

PLAR and the HR Practice

Making the Connection

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The Context

- Ageing of our population
- Demographic transitions
- 4 generations in the workplace
- Skills shortages
- Greater reliance on immigration
- More diversity
- Global pressures for talent
- Rapid pace of economic, technological and scientific change

Why should we worry?

- The first time in history we have all 4 generations represented in the workplace - age profiles are and will continue to be profoundly altered plus we have ...
 - Declining birth rates,
 - Growth of working age population (15-64) will slow and finally cease,
 - Average age of workforce is rising,
 - Average level of education is rising,
 - The proportion of female workers is growing,
 - People past retirement age are making up a larger and larger share of the labour pool.

THE TEDIOUS TASK OF EMPLOYEE HIRING...

HR.comic

So Betty...who did
Mr. Snuggles choose
to be our new sales rep?

Mr. Snuggles landed
on Mr. John Smith's
resume sir.



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4

Applying for a job at IKEA



At A Recent Conference Board of Canada HR Conference - Delegates Were Polled on Their Skills Challenge

And, here's what they said:

- Increased rates of retirement were "very much" of a concern/issue for 57 per cent
- Retaining critical talent: 60 per cent said "very much" of an issue and 33 per cent said "somewhat"
- Transfer of knowledge from experienced workers to the less experienced: 55% "very much" and 40% "somewhat" of an issue

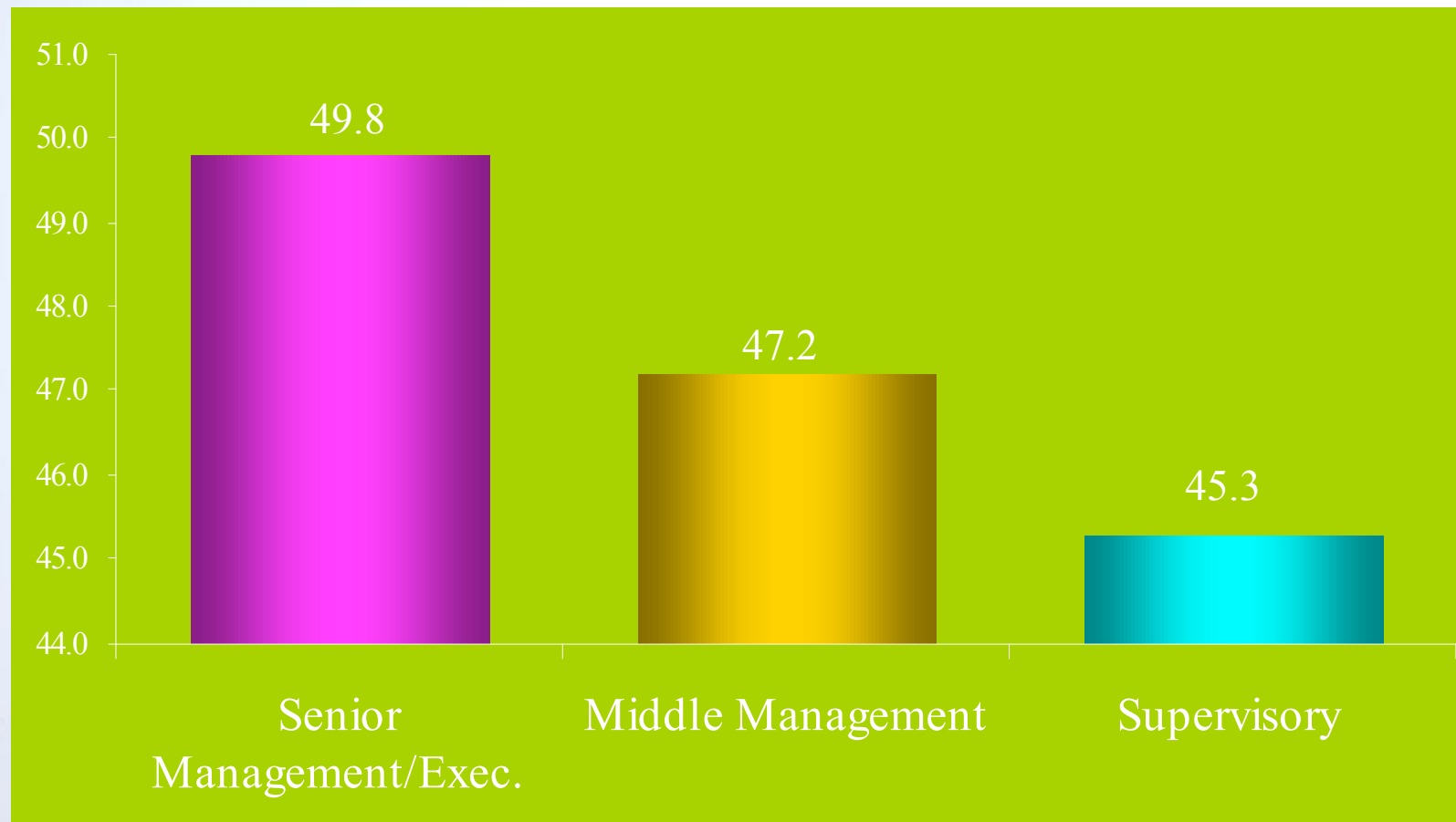
Retirement Woes

If the age of which public servants across the country retire remains at current level.....

.....governments project that by Dec. 31, 2010, a full 44 per cent will be eligible to leave.

Source: *Building Tomorrow's Public Service Today: Challenges and Solutions in Recruitment and Retention*, The Conference Board of Canada, 2002

Average Age of Executives/Managers/Supervisors (All Three Levels of Government)

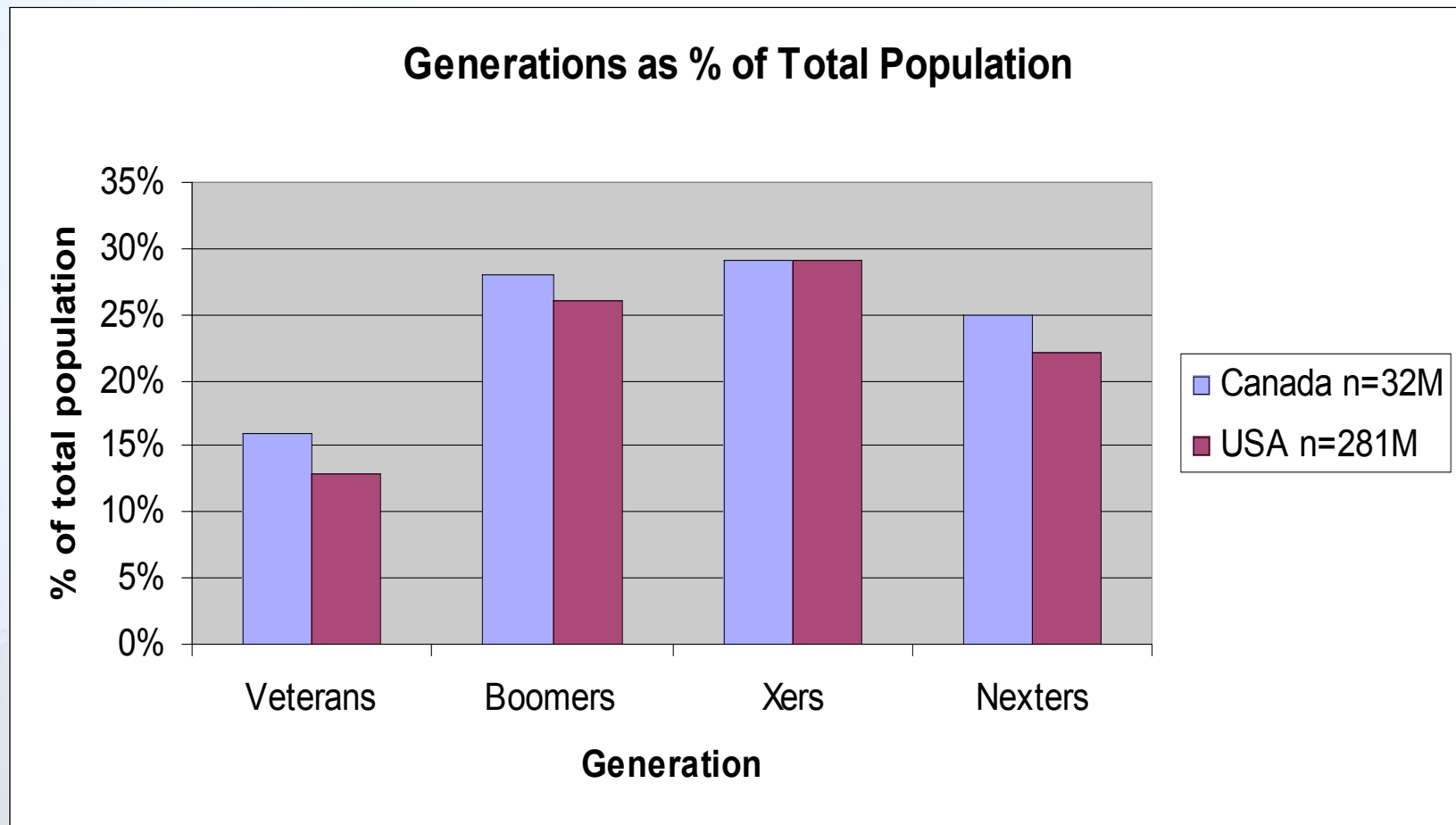


Source: *Building Tomorrow's Public Service Today: Challenges and Solutions in Recruitment and Retention*, The Conference Board of Canada, 2002

the Generations

GENERATION	BIRTH YEARS	CUSPERS
Veterans	1922-1943	
	1940-1945	Veterans/Boomers
Boomers	1943-1960	
	1959-1964	Boomers/Xers
Xers	1960-1980	
	1978-1982	Xers/Nexters
Nexters	1980-2000	

The #s are.....



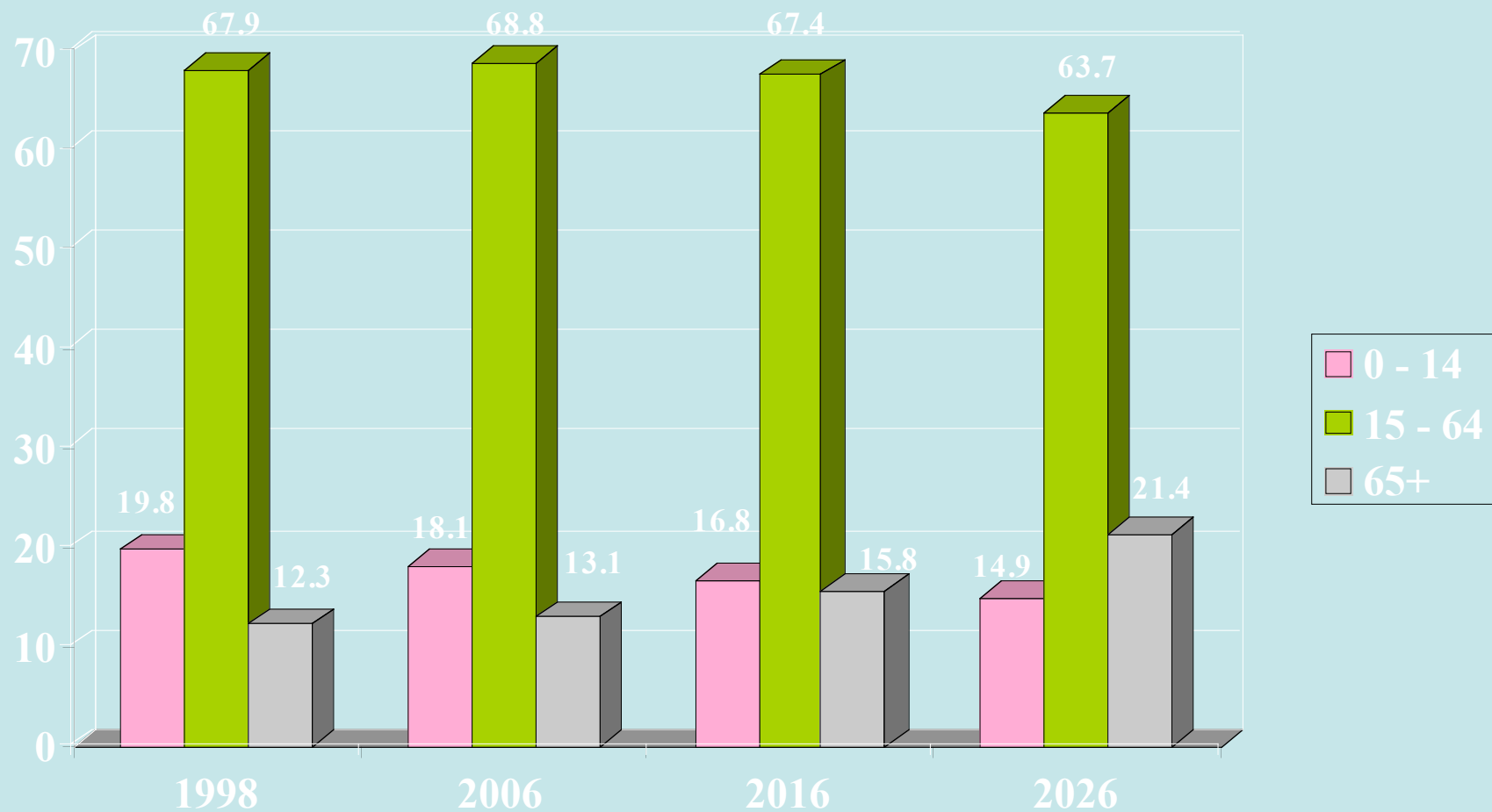
Demographics

- Better public health
- Gender equality
- Women's labour force participation / education
- Change in traditional family / household composition
- Immigrant women assimilate into Canadian societal practices

Demographics: delayed transitions !

- Canadian fertility rate = 1.52 children / woman (record low & if continued deaths will exceed births in 20+ years)
 - Delays
 - in starting families lowers # children produced
 - More effective contraception
 - Higher youth unemployment
 - Fragile conjugal relationships

Population Estimates for 1998 and Projections for 2006, 2016, 2026



Source: Statistics Canada

Based on the 2001 census, what is the median age of a Canadian?

- 53.0
- 39.1
- 47.5
- 37.6
- 33.3

Median Age Estimates and Projections in OECD Countries

	1980	1990	2000	2010	2020	2050
Canada	29.2	32.8	36.8	40.0	41.6	42.6
United States	30.1	32.8	35.8	37.8	39.0	42.1
Japan	32.6	37.4	41.2	43.8	46.9	49.0
Germany	36.4	37.7	40.0	44.1	46.9	48.4
France	32.5	34.7	37.6	40.3	42.3	43.9
Italy	34.0	37.4	40.6	44.9	49.0	53.2
United Kingdom	34.6	36.1	38.2	41.2	42.7	44.5
Czech Republic	33.0	35.2	37.5	40.4	44.7	53.3
Greece	34.2	36.1	39.4	43.0	46.6	52.5
Portugal	29.1	34.5	37.3	40.5	44.5	50.0
Spain	30.3	33.9	37.9	42.3	46.9	54.3

Source: United Nations Population Division, *World Population Prospects: The 1998 Revision*

Now, Zoom in on...

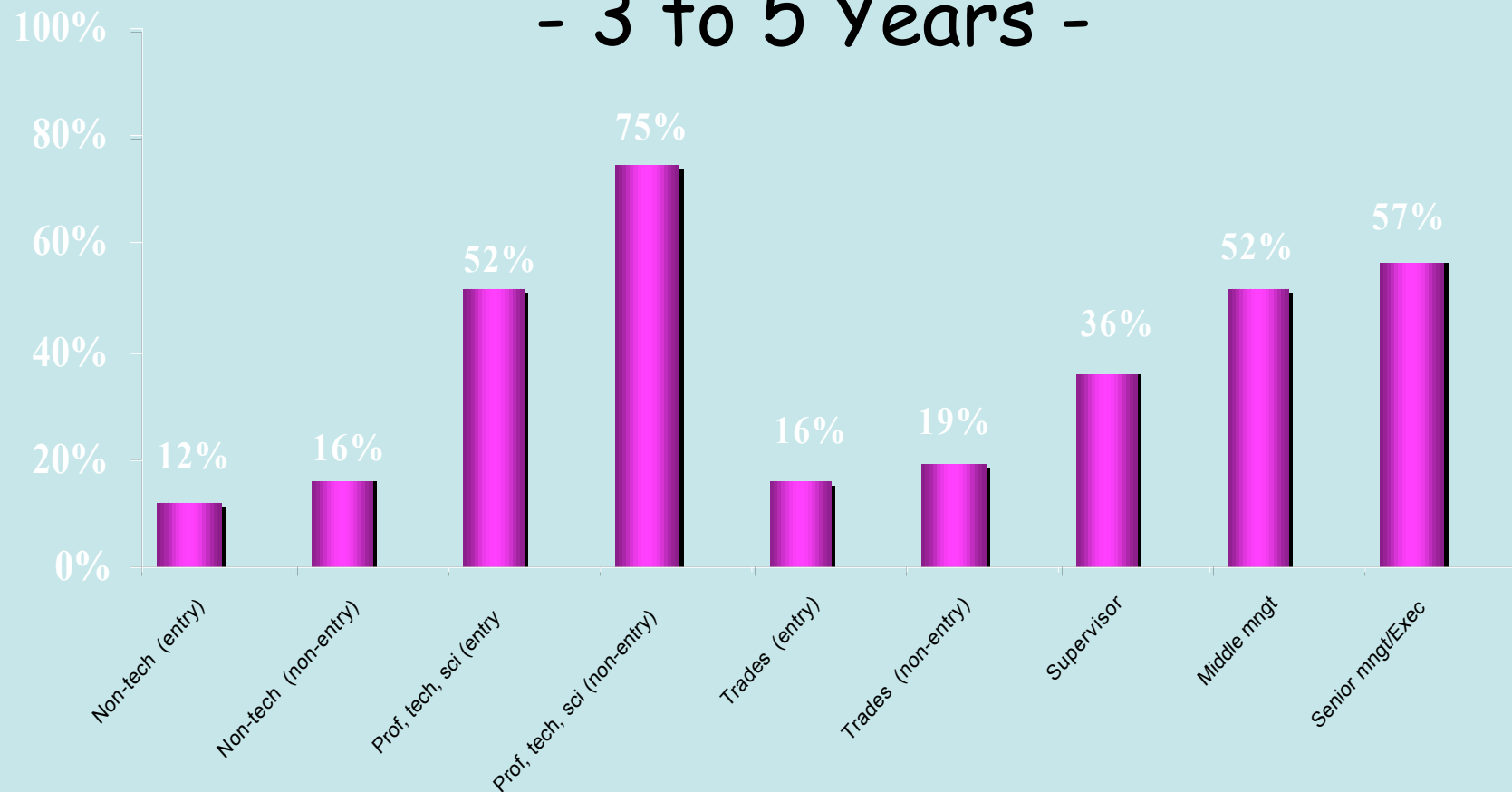
- China ➤ 31.8 years
- India ➤ 24.4 years
- Pakistan ➤ 19.4 years

The Challenge

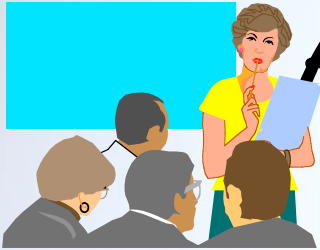
Skills Crunch: 2000 and 2002

- Significant numbers of governments and private sector organizations reported experiencing skills shortages
- Both private sector firms and governments projected that the trend would continue - and intensify - especially for particular occupations

Projected Skills Shortages (Governments) - 3 to 5 Years -



Source: *Building Tomorrow's Public Service Today: Challenges and Solutions in Recruitment and Retention*, The Conference Board of Canada, 2002



A Sampling of Occupations in High Demand

Engineers (all types)
managers

Salespersons

Nurses

Geologists/geophysicists

Heavy equipment operators

HR professionals



IT project

Computer analysts

Firefighters

Electricians

Welders

Managers

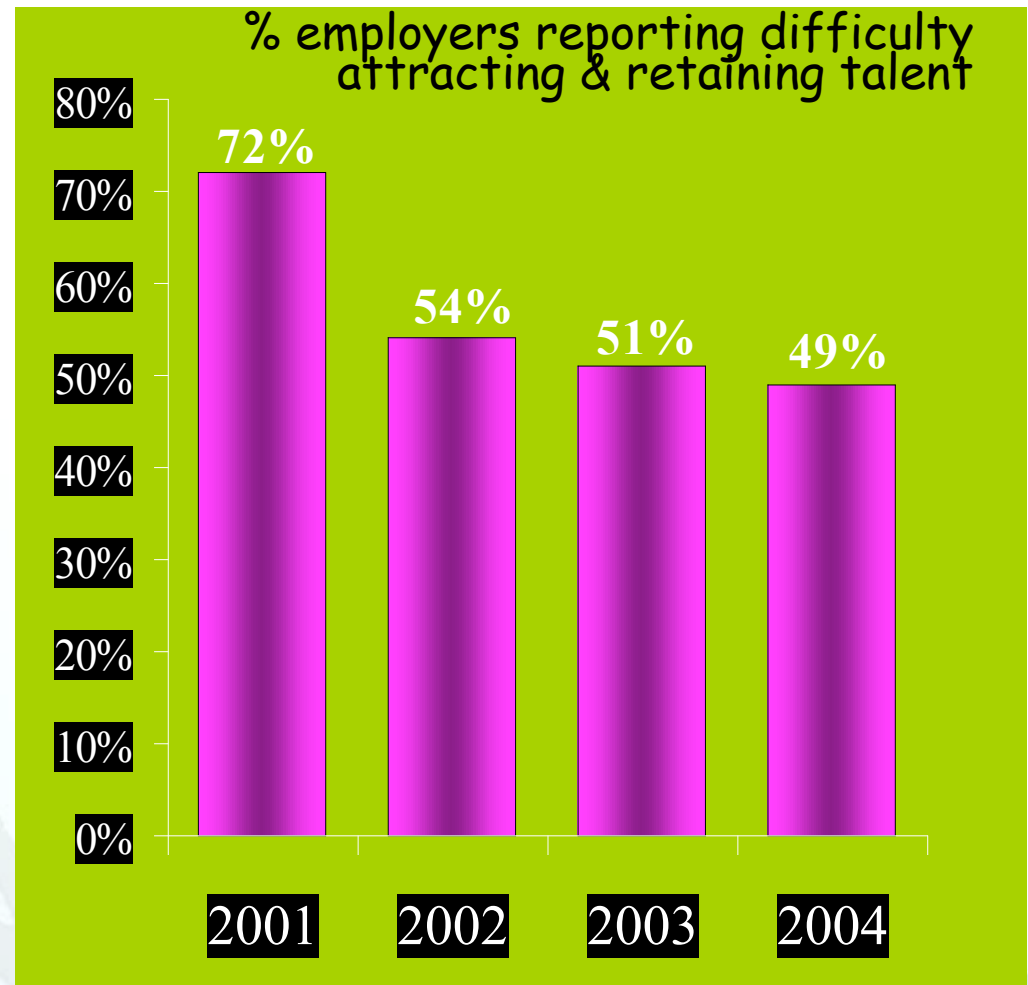


Attracting and Retaining Talent

Recent Conference Board survey shows the pressure is off.

But only temporarily.

Beginning in 2010-2011 labour shortfalls will be more widespread.



The Changing Face of Canada



- Currently about 13 per cent of persons in the Canadian labour market are visible minorities
- We project that by 2016, this number will be almost 1 in 5
- 8 in 10 visible minorities are immigrants
- Last year, 73 per cent of new immigrants to Canada were visible minorities

Selected facts - Aboriginal Peoples

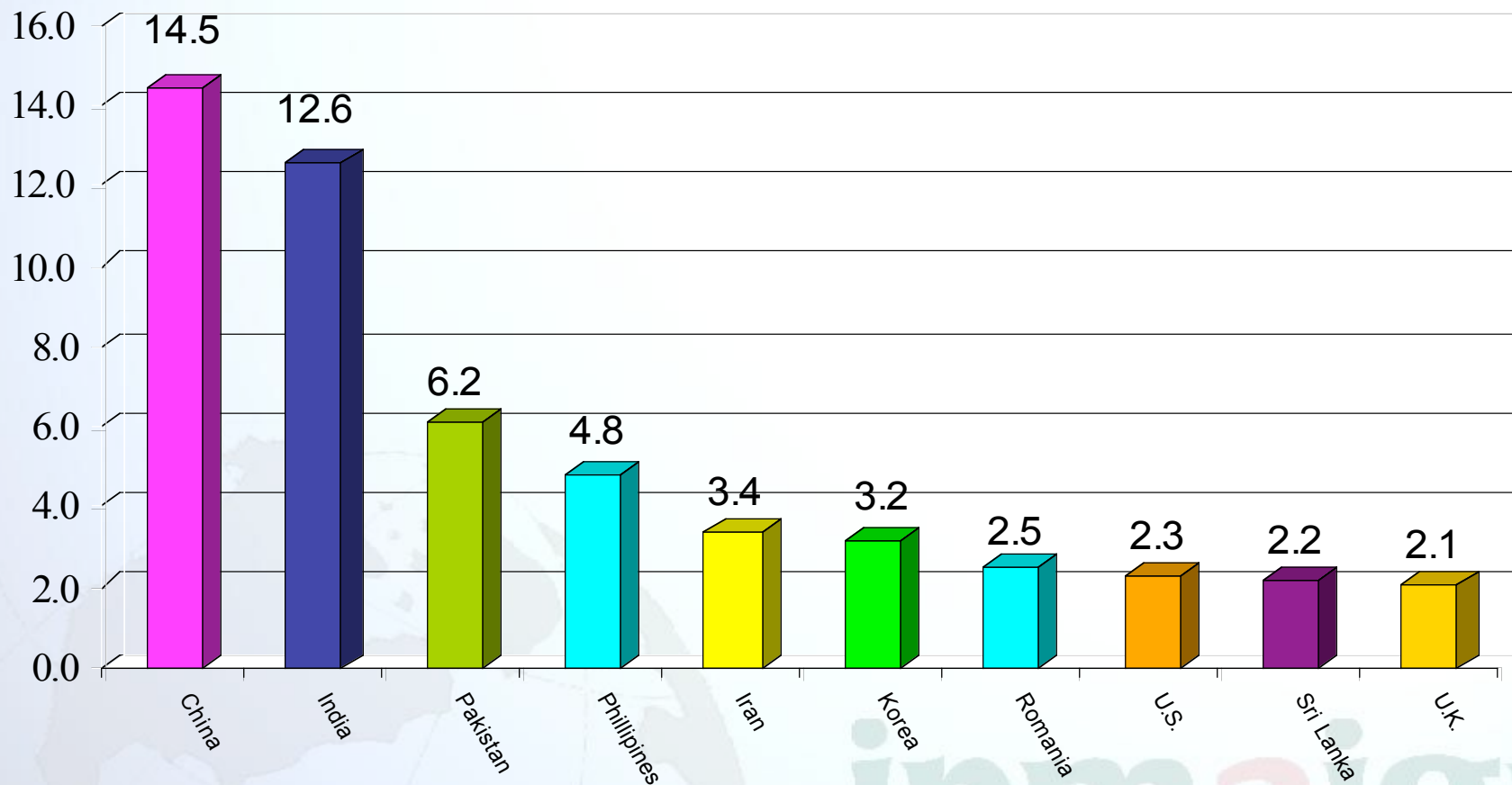
- By 2007ish, 1 of every 4 persons of working age will be of Aboriginal descent in Manitoba
- The recent First Nations Summit reported that only about 67% of First Nations persons will attend high school and only 40% of those individuals will graduate!

Selected Facts - Immigration

- Percent of population that is foreign born climbing
 - 18.4 per cent of Canada's population are foreign-born (up from 16.1 per cent in 1991)
- The total immigrant population residing in Canada is approximately 6 million, and of these
 - about 5.1 million arrived after 1960

Immigration by Top Source Countries, 2002

(Principal applicants and dependents)



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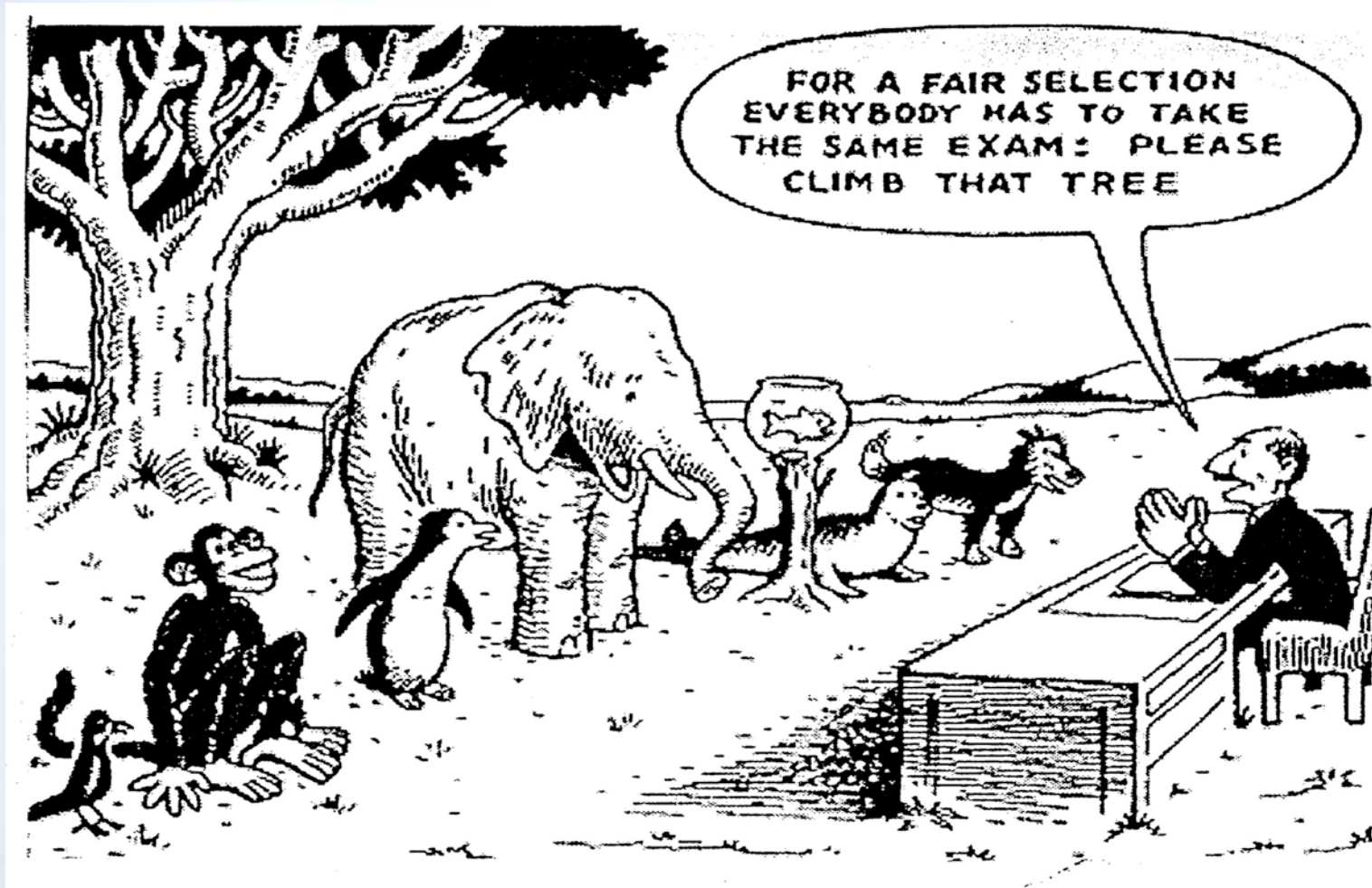
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Source: Citizenship and Immigration Canada

24

WIIFM - strategic issues!

- Increase in immigration
 - Foreign credential recognition
 - Non-formal learning recognition
- Aboriginal workforce (First Nations + Métis)
 - Non-formal learning recognition
- Provincial Renewal Strategy
 - Competency profiling and assessment
- Northern Hiring Strategy
 - Formal / non-formal learning recognition



PLAR is to HR....

- The most effective way to gather, document and recognize the evidence of learning which underlies an individual's competence to perform work successfully.
- It is **behaviour** based....
- It compliments and expands what we already do and is an ideal tool to enhance HRM practice
 - Competency profiling - self-assessment
 - Helps to identify specific learning related to work proficiency standards (competence skill levels)
 - Provides the behavioural examples to support proficiencies

...sound familiar

- Elements of PLAR assessment:
 - Rigor
 - Transparency
 - Fairness
 - Flexibility
- Principles of PLAR assessment:
 - Validity
 - Currency
 - Reliability
 - Sufficiency
 - authenticity

PLAR roles and HRM

..help articulate what we need and assess what we get...

- **Advisor**
 - portfolios
 - Immigrant applicant
 - Building a learning plan
- **Assessor**
 - Behavioural evidence of competence
 - Behavioural descriptive questioning
- **Facilitator**
 - Incorporate techniques into HR practice (BDI, self-assessment,...)
 - Train HR & managers to use tools

HR/PLAR Partnership Bridge

PLAR activities

- Identifying
 - Documenting
 - Assessing
 - Recognizing
-
- ```
graph LR; I[Identifying] --> R[Recruitment]; D[Documenting] --> CP[Career Planning]; A[Assessing] --> PD[Performance Development]; A --> SP[Succession Planning]; Re[Recognizing] --> PD; Re --> SP;
```

## HR Roles

- Recruitment
- Career Planning
- Performance Development
- Succession Planning

# Competency Profiling ...

- provides an opportunity to move to a common language focussing on demonstrated **behaviours** (past behaviour is an accurate predictor of future behaviour)
- provides a way to capture data and make meaningful objective comparisons
- clarifies role expectations for both managers and employees
- provides a feedback mechanism to assist in personal development

# ...staffing

- Portfolios
  - Candidates showcase behavioural learning / competence
  - Recruiters review behavioural evidence
- BDI
  - Questions based on behaviours /competencies required to be successful
  - Assessment on related / relevant behavioural evidence

# ...performance development

- Competency self-assessment
  - Identify learning / competence and proficiency
  - Validate behavioural evidence
- Learning plan
  - Focus on competency gaps
  - Develop proficiency to “successful” levels

# ...succession planning

- Portfolios
  - Staff showcase learning, competence and proficiency
- Competency profiles
  - Compare / contrast individual learning / competence to Corporate Role / Position profile inventory
  - Identifies a pool of competence for secondments, etc.
- Learning plan
  - Build a learning plan to focus on competence gaps

# The ROI of PLAR

- Increases workforce self-esteem
- Builds an inventory of talent
- Focus future learning \$ on critical corporate competency development
- Eliminates duplicate spending on competencies already learned.

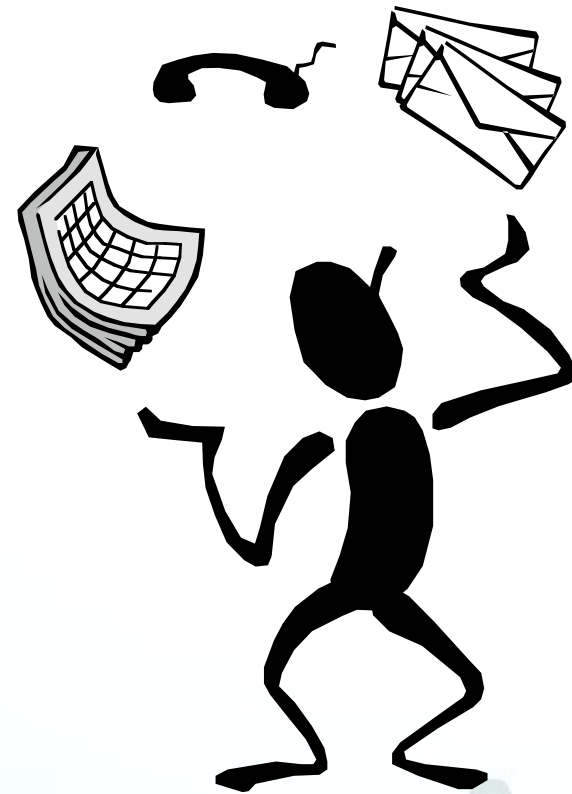
# PLAR and the Employer

- Understand employees' competencies as evidenced through behavioural examples
- Recruit, develop and retain a work force based on need
- Clarify learning goals and outcomes
- Define, document and verify processes.



# PLAR and the Employee

- Demonstrate or provide behavioural evidence about what they know and are able to do
- Clarify employment goals
- Gain academic credits, occupational certification or career planning in the workplace.



# Career Planning/Employee Development - Identifying and Documenting Learning in Portfolio's

- Portfolio's can be used to provide evidence of competence:
  - To achieve credit in college/university courses for prior learning
  - For employment purposes
  - For promotion purposes
  - To meet requirements for upgrading/ training in an occupation/profession



thanx,  
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CANADA

40