transcript of the Interview

Date of interview: 15.6.2016

Duration: 00:47:17

Interviewer: Ivana Gutovská

Interview Partner: unknown

IG: Setkala jste se někdy s kompetenčními modely?

N1: Ano, setkala v předešlém zaměstnání. Jednalo se o roli projekt koordinátor, projekt manažer a připravovala jsem tranzice projektů a k tomu i procesů z Anglie do Ostravy. A teď abychom byli schopni najít správné lidi, ale abychom mohli začít ty lidi hodnotit a rozvíjet, ty co tam byli a co nám tvořili základ týmu. Tak jsme dělali kompetenční mapu, takže jsme vzali klíčové kompetence toho projekt manažera, které musí mít. Tam byly třeba komunikační dovednosti, vyjednávací schopnosti, tam byly samozřejmě i nějaké technické dovednosti nebo znalost systémů, ze kterými by ten člověk pracoval. A zároveň to bylo znalost technických parametrů těch servisů, které se prodávaly, protože to byly ajťá ((míněno IT)) služby. A ještě jedna a to si teď nevzpomínám, myslím, že nějaká týmová spolupráce, nebo něco takového v rámci těch kompetencí.

IG: A jak jste přišli na ty dané konkrétní kompetence?

N1: Ty jsme si vydefinovali. V podstatě tím, že jsme ty lidi už nějakou dobu hledali a zároveň jsme je interně vypíchnávali z týmů a nabízeli jsme jim tu pozici, tak jsme věděli po čem jdeme. Takže jsme si sedli a řekli jsme si co ten člověk musí mít a to nám schválil zákazník, protože to byl vlastně outsourcing těch služeb. Takže nám to schválil někdo na straně zákazníka, že toto jsou ty kompetence. Ta kompetenční mapa musela být v angličtině, aby ji měl k dispozici tedy i zákazník, který nám to zadával.

IG: Bylo to nějak graficky zpracováno?

N1: Ano, na vstupu to byla tabulka těch kompetencí, takže seřazené kompetence a level od jedné do pěti a ke každé té kompetenci a k tomu levelu byl krátký komentář, zhruba pět vět o tom, co to znamená, když je v tomhle levelu. Takže když to byla komunikace, tak definuje jasně odpovědi, dává konkrétní informace zákazníkovi o stavu implementace, reaguje včas. Teď si vzpomínám, že ta poslední kompetence byl tajm ((míněno time)) management. Když to byl třeba projekt management samotný, tak tam bylo na kolik umí vytvořit projektové plány, umí risk analýzu atd. Takže my jsme k tomu potom dali tu úroveň v rámci diskuze s tím člověkem a v rámci hodnotícího pohovoru se tohle vzalo, poslalo se jim to dopředu, oni se někam zařadili, já jsem si je někam zařadila podle svého uvážení a pak jsme se sešli vlastně na tom rozhovoru, kde jsme si řekli ty sis dal čtyřku, já tě vidím na tři a řeknu ti proč. Řekni mi proč se vidíš na čtyři, a teď jsme šli vlastně po těch popisech a říkám jak to máš s tímto konkrétně? Dalo se kolem toho docela i dobře vést koučovací rozhovor, že s tím člověkem byla velmi snadná domluva a pak jsme se sami lehce dostali do konsenzu. Já říkám já tě ale vidím na tři, protože ty říkáš, že třeba ten projektový plán mi vytváříš takto, ale já v tom vidím niance v těchto a těchto věcech, když jsem viděla tvůj projektový plán. A takovouhle diskuzi jsme se dostali a on jasně, aha, to jsem si neuvědomil, já v tom mám mezery

takže nemůžu být na level čtyři, ale musím být level tři, ok, dobře, souhlas. Když jsme se třeba úplně neshodli nebo to bylo někde vysloveně mezi, což se mohlo stát, tak jsme dali level, na kterém jsme se dohodli, s tím, že jsme se dohodli, že tam dáme komentář, a případně jsme tam dali školení, kterým se dostane na ten vyšší level, když jsme dali ten nižší. A on velmi jasně věděl v čem se má zlepšit, proč se má zlepšit, a i firma pomůže, aby ten člověk v tom nebyl sám a aby se to zlepšilo.

IG: A vy jste věděla, když jste někoho nabírala do jakého levelu ho zařadit?

N1: No, na vstupu, co se týče kompetence procesů interních a systémů, tak ty nám z toho vypadávaly, to jednoduše nešlo. Ale na vstupu komunikační dovednosti ohodnotit můžeš, znalost projektového řízení ohodnotit můžeš, protože se jich doptáš na to jaké projekty dělali, co měli v kompetenci, jak jim ten projektový plán vycházel, to oni ti všechno můžou říct. Navíc my jsme dělali esesment ((míněno assessment)) centrum, takže i soft skills jsem tam vlastně velice dobře popisovala, a když si vlastně na tom esesment ((míněno assessment)) centru, když jsem si pozvala kolegu, který mi měl dělat hodnotitele, tak jsem mu ty kompetence prostě dala před něj. A on se na to díval a vlastně byl schopen si toho člověka zhruba zařadit. Jako nemusíš se vždycky trefit, ale když se na to soustředíš na tady ty věci, tak se mi rozptýluje ta pozornost, i když zase byl jiný člověk, který hodnotil jiné věci, takže se to ti hodnotitelé rozdělí pro ten nábor samotný. Takže my jsme měli rozděleno, co kdo sleduje, nejenom ty kompetence, ale i další věci jako rozvoj do budoucna a takové věci atd. A pak z toho jak jsem říkala, že to bylo seřazeno do tabulky, to byl normální excel, který potom když jsme vlastně vyplnili ty jednotlivé levels, tak on ti z toho udělal takového toho pavouka. Já teď nevím jak se ten graf jmenuje. Jak to má takové ty čtyři zóny, jednotlivé ty kompetence a teď ti to dělá takovou tu hvězdičici, nebo to uhýbá někam. Takže velice dobře z toho bylo vidět, kde ten člověk pokulhává.

IG: Takže se jednalo o čtyři kompetence?

N1: Možná jo. Nebo to byly čtyři levels a pět kompetencí (..) Prostě je to tak, že máš osu takhle, takže čtyři pole a pak můžeš mít ty kompetence. Takže musely být čtyři, máš pravdu. Hmm. (..) Jo protože v tom grafu ti to dělá tohle kolem těch (..) protože takhle se vyhodnocují i některé typologie, kde se jako profiluješ víc a míň.

IG: A myslíte si, že by Vám ten kompetenční model pomohl ve Vaší současné práci?

N1: To byl velký tým, takže tam bylo potřeba (..) nevím (..) Nevím na kolik se to uplatní v malém týmu. To bys musela mít těch kompetenčních map třeba padesát pro každou pozici zvlášť. Protože každý ten zákazník má jiné požadavky, jiné představy, jiné technologie. Nejčastěji se liší technologie, je to vždycky mix, takže programovací jazyk, skriptovací jazyk, roky zkušeností, složitost produktu a podobně. A od toho se odvíjí co hledáš.

IG: A kdyby se to vztáhlo na ejčár ((míněno HR)) konzultanta?

N1: No tak jsem to myslela původně, ale v tom malém týmu, jako je to dost práce, na druhou stranu kdyby to mělo ejčár ((míněno HR)) vyřešit systémově pro všechny

pobočky, tak by to fungoval mohlo docela dobře. Protože z toho systému hodnocení jsem měla pocit, že i ti lidi potom dobře věděli, kde pokulhávali a tak. Ve chvíli kdy jsme věděli, že ty komunikační dovednosti nejsou ok, byla tam třeba holka, která nezvládala emoce vůči zákazníkovi ve chvíli, kdy si stěžoval, a zákazník ne vždycky si stěžuje smysluplně, ale ona nebyla schopná mu to vysvětlit, prostě bez těch emocí velice věcně a slušně a ujížděla trošku v tónu, ne že by byla sprostá ale prostě některé věci nebyly úplně ok. A ona jednoduše věděla aha na to se musím soustředit a mně přišlo, že těm lidem to v těch hlavách zůstalo. Oni potom viděli toho pavouka a říkali, aha ty jo tady mám díru, všude jsem na levelu čtyři a tady jsem velice schopná a tady ujíždím v komunikaci na level dva. Sakra tak to musím zvednout. A samozřejmě se to odvíjelo i, my jsme pak identifikovali, přesně nevím jak to bylo, ale člověk se mohl na seniora dostat pokud byl minimálně level čtyři ve všech oblastech. Takže oni velice dobře věděli, kam se musí dostat kompetenčně, aby třeba dostali seniorskou pozici. Nemuseli vysloveně obhajovat, jakým projektem za účelem získání seniorské pozice, to se hodnotili ty typy projektů jako takové, ale ty kompetence pokud dosáhli tak v podstatě by na to mohl dosáhnout. To je člověk, který má určitou dobu zkušeností a zároveň ty kompetence. Protože to jakoby dohromady znamená, že jsem ho pustila k důležitým projektům na nějaké úrovni. Nebylo to navázané na mzdy teda. Tohle je spíš rozvojová záležitost a hodnotící záležitost. Samozřejmě senior ano, ale nebylo to tak, že dostat se na seniora je dlouhodobý goal. Tohle není na rok že. To je třeba záležitost dvou tří let vedení projektu. Takže nebyly bonusy za to, že jsi byla na levelu čtyři v těch kompetencích. Žádný bonus z toho hodnocení prostě nešel. Ale to záleží jak se to nastaví, ono to z toho jde udělat. Ne vždycky je to hodnocení takto nastaveno, když je třeba nastaveno na finanční cíle, tak si říkáš kde jsou vlastně moje ostatní kompetence, přínosy a přidaná hodnota. To není jenom o těch penězích.

IG: A kdybyste se měla podívat na Vás jako konzultanty, co byste řekla, že jsou důležité kompetence? Nějaké čtyři hlavní.

NI: Komunikační dovednosti stoprocentně (..) no čtyři to je těžko, to je asi na diskuzi na pět hodin minimálně. Na tři brainstormingy. Ale komunikační dovednosti, musí tam být nějaký základ z těch technologií k těm pozicím. Abys rozuměla těm terminologiím, tomu byznysu, který ten klient dělá a tak. Přemýšlím jak tam zahrnout byznys development, protože to zahrnuje vyjednávání se zákazníky a tak, nastavování podmínek porozumění, ale to nejsou úplně komunikační dovednosti, to jsou spíš vyjednávání. Hmmm (...) (..) Vzdělání k tomu nepotřebuješ, tam je to spíše o soft skills. Přemýšlím o nějaké empatii, intuici, to nemůžeš ale hodnotit u člověka, kdy se trefíš a kdy rozumíš, to ne. Ale určitě se musí hodnotit výkon, to znamená nějaký poměr třeba počet kandidátů, když to není jenom agentura ale i interní ejčár ((míněno HR)), tak já vůbec nevím jestli tohle nastaveno mají, ale třeba počet vyhledání kandidátů, intervjuůz ((míněno interviews)) jo. Takže můžeme říct performance další kompetence. Nebo finanční cíle, nevím no. Ale to zní divně, plnění finančních cílů není úplně kompetence, ale mělo by to být potom třeba nějaká role, kde je to klíčové tak třeba vedle, že je to součástí toho hodnocení. Kompetence a pak máš performance. My máme třeba spíše právě jenom ten performance a kompetence jsou v pozadí.

IG: A vidíte tam nějaký prostor pro změny?

N1: No právě, že to hodnocení je opřené právě jenom do toho výkonu, tak třeba nebo nemusí přirozeně vést k té diskuzi, kde teda ten člověk pokulhává. Třeba můj osobní případ je, že mám všechna kejpíájz ((míněno KPIs)) v pořádku, kompetenčně jsem údajně taky v pořádku, řešili jsem diskutovali jsme doporučení, který by mi můj nadřízený mohl dát co zlepšit, nic se nenašlo, ale neplním finanční cíle.

IG: Je to tím, že to souvisí s nějakou demografickou situací v Brně? Není to tak, že je málo studentů technických oborů?

N1: No jasně. Samozřejmě otázkou je jestli ty cíle, které mám stanovené odpovídají právě té situaci. Jestli jsou jako fizibl ((míněno feasible)) samozřejmě. Na druhou stranu jsou lidé schopni dosazovat v jiných lokalitách, tak se těžko bude systémově měnit cíle podle toho, na které pobočce člověk pracuje. To by nebylo asi fér, to těžko vysvětlíš lidem, když by ty cíle potom měly vyšší protože jim řekneš pracujete v lokalitě, kde to není problém splnit. To je jako diskutabilní jestli je to ok nebo ne. A přirozeně aby byznys vzkvétal, musíš tlačit lidi k tomu výkonu jako takovému. Business se opravdu nedělá tak, že prostě řekneš ale jo, vy to tady máte těžký, tak v pořádku.

IG: Vnímáte nějaké změny, které se staly v průběhu Vaší kariéry na trhu anebo v personalistice?

N1: No jasně. Dneska se úplně nejvíc řeší ejčár ((míněno HR)) marketing, to je podle mě úplně nový obor, to vůbec nebylo. Firma inzerovala pozice, hlásili se, dneska se nehlásí takže je všichni vyhledávají. Takže personalista předtím sloužil na třídění životopisů a organizaci intervjuů ((míněno interviews)), tak dneska přímo je musí vyhledávat, oslovovat, motivovat, prezentovat firmu, tlak na kendidejt ikspírijenz ((míněno candidate experience)) takže každý člověk se dívá na glaz dór ((míněno Glass Door)), jaké má ta firma hodnocení, protože tam můžeš vlastně i hodnotit interview průběh. Není tam každá firma, ale takové klíčové firmy tam najdeš, jako příklad brněnské ajtí ((míněno IT)) firmy tam jsou stoprocentně. Jsou lidé, kteří opravdu jdou, osloví je firma, oni se tam podívají, zeptají se známých, takhle to běžně funguje. Já fakt mám kandidáta na pohovoru a on mi řekne mám tam kamaráda, byl tam tři roky a byl spokojený. No a šel jen za změnou a s tím kandidátem jsem schopná pak pracovat v rámci této konkrétní pozice a firmy. Ve chvíli, kdy mi řekne já jsem tam měl kamaráda a kničemu ho nepustili a používali tam staré technologie, tak s ním v podstatě nehnu. Když je výběrové řízení špatně zorganizováno lidé se tváří, hajrink ((míněno hiring)) manažer nemusí být úplně vyškolený na vedení interview a pokud tam nemá na pomoc ejčár ((míněno HR)) člověka, tak zkušenost toho kandidáta s výběrovým řízením může být naprosto otřesná. S tím mám zkušenost. Měla jsem kandidáta, který se hodně těšil, firma se mu líbila, technologie všechno. Potkal se tam s manažerem a on sám ukončil v polovině ten rozhovor a řekl nezlobte se pro mě to přestalo být zajímavé. A to byl ještě slušný v podstatě vzhledem k tomu co se v něm dělo. Říkal my se minimálně nesetkáváme jako lidi a kdybyste byl můj přímý nadřízený, tak pro mě by to byl problém, protože já nebudu plýtvat Vaším časem. A ten hajrink ((míněno hiring)) manažer řekl já to vidím podobně. Ale ukončil to ten kandidát. A říká co to bylo? Takže je to pan zjišťuji co se stalo, kde se nepotkají, jak to vidí ten

hajrínk ((míněno hiring)) manažer atd. Ale to už nezachráním. V životě tam toho člověka nemůžu představit. Může nastat situace, že práci hledá znovu a ten fit tam je, toho profilu, co ta firma hledá a může hledat podobného člověka na podobnou pozici, ale my už tam nemůžeme jenom kvůli té zkušenosti. Takže to jsou ty změny. A že by kandidáti reagovali na vyšší mzdy a rozhodovali se podle peněz, ani ne. Dneska ti ajťáci jsou tak nadhodnoceni, že v té částce pokud dostanou o pět tisíc víc, pokud je dobrý zkušený člověk, tak si vybírá projekty, ne firmu podle peněz. Benefity to je diskutabilní. Někdo je rád, že je v ofisu ((míněno office)) fotbálek a může to být typ člověka dvacetipětiletý kluk, který je technicky dobrý a hold je to pro něj důležité, ale to už jsou potom individuality. Pětadvacet dní dovolené, stravenky a systém kafetérie není pro nikoho bohužel tahoun. A mezinárodní prostředí a relax rúm ((míněno room)) ((smích)).

IG: To bývalo. A účastnila jste se náboru nějakých Vašich kolegů konzultantů?

N1: Ano, to se vždycky účastníme. Letos se účastníme každého ácéčka ((míněno AC)) v nějaké fázi, respektive ácéčka ((míněno AC)) celého. Tomu předchází nějaký priskrínink ((míněno pre-screening)) pohovor. Priskrínink ((míněno pre-screening)) může proběhnout se seniorním člověkem z týmu, respektive pracujeme jako personálka, takže najdu člověka, zavolám mu, zjistím jestli by se k nám hodil, nabídnu mu pozici, zjistím jestli má zájem, pak profil předkládám branč ((míněno branch)) manažerovi, ten si s ním většinou udělá nějaký vstupní pohovor, a pokud ten člověk je do té míry v pohodě, tak ho zveme na esesment ((míněno assessment)) centra, a toho už se účastní na střídačku všichni na pobočce. Záleží co je to za role, pokud je člověk na pouze na permanentní divizi, tak jenom permanent konzultanti, ale když se jedná o recepční tak samozřejmě všichni se můžou podílet.

IG: Jsou nějaké kompetence nebo znalosti a dovednosti, na které se u toho zaměřujete?

N1: Emmm. No podle toho, co je to za roli. Takže když jsme měli třeba paní, které jsme se všichni spíš báli a vypadala, že je otrávená jenom tím esesment ((míněno assessment)) centrem, které je netypické výběrové řízení, je náročné, trvá dlouho, ano. Ale recepční, která má mít trpělivost i s člověkem, který není úplně skilt ((míněno skilled)) a tak. To by nešlo, protože by se jí všichni lekli a utekli a my samozřejmě lidi potřebujeme.

IG: A co třeba personalista, konzultant?

N1: To esesment ((míněno assessment)) centrum má výhodu v tom, že se tam nastaví to, co potřebuješ vidět, takže když tam dáš třeba nastavení, že ten člověk si má vzít třeba konkurenta, to je kompetence a zároveň osobnostní profil a dostane za úkol udělat krátké intervju ((míněno interview)) s tím člověkem, který se taky účastní toho výběrového řízení a představit nám ho, jak by ho třeba představoval klientovi. To znamená vypíchnout silné stránky, upozornit na nějaké slabé a takové motivační věci, a nedáš tomu člověku žádný klíč jakou informaci potřebuje a jakou má tu strukturu. To se dá samozřejmě vyškolit, ale principiálně člověk vidí jestli má přirozený zájem ho dobře odprezentovat, vypíchnout fakt ty věci, které mu v té pozici pomůžou, ptát se na ty správné věci, tak už máš jednu kompetenci vyřešenou.

IG: Probíhají u vás nějaká školení?

N1: Jo jo. Teď bude třeba školení na soubor technologií, protože ne všichni jsme pracovali na ajtí (míněno IT)) pozicích, tak přijede Karel jako nejseniornější člověk v téhle oblasti, a on nějaké školení má připravené pro pražské konzultanty, když přicházejí, tak nám dají ten přehled.

IG: A měří se pak nějak jestli to školení bylo úspěšné?

N1: Určitě se po mně chce nějaké subjektivní hodnocení co mi to dalo atd. Když já v rámci toho řeknu myslím, že mi to dalo takový a takový přehled a budu schopna toho a toho, tak se čeká, že to tak bude. Jinak je tam nějaké vysvětlení proč to tak není. To znamená, že konzultant, který na to nebyl školený nebo nemá tu zkušenost a dostane tohle školení si vezme nějakou jednodušší ajtí ((míněno IT)) pozici a začne. To se očekává, takže dá se to ohodnotit takto. Když já řeknu já nemám to školení a proto ty ajtí ((míněno IT)) pozice nemůžu dělat, tak to školení se mi dodá a já pak řeknu já to ajtí ((míněno IT)) neumím, tak už je to něco jiného, než když řeknu mě to nikdo neučil. Takže když jsem měl školení, říkal jsi, že ti to dalo minimálně ten obecný přehled, potřebuješ teda něco dalšího? Proč zrovna tahle pozice, která je relativně jednoduchá, proč myslíš, že bys na ni nestačil.

IG: Vy byste měli být spíše koučka.

N1: No já vím. Tak já jsem byla interní kouč, já jsem měla vlastně z development centra lidi, třeba půl roku jsem koučovala.

IG: A nechcete se k tomu vrátit?

N1: Jo, ráda bych. Koučuju doma. ((smích)) Koučuju vždycky kdo potřebuje, nějaká kamarádka nebo kdokoli známý. Koučuju přirozeně, ale je pravda, že jsem řešila s jedním klientem, se kterým vlastně dělám od začátku, co jsem tady, tak jsme řešili právě jednu dočasnou pozici rekrutera ((míněno recruitera)) na přímé oslovení za firmu, v rámci rozsáhlého rekrutment ((míněno recruitment)) projektu nějaké rozšiřování týmu, a zároveň tam měl jakoby proběhnout koučink a edukace hajrink ((míněno hiring)) manažerů, aby se zvedly ty jejich intervjujink skils ((míněno interviewing skills)). Přesně jsme řešili, co tedy budeme u těch manažerů sledovat, co vlastně mají umět, já jsem klientovi třeba vysvětlovala, protože oni jako no my jsme jim sepsali nějaké představení firmy bla bla bla. Říkám no když se hajrink ((míněno hiring)) manažer umí správně doptat v rámci toho pohovoru kandidáta co je pro něj důležité, on pak nemusí představovat celou firmu bla bla bla nějaký monolog desetiminutový. Stačí když zmíní, že pět z těch věcí, které jsou pro toho kandidáta důležité, v té firmě najde a jsou tam podporovány. To mu na vstupu stačí. To, že je to já nevím americká společnost působící tadyhle já nevím v čem bla bla bla, založena v roce, to si může přečíst nebo mu to může říct ejčár ((míněno HR)). To ale nemusíme nikomu sepisovat. A ten manažer říká aha no vlastně jasně, myslet prostě v širších souvislostech. A to je to jak to vidím, jak se to dá dělat dobře a špatně z té kandidéjt ikspírijenz ((míněno candidate experience)) ze strany kandidátů. Jaké jste z toho měla pocity? S kým jste mluvila? Jak

to probíhalo. Protože v jedné firmě máme třeba více pozic pro více hajrink ((míněno hiring)) manažerů, každý to dělá jinak. A každý je jiný. Takže mně na jednom intervju ((míněno interview)) takhle vyděsili kandidáta, že to ukončil sám a druhý kandidát byl naprosto spokojený, že vedli skvělý rozhovor, že si i otevřeně řekli, že by potřebovali hlubší znalost, ano uvědomuji si, že ji nemám, sám to vidím. Teď je otázkou jak stěžejní pro tu pozici to je. A rovnou si řekli jak je to stěžejní. A i ten kandidát a i ten hajrink ((míněno hiring)) manažer se naprosto shodli a potom výběrovce měli naprosto jasno v tom, co se bude dít dál. A ještě když ten kandidát jakoby neuspěl a věděl přesně proč, do té firmy se klidně vrátí, ve chvíli kdy doplní třeba tu kompetenci a znalost, a v podstatě pokud se ho i někdo zeptá jestli nezná tuhle firmu, jo já jsem tam byl na výběrovce proběhlo to takhle a takhle, tak mají dalšího potenciálního kandidáta, který se spíš přihlásí než nepřihlásí. Protože když ten druhý neřekne víc ale to záleží, se kterým člověkem mluvíš. To neproběhne.

IG: Jednou negativní, tak už to zůstane negativní. Jak se přizpůsobujete změnám? Máte pocit, že reflektujete to, jak se trh hýbe?

N1: Asi nemůžeme tak rychle. Dneska je to hodně o penězích, ale teď diskutuju o rozšíření toho portfolia zdrojů, které máme. Abychom to pořád netočili, ale rozšířili to alespoň o další dva, které se třeba obecně používají.

IG: Teď nevím co myslíte.

N1: No, jsou zdroje, kde hledáš kandidáty. Databáze, sociální sítě, ale jsou další třeba odborné servery, kde ti lidé publikují své práce nebo dávají ukázky svých kódů. A je potřeba jít i tam, protože vlastně v tu chvíli ty toho kandidáta, i pokud jsi třeba dobře školená pro tu technologii, anebo i nejsi, ale prostě najdeš tam ten kontakt máš tam třeba ukázkou kódu pro klienta, pokud ti to klient odsouhlasí, můžeš to rovnou. Když já dám třeba tomu ajťákovi ať udělá ukázkou kódu, tak pro něj je to další věc, kterou musí zpracovat. Teď mám kandidáta, který poslal ukázkou kódu, ale je vytížený časově, jednoduše každý šikovný kandidát je časově vytížený. Klient ho žádal o buď ukázkou kódu, nebo vypracování jejich testu, který mají někde na webu volně přístupný. No a kandidát aby uspořil čas, samozřejmě sobě i firmě, aby oni nečekali na tu ukázkou. Tak řekl já tady něco mám není to vrcholné dílo moje, ale pro nějakou představu jaký ten kód píšu tady to máte. Nestačilo jim to tak se s kandidátem dohodli, že ten test vypracuje, ale on jim řekl do měsíce, já na to prostě nemám čas. Takže firma když o něj stojí a ten kód nebyl úplně k zahazení, tak bude muset holt počkat měsíc, než si ten kandidát najde čas. To není tak, že kandidát si k tomu hned večer sedne, aby si našel lepší práci. On už ji má. Na trhu se třeba točí kandidáti nějakou dobu a holt to má svůj důvod, protože někdo v těch technologiích prostě není dobrý. Když si s tím člověkem mluvila před půl rokem a stále nemá práci a u několik firem neuspěl, tak s čistým svědomím ho nepředstavíš do další firmy. A blbě teda je, že dost často nedostáváme použitelnou zpětnou vazbu na toho kandidáta. Kdybych já ji měla, konkrétní zpětnou vazbu v čem on nedostačuje, tak bych věděla kam si můžu troufnout ho představit a kam ne a kde tu slabinu má. Ale když ani jedna z těch firem neřekne, a to v mém případě je sedmdesát procent těch vazeb minimálně, tak se s tím těžko pracuje. My se rozhodli ho dalšího kola nepozvat, děkujeme. Nebudeme ho zvat na pohovor. A můžete mi prosím říct, teď zrovna píšu takový email, protože to byla personalistka s kterou

jsem v kontaktu nebyla dříve, já říkám vždycky po vás budu požadovat alespoň v krátkosti konkrétní důvod, pro toho kandidáta je to důležité, znamená to, že vaše firma se zabývala jeho profilem, já vím jak s ním dále pracovat a vím jestli aktuálně pro vás anebo do budoucna také ne, jestli si třeba osobnostně, a nemusím vám ho už nikdy představovat. Protože my samozřejmě s kandidátem v dnešní době navazujeme dlouhodobou spolupráci. To znamená za půl roku se mu ozvu znova, za rok. Kontinuálně v cyklech se snažíme kontaktovat kandidáty jak jsou na tom, jak se vyvíjejí.

IG: Máte pocit, že jste někdo kdo řeší strategie a je byznys partnerem, spíše než konzultant a administrátor?

N1: Typově ano. Ano jsem partnerkou na byznys development a měla bych se na to soustředit, jakoby rychle porozumět požadavkům toho klienta, co vlastně hledá, ale i osobnostně. Vráťím se s pozicí a řeknu prosím Vás, ale nehledáme lidi takového ražení, je to firma s takovouhle kulturou, takový člověk tam nechytí, musí se tam cítit dobře. Ale ne každý klient nás vnímá jako něco takového a chce slyšet tu zpětnou vazbu.

IG: Máte nějakou strategickou roli ve vztahu k manažerce pobočky?

N1: No úplně ne, ale podporuji ji v těch byznys aktivitách. Chodím na klíčové mítinky, kde jde ona a konzultant. Nebo se snažím já a konzultant. Problém je v tom, že tím, že já mám své cíle tak mě to zdržuje a nemůžu se tomu věnovat tak, jak bychom všichni uvítali. Ta přidaná hodnota by byla ve finále větší, než moje nějaké plnění targetu. V tomhle to není úplně pružné. Takže si na to musím vyhradit prostor tak, aby mě to neohrozilo, ale abych zároveň dělala něco, co mě baví nebo v čem jsem dobrá. Je pravda, že jsme teď diskutovali, že by ty targety mohly být nastaveny jinak. Protože v jedné oblasti musíš prohlédnout hodně životopisů a představíš třeba patnáct a zbyde z nich pět, ale jsou to věci, které se dělají poměrně rychle a nekomplikovaně, kastimr ((míněno customer)) servis a tak. To je o tom, umí komunikovat, neumí komunikovat, zvládne ten stres nezvládne, a má ty jazyky nebo ne. Kdežto u ajťáka s ním komunikuješ měsíc, než se ti podaří ho namatchovat s tou pozicí vysloveně k tomu danému klientovi, představit ho, dostat od něj ukázkou kódu a všechny ostatní kódy. Já mám paní, která bude nastupovat v půlce července, ta paní byla vyhledaná sourcerem na začátku listopadu loňského roku. Já jsem ji tak v půlce pohorovala a na konci listopadu jsem ji představovala. Ale to je extrém.

IG: Je pro konzultanta důležité, aby měl nějaké speciální dovednosti co se týká technologií a práce s počítačem?

N1: Nevím, tak na Linkedinu se člověk orientuje poměrně rychle, tam není nic komplikovaného, ani když má prémiový účet. Teď jsem ho chvíli měla a jediné co bylo potřeba dovysvětlit je, že tam máš ty projekty, že si tam můžeš ty lidi sortovat a je tam dobrá funkcionalita, že se ti zobrazuje kolikrát kdo kliknul a kdo viděl, jestli ho někdo oslovoval, psal atd. Ale to vidíš, to není třeba se učit. Musíš se učit ty stringy a tak. Spíše je to o tom umět najít kandidáta a kombinovat, když víš jak v ajtí ((míněno IT)) spolu souvisí technologie, které ty lidi umí nebo které klientu požadují a používají. Když víš, že džava ((míněno Java)) developera nemůžeš přemlouvát na cé plus plus ((míněno C++)) technologii, protože se to absolutně vylučuje, to je úplně jiný způsob

práce a dvě úplně odlišné věci, které nikdy spojit a ještě ten developer se urazí. Je dobré to vědět. V tu chvíli nejsi partner pro toho kandidáta, když vidí, že tomu nerozumíš. Lanaříš ho na pozici, které nic nevíš.

IG: Takže při náboru nového konzultanta se nebudete soustředit na to, jak umí s počítačem?

N1: To asi ne, ale kdybychom nabírali konzultanta pro ajtí ((míněno IT)), tak alespoň nějaká edvenct ((míněno advanced)) znalost technologií by tam měla být. Ideální by byl nějaký ajťák, který chce dělat rekrutera ((míněno recruitera)). Ale to je úplně scifi samozřejmě.

IG: To by byl ideál.

N1: To by byl. My s nimi umíme mluvit, ale končíš na určitém levelu té znalosti a už to musíš nechat na tom klientovi. Ušetřili bychom čas i těm klientům, kdybychom to dokázali lépe odhadnout. To ale není možné. Jsi personalista, nejsi ajťák, to se nespojuje. Ale zase je pravda, že když jsem teď navazovala kontakt s potencionálně novým klientem z inženýringu ((míněno engineering)) tak paní mi hned říká tady je džob deskripšn ((míněno job description)) a bylo by ideální kdybyste se přijela podívat, ať víte jak to tady vypadá. A to, co jsem viděla bylo neuvěřitelné. Bez toho, abych tu pozici obsazovala, to mě strašně pomohlo přiblížit těm kandidátům to prostředí. Vidět jak to tam mají vymakané co se týče kvality a nějakých izo ((míněno ISO)) standardů a tady těchto věcí. Přijdeš a už to vidíš. Každá věc má své místo, mají cestičky, mají () na zdi a tak. Víš, že bude dělat reporty na nějaké úrovni ten člověk, vedoucí údržby a podobně.

IG: Spolupracujete nějak se zahraničním vedením?

N1: Na úrovni konzultanta ne. Na úrovni brenc ((míněno branch)) manažera myslím, že jo. Běžně dostává dotazy. Samozřejmě schvalovací proces sahá až tam za některých nestandardních podmínek.

IG: Bývá někdy problém, že vám něco neschválí nebo naopak navrhnou změnu, která je těžko aplikovatelná na české prostředí?

N1: Že by to bylo kvůli kultuře, to si nepamatuju, že by se stalo. Samozřejmě my dáváme doporučení nebo koncept, a neschválí nám to v plném rozsahu, to holt neprosadíš. Srážka operejšnc ((míněno operations)) a byznysu lídrů, protože každý máme jiné priority.

IG: Výzkumy v oblasti HR mluví o tom, že dochází k nějakému posunu z administrativní role spíše na tu strategickou. Souhlasíte s tím, vnímáte to stejně?

N1: Ano, ten personalista dnes prezentuje společnost, vytváří dojem z té společnosti. Ve chvíli kdy sám nerozumí pozicím, které mám sám obsazovat tak, absolutně ztrácí pozornost toho kandidáta, ten už se třeba nevrátí. Ten ejčár ((míněno HR)) marketing je velmi důležitý, jestli je ta firma vidět není vidět, spousta firem má fejsbukový ((míněno

Facebook)) profil, poustují různé mimopracovní aktivity, koho to zajímá tak si to najde, poustují se důležité společenská odpovědnost. Všechno co pro ty kandidáty může být kritérium pro výběr té společnosti. Takže když já mám sociální citění, ozve se mi firma, já jsem odborník rekruter ((míněno recruiter)), klidně bych byla otevřená k tomu koučovat nějaké maminky v azylovém centru, jak si ty věci začít dávat do pořádku, kde se obrátit a na co. Spíš nějaké nastavení a motivace do toho života, práce se strachem atd. A vím, že v té firmě budu mít podporu, že mě jednou týdně na tři hodiny uvolní z práce a můžu v rámci té své pracovní doby jít dělat toto a je to společenská odpovědnost té firmy, tak já se k tomu klidně propůjčím, tak to pro mě může být důležité. A takhle to je v té široké souvislosti, co pro toho kandidáta hraje roli. A teď záleží jaký typ kandidátů hledáš a podle toho můžeš vytvářet brend ((míněno brand)). Směřování té firmy obecně a nějaký osobnostní profil a nemusí to být účelově. Může to být tak, že takoví jsme a koho z vás to oslovuje tak přijďte k nám. Ve firmě jsem vyrostla hodně rychle. Měla jsem strach z těch obchodních záležitostí a vyjednávání podmínek a ukázalo se, že jsem v tom vlastně velmi silná. Já nejsem obchodní člověk, nemohla bych dělat sejsls ((míněno sales)), respektive něco o čem jsem přesvědčená, to je možná ono. Ale zjistila jsem to, protože jsem před tím vždycky utíkala. Na komunikační dovednosti, o ty jsem se vždycky opírala. Ale vysloveně vyjednávání podmínek a nalézt ten konsensus, ale tak aby to stále bylo byznysově zajímavé pro nás primárně, to jsem se musela samozřejmě učit. Takže jsem hodně vyrostla a strašně rychle jsem se to naučila, ale ne všechny věci teď využiju na klasické konzultantské pozici. Jak je tam i to nadšení, že když jsem zjistila, že by mi to mohlo jít, tak bych to ráda využívala, ale když k tomu nemá člověk příležitost tak to může být popud k tomu, že člověk vyhledá pozici, kde tu možnost dostaneš.

IG: Děkuji za Váš čas.

N1: Není zač.