



Competence-based training and assessment in The Netherlands: a new development

Competence assessment in a national Occupational Health Service:

By whom, how and for what purpose?

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Arbo Unie, The Netherlands

Merger 2000 - 2003

Serves 28% of client market

Staff of 4000

750 occupational physicians

Turnover € 279 million (2003)

Independent



Arbo Unie, The Netherlands

Key aspects of services:

- * safety and absenteeism policy
- * health promotion in the workplace
- * organisational development
- * personnel policy



Changed View of Work

- Work: more dynamic (change, speed) and complex:
 - Organisations become more flexible
 - Qualities of people become more important



Changed View of Work

- Work: more dynamic and complex:
 - New working structures
 - New personnel management



Human Resource Management (HRM)

Pro-active approach of conditions for best employment of working capacity, based upon the strategic objectives of the organisation



Competence Management

= part of HRM:

Development and strengthening of competencies on an individual and organisational level



Competence

Ability of an individual to perform effectively in a given task / problem situation:

the performance should be perceptible and measurable / assessable



Competence

Competence =

Expertise x Behavioural repertoire



Competence management:

- Recruitment of competent personnel
- Development of competencies
- To keep competent personnel



Competence management

All managers are HRM managers

They have to balance the objectives of the organisation with individual's objectives

Employees are the enterprise's treasure



Competence Management

Organisational Strategy



Core Competencies



Job Competence Profiles



Personal Development Plan (PDP)



Competence Development



Competencies



Organisational Strategy as a basis for Core Competencies

Focus upon individual within the organisation

Relationship oriented

Process oriented

Intervention oriented

Results

Primary Prevention



Organisational Strategy as a basis for Core Competencies

Demand - driven

Proactive

The best and the biggest

Keep people healthy

Working according to protocol (psychological
complaints)

Help clients to do it on their own



Competence Management

- To realise the enterprise's objectives specific competencies are needed
- These competencies define the framework for personal development
- Balance between personal and organisational development



Competence Profiles (GITP method)

Behavioural dimensions

- A. Personal strength
- B. Impact
- C. Leadership
- D. Relational behaviour
- E. Performance oriented working attitude
- F. Planning, organisation and control
- G. Integrative intelligence
- H. Analytical intelligence



Competence Profiles (GITP method)

Behavioural dimensions

A. Personal strength

Behavioural criteria

A1. Resoluteness

A2. Daring

A3. Initiative

A4. Independence

A5. Be an entrepreneur

A6. Stress-proof



Competence Profiles

- For managers, competence profiles have been elaborated according to GTP method. For professionals competence profiles still have to be made.
- Selection and development assessment of individual employees by means of a behaviour questionnaire related to the competence profile according to the STAR method (Situation, Task, Action, Result) by managers.



Competence Profiles

- Managers have been trained for these assessments.
- Development assessment of employees - based upon the competence profiles - is the starting point for PDP.



What is a PDP?

- Personal Development Plan stating someone's objectives for development in his current job or for a future job.
- PDP is based upon competence profiles, feedback on behaviour questions, development assessment



Levels of learning (G. Bateson)

- 1 Spirituality ('what is my contribution?')
- 2 Identity ('does this fit to me?')
- 3 Values, convictions ('what is important for me?')
- 4 Competence ('what am I able to?')
- 5 Behaviour ('what am I doing?')
- 6 Environment ('what role does my environment play?')

PDP is mainly on levels 4 and 5



PDP coaching:

- * line management
- * HRM manager attends
- * employee responsible
- * at least once a year



Development Activities

- Self-tuition
- Coaching
- Training
- Education
- External transfer
- Sabbatical
- Temporary internal transfer
- Intervision
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Discussion

- Does the OP fit in this system?
- What is the OP's competence profile?
- What are the OP's competencies?



Core competencies of OPs

- Glasgow Conference 1997
- WHO Conference Bilthoven 1999
- CanMEDS 2000 Project



**Skills for the new millennium: report of the
societal needs working group**

CanMEDS 2000 Project

The Royal College of Physicians and Surgeons of Canada's
Canadian Medical Education Directions for Specialists 2000 Project

September 1996

774 Echo Drive, Ottawa, Ontario, Canada, K1S 5N8

Table 1: Essential Roles and Key Competencies of Specialist Physicians

Roles	Key Competencies The specialist must be able to ...
Medical Expert	<ul style="list-style-type: none">• demonstrate diagnostic and therapeutic skills for ethical and effective patient care• access and apply relevant information to clinical practice• demonstrate effective consultation services with respect to patient care, education and legal opinions
Communicator	<ul style="list-style-type: none">• establish therapeutic relationship with patients/families• obtain and synthesize relevant history from patients/families/communities listen effectively• discuss appropriate information with patients/families and the health care team
Collaborator	<ul style="list-style-type: none">• consult effectively with other physicians and health care professionals• contribute effectively to other interdisciplinary team activities
Manager	<ul style="list-style-type: none">• utilize resources effectively to balance patient care, learning needs, and outside activities• allocate finite health care resources wisely• work effectively and efficiently in a health care organization• utilize information technology to optimize patient care, life-long learning and other activities
Health Advocate	<ul style="list-style-type: none">• identify the important determinants of health affecting patients• contribute effectively to improved health of patients and communities• recognize and respond to those issues where advocacy is appropriate
Scholar	<ul style="list-style-type: none">• develop, implement and monitor a personal continuing education strategy• critically appraise sources of medical information• facilitate learning of patients, house staff/students and other health professionals• contribute to development of new knowledge
Professional	<ul style="list-style-type: none">• deliver highest quality care with integrity, honesty and compassion• exhibit appropriate personal and interpersonal professional behaviours• practise medicine ethically consistent with obligations of a physician



Core Competencies of OPs

- Competencies that each OP should possess, independent from country, legislation, health care and social benefit systems
- Basis for specialist training and CME