

## **Competency management in the Netherlands**

### Organisational development through personal development

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What is competency management, how far have we got with implementation and what are the lessons learned till now?

Rijkswaterstaat (RWS) changes, has to change. In the scope of Human Resource Management we are going to steer more on results. Part of it is that any colleague and management knows what is expected from her/him. To make specific agreements and to talk to colleagues about the agreement. That is the main issue of our 'operation RKW' (result and quality minded working).

#### **WHY OPERATION RKW?**

1) better steering on results and development: we better are going to steer on results as the personal development of colleagues. That is necessary to achieve goals of the organisation.

2) a better way to deal with change: tasks and functions in organisations are not every year the same. They change with the organisation. This is also considered for competences who are necessary for doing your work right.

Part of the operation RKW is competency management as a mean to reach our ambition.

#### **WHAT IS COMPETENCY MANAGEMENT?**

Competency management is steering on the connection between performance and behaviour, more using the qualities of colleagues and specific development of it.

We use competency management just because it contributes to realisation of organisational aims, more functioning colleagues and at the end lead to higher colleagues satisfaction.

A competence is a combination of knowledge, skills and attitude, expressing itself in perceptible behaviour.

#### **HOW FAR HAVE WE GOT?**

Implementation of the operation RKW has started and now the management and colleagues are coached for using it. For the back up some guidelines and instruments have been developed, for example

a) job description (inclusive description of competences)

c) job discussion cyclus

c) competence guide with indicators for behaviour, development- and coachingtips

#### **SOME EXPERIENCES**

The turn around to steer on making specific agreements and to talk to colleagues about them is difficult. Besides competency management leads to a shifting of attention from knowlegde to attention to skills and behaviour of colleagues (from

'what' tot ' how'). And that requires an other way of leadership, a more coaching way of leadership.

**KEY WORDS**

Competency management  
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Leadership  
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