

PLAR and HRM

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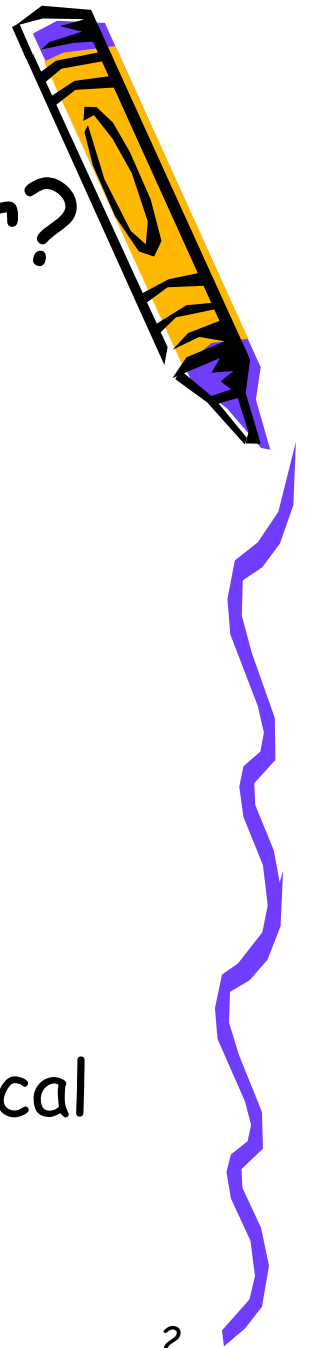


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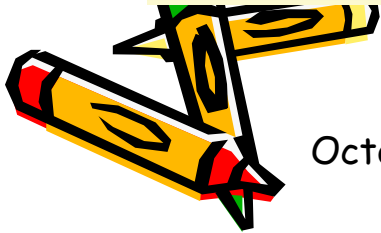
The Context - why bother?

- 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





Applying for a job at IKEA



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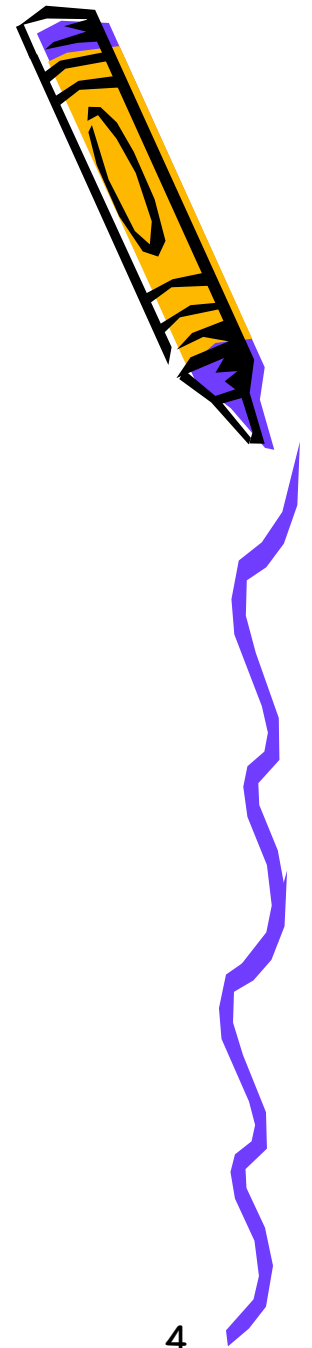
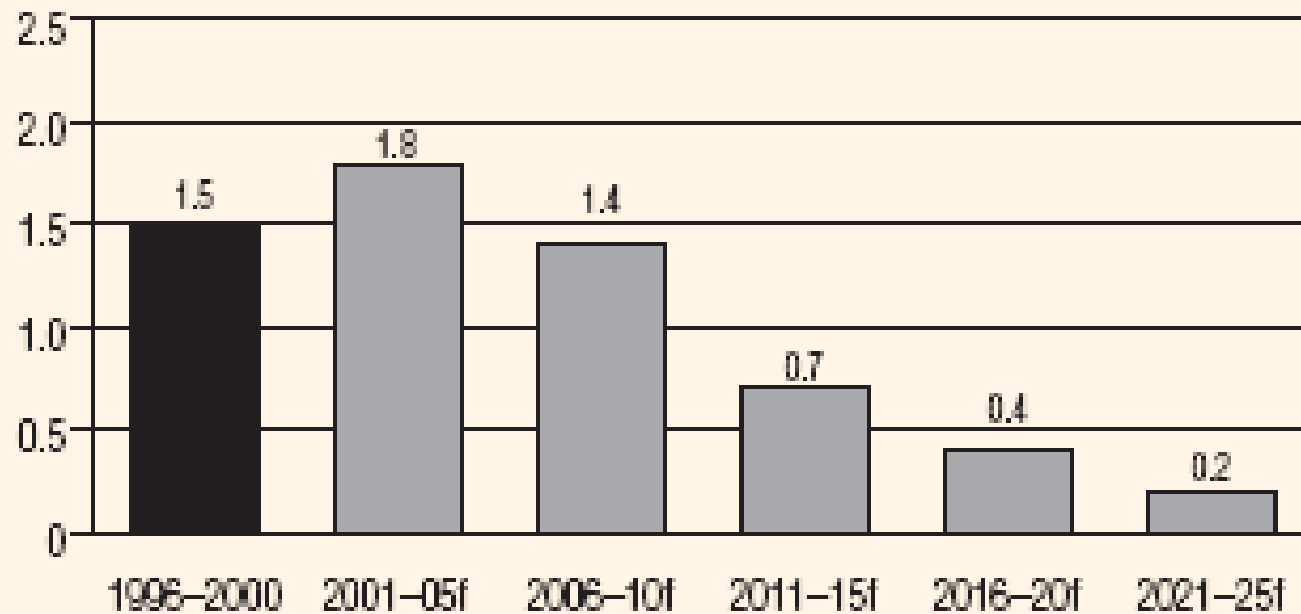


Chart 1
Labour Force Growth
(per cent, average annual compound growth rate)



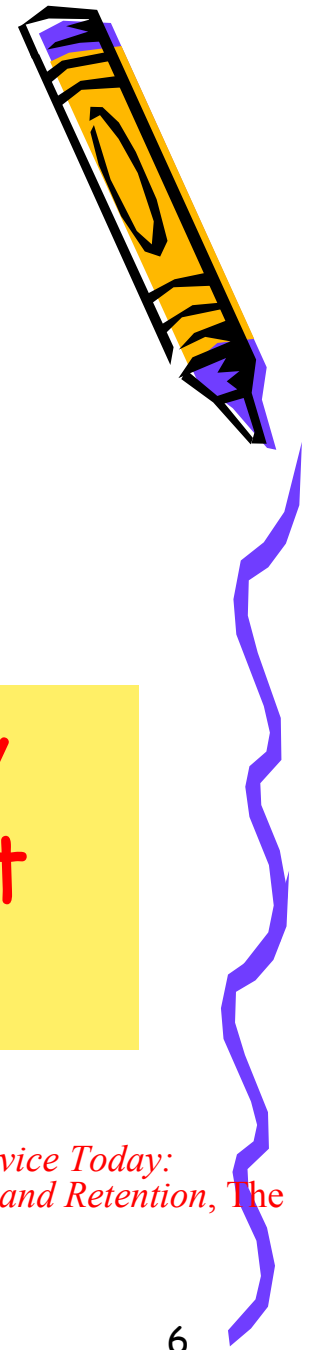
f=forecast

Sources: The Conference Board of Canada; Statistics Canada.



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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.





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

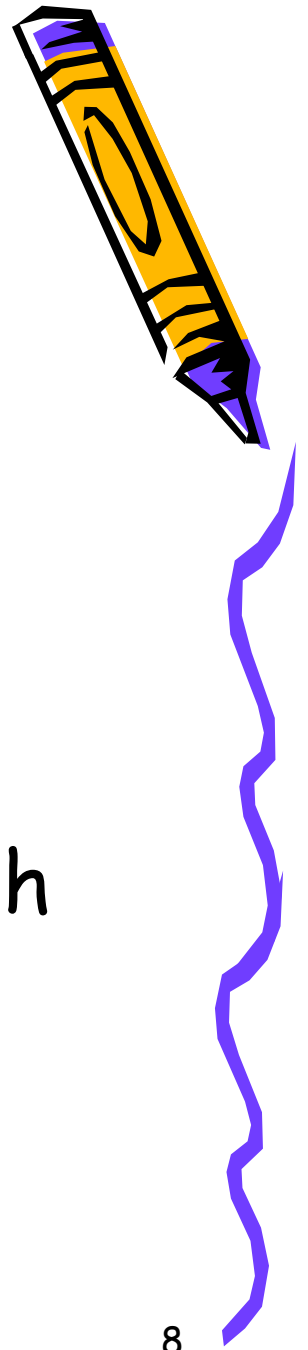
the Generations



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	

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!





A Sampling of Occupations in High Demand



Engineers (all types)

IT project managers

Salespersons
analysts

Computer

Nurses

Firefighters

Geologists/geophysicists

Electricians

Heavy equipment operators

Welders

HR professionals

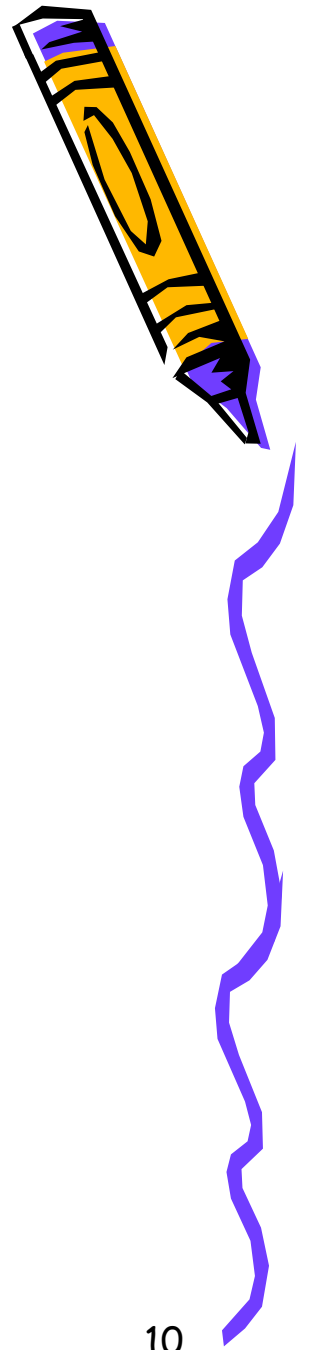
Managers



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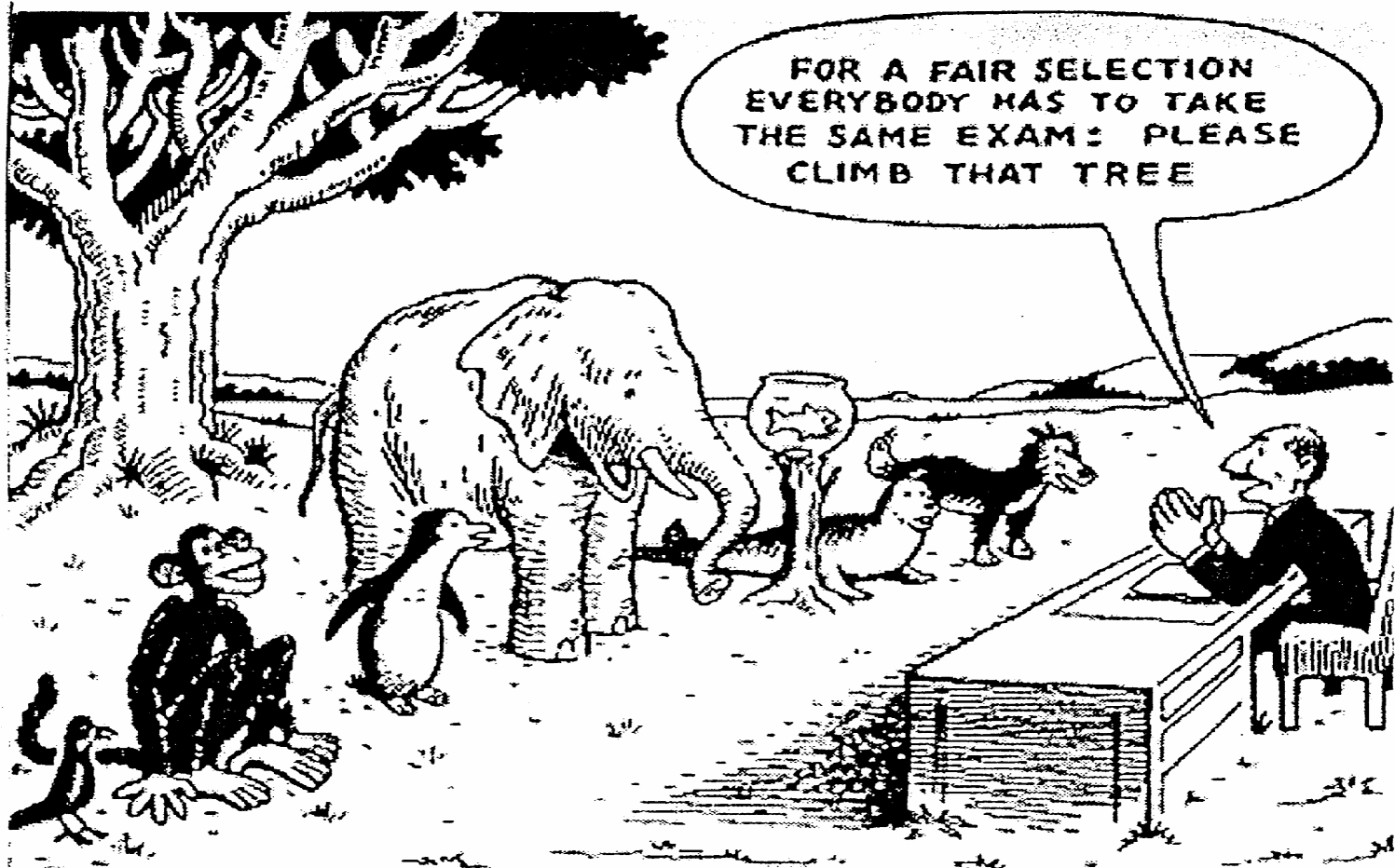
Sources.....for workers.....



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10



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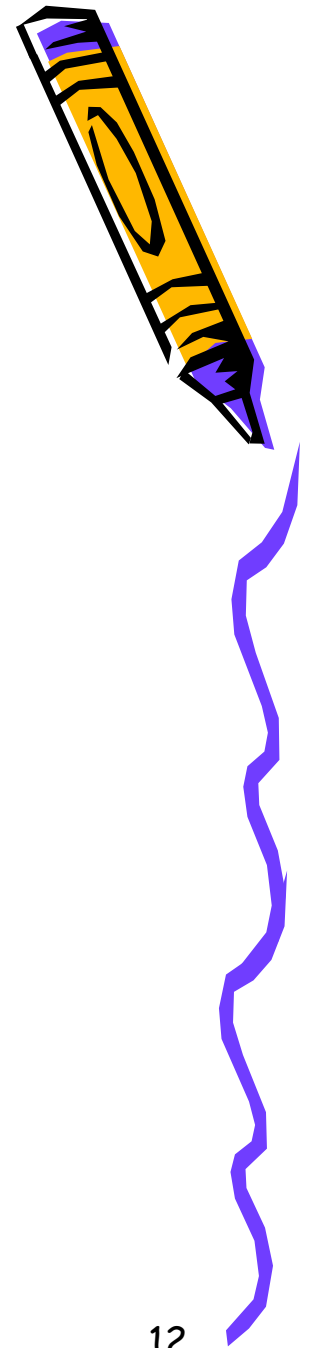
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What is PLAR?

Prior Learning Assessment & Recognition
is a process of

- identifying
- documenting
- assessing, and
- recognizing

what a person *knows* and *can do*.



HR/PLAR Partnership Bridge



PLAR activities

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

## HR Roles

- Recruitment
- Career Planning
- Performance Development
- Succession Planning



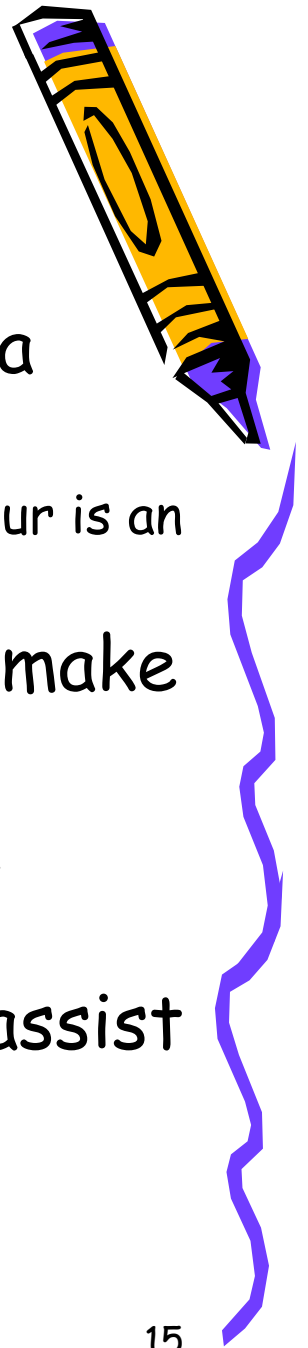
# PLAR is to HR....

- The most effective way to gather, document and recognize the evidence of learning which underlies an individual's competence to perform work successfully.
- It 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



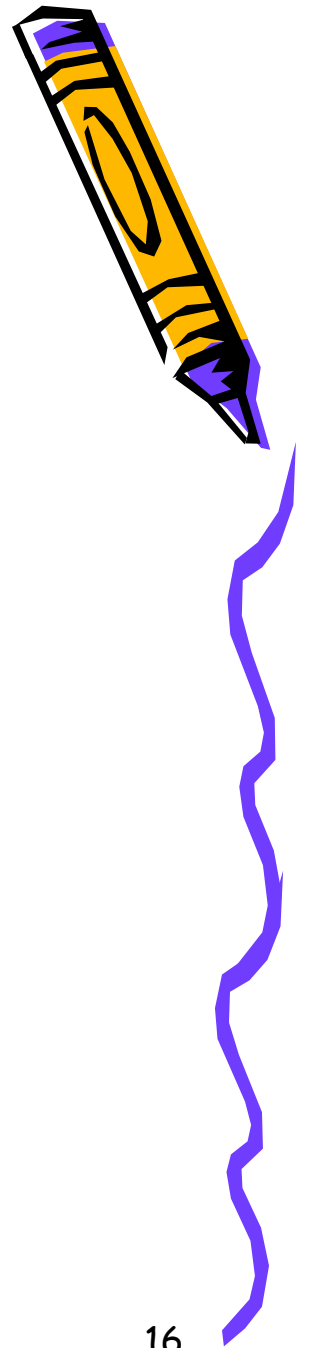
# Competency Profiling ...

- 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



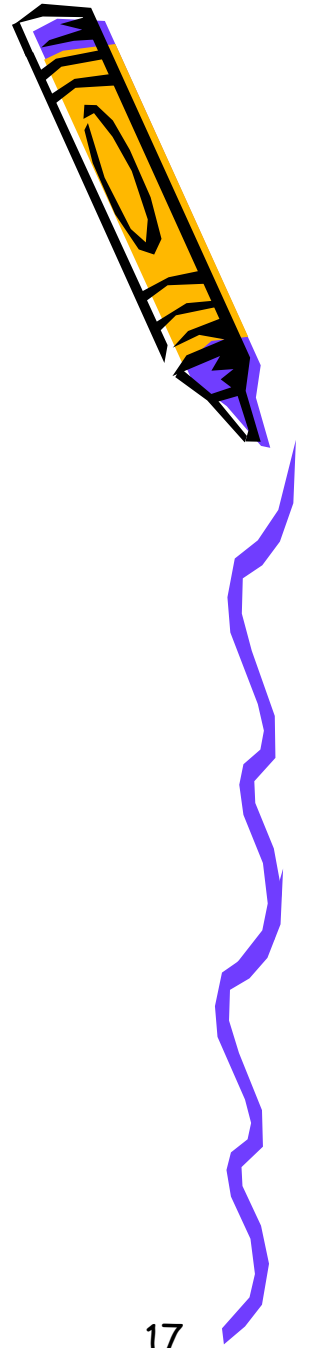
# ...sounds familiar to HRM

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





# Its all about assessing evidence of behaviour



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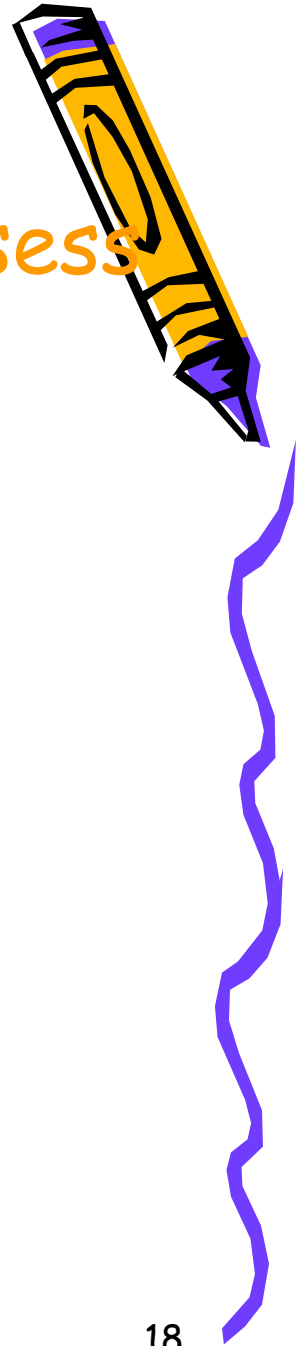
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17

# PLAR roles and HRM

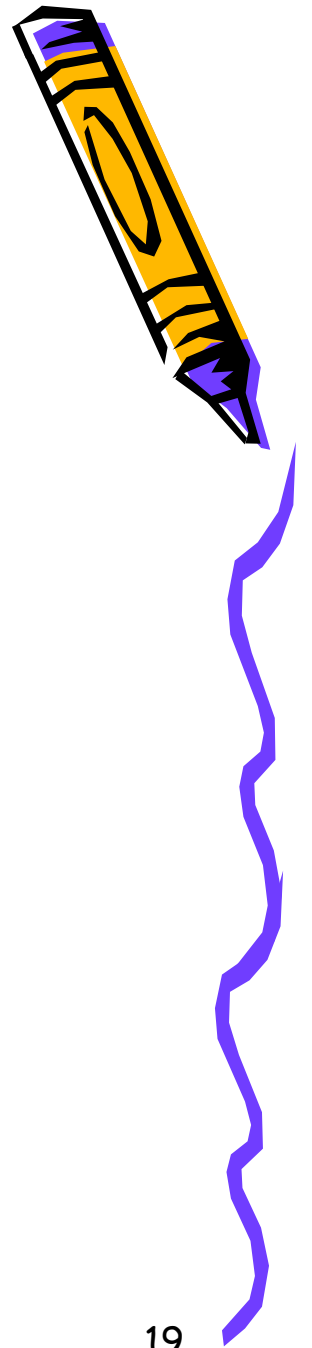
..help articulate what we need and assess  
what we get...

- 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



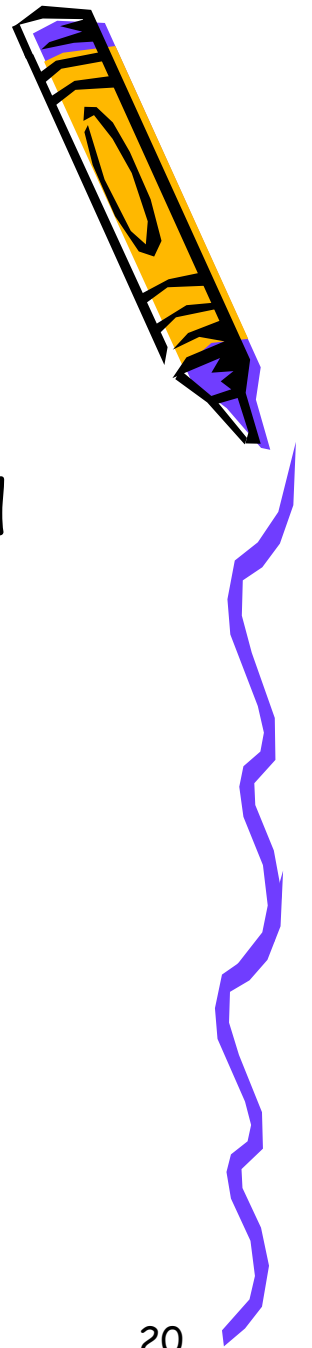
# ...staffing

- Portfolios
  - Candidates showcase learning / competence
  - Recruiters review evidence
- BDI
  - Questions based on 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

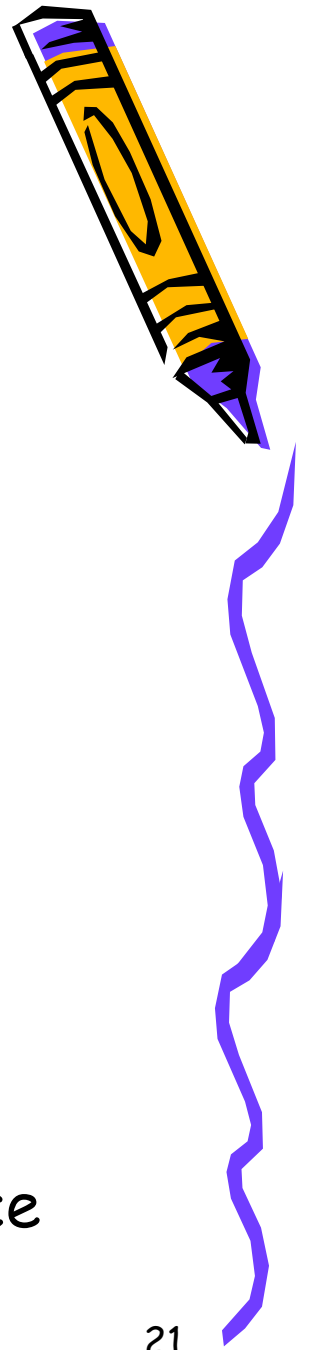
- Portfolios
  - Staff showcase learning, competence and proficiency
- Competency profiles
  - Compare / contrast individual learning / competence to Corporate Role / Position profile inventory
  - Identifies a pool of competence for secondments, etc.
- Learning plan
  - Build a learning plan to focus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



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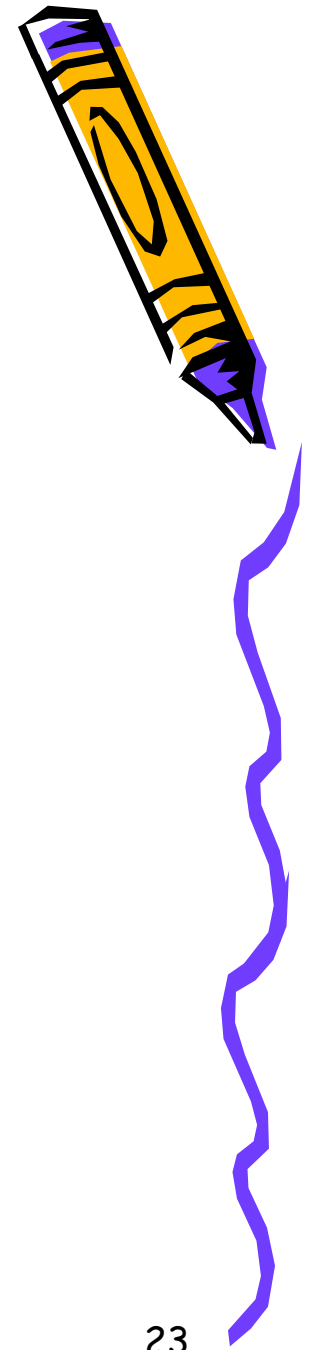
# Career Planning/Employee Development

## - 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



# 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
- Behavioural / rigorous candidate assessment





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24