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COMPETENCIES PROFILE AS A TOOL USED IN THE PROCESS OF RECRUITMENT AND SELECTION OF MINE WORKFORCE

1. Introduction

In scientific papers, as in the colloquial speech one can often find interchangeably used key terms, such as: competencies, qualifications and powers. Competencies are defined as dispositions related to knowledge, skills and attitudes, allowing to perform professional tasks at the appropriate level [2]. The basic property of competencies is their relation to the specific task or professional activity, that is the combination of individual talents, psycho — social and cognitive predispositions and knowledge resources, confirmed by a specified document.

Whereas powers mean the ability to make decision, within the limits of the position held.

Qualifications, contrary to competencies and powers, have a formal character and assume a form of school diplomas, professional certificates, eligibilities, work experience, etc. Thus, qualifications can be measured for example through the number of years worked in the specific profession.

According to Jerzy Wiczorek, the competencies profile is a set of competencies, dedicated to a specific work station, that is a set of competencies, essential to effectively perform by the employee the tasks, he was entrusted with [6].

The competencies profiles contain information on the formation of all personalisation processes within the organisation, which are used for:

- Developing position descriptions;
- Employee recruitment and selection;
- Determination of competencies gaps;

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- Analysing training needs;
- Competencies mapping;
- Assessing the results of the Assessment Center and Development Center;
- Creating competencies balances.

2. Competencies in employee recruitment and selection process

Employment planning at a mine shall be an ongoing process, encompassing the determination of human resources needs in the qualitative and quantitative aspect. The purpose of planning the human resources requirements in the qualitative aspect is the determination of competencies profiles for the employees, so they will be able to effectively execute specific tasks and hold functions entrusted to them. On the basis of the conducted analyses — results presented in Table 1 — one can notice that the highest percentage of competencies implementation (56%) refers to the recruitments and selection zones [1].

TABLE 1

Human resources management zones in Polish enterprises, in which competencies management was implemented

Implementation zones	Implemented	During implementation	Planned
Recruitment and selection	56%	17%	17%
Development of position profiles	50%	17%	17%
Training and development	52%	30%	9%
Assessment of the employees effectiveness	65%	15%	13%
Planning career paths	19%	24%	33%
Preparation of employment strategies	17%	13%	26%
Remuneration	32%	15%	13%
Others	0%	4%	0%

Source: [1]

3. Recruitment process at the mine

At the mine, the employee recruitment and selection process is usually completed on the basis of the existing position characteristics and employee qualifications, derived from the documents. Position descriptions at the mine are precise and determine the general scope or duties, entitlements and responsibilities for the particular positions.

Equally useful tool, supporting this process, shall be the competencies profiles, which could be used during:

- The process of preparation of the recruitment advertisement;
- Selection of recruitment source and a form, proper for this sources;
- Planning the selection process and deciding on the selection tools;
- Preparation of the selection tools;
- Conducting the selection process;
- Monitoring and increasing the quality and effectiveness of the employee selection process [4].

Diagnosing the personality predispositions of a miner is important, as they are relatively permanent qualities. The miner can gain professional experience, increase and develop his qualifications, but he cannot change dramatically his personality. An analysis of personal predispositions is very important during the process of selection of employees for miners positions, as with those positions come: great responsibility and work under stress.

The process of creating competencies profiles at a mine shall begin with the determination of key competencies, taking into consideration:

- Personal competencies;
- Cognitive competencies;
- General competencies, important to the plant;
- Social competencies;
- Physical competencies.

Having a typical description of the position of mining technician, we can select some key competencies. The mining technician ensures, that his subordinates are equipped with the necessary materials, tools and devices, and after they start work, the technician supervises their work. In order to do so, he controls every day the shortages and enters all information pertaining to the matters necessary for the completion of the tasks in the report log. Those shortages are supplemented on an ongoing basis and it is the responsibility of the mining technician to control the regularity of the deliveries. He gives his subordinates information regarding e.g. the condition of the machines, the current work advancement and the possibility of specific risks; at the same time he checks, whether the works are performed precisely in accordance to the technical design and whether the employees complete their tasks in accordance to the developed instructions and procedures.

The ability to cooperate within the workers group and the ability to comply with numerous regulations, procedures and instructions are used in order to capably and efficiently complete tasks and jobs. In operators positions, the high level of hand — eye coordination and fast reflexes are necessary. In addition, the ability to concentrate, regardless of disadvantageous environmental conditions, as well as ability to divide attention and observation skills, allowing

to notice and detect risks fast enough to avoid them, are very important. The specific work environment of the mine, abundantly equipped with machines and devices, requires the miner to have interest in technical issues and technical skills, which shall be constantly improved. The miner shall also be emotionally resistant (risks and dangers) and shall show stamina, due to the necessity of long lasting exertion and physical and psychological exhaustion [5].

On the basis of the given information and discussions in work groups, a competencies profile of the mining technician is being developed. An example of such profile was presented in Table 2, whereas the radar diagram (Fig. 2) shows this profile with scaled competencies (in this example — 5 steps), which shall be a result of an interview conducted with the candidate and the analysis of his work history and documentation.

TABLE 2
Competencies profile of the mining technician

Personal competencies	Cognitive competencies
<ul style="list-style-type: none"> – Resistance to stress – Emotional toughness (risks and dangers) – Appropriateness and swiftness of decisions – Ability to concentrate and pay attention 	<ul style="list-style-type: none"> – Interest in technical issues – Training/improving skills
General competencies, important to the plant	Social competencies
<ul style="list-style-type: none"> – Ability to comply with regulations, procedures and instructions 	<ul style="list-style-type: none"> – Communicativeness – Leadership qualities – Sharing his knowledge and experience
Physical competencies	Specialists – technical competencies
<ul style="list-style-type: none"> – Good physical condition – Good eyesight and hearing – Good hand – eye coordination – Stamina 	<ul style="list-style-type: none"> – Technical abilities – Calculation abilities

At the next stage, the competence cards for particular groups shall be prepared, taking into consideration definitions of the competencies, levels on which the competencies were achieved and desired attitudes. The most general division involves grouping the competencies into: universal competencies and specific competencies.

Specific competencies at the mine, also called the detailed competencies, shall be developed for:

- Particular positions or groups of positions (e.g. miner, head miner, custodian, foreman, head foreman, manager’s deputy, chief engineer, department manager, etc.);

- Levels in hierarchy (e.g. lower rank supervisors, middle rank supervisors, higher rank supervisors, mine management, etc.);
- Particular functions (e.g. head foreman of the geology department, production manager’s deputy in the mining plant, etc.).

Universal competencies represent requirements regarding the competencies, applicable to all employees of the organisation [3].

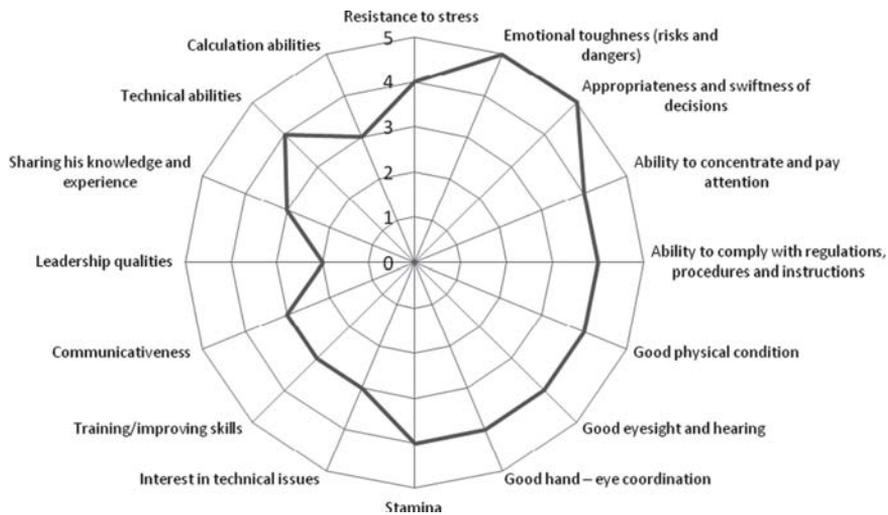


Fig. 1. An example of collation of the results of competencies of the candidate for the position of mining technician

4. Methods used in assessing the competencies

The assessment of employee’s competencies is a complicated process, however, at least 2 basic assessment methods: 270° method and competencies tests can be used.

The 270° assessment method is called employee’s assessment in which participate: his superior, co-workers, subordinates, and in which the self — assessment is also considered. This assures the reliability of the assessment, however significantly increases the costs and level of complexity of the assessment process. The method is considered to be reliable, because the obtained opinions come from persons, who personally experience the “effectiveness” of the competencies of the assessed worker, in the real life situations.

Staged of the 270° assessment:

- Selections of persons taking part in the employee assessment;
- Instruction — informing persons engaged in the assessment process of its purpose and rules and regulations;

- Collecting opinions coming from various sources;
- Preparing a report, summarising the effects of all appraisals;
- Giving feedback.

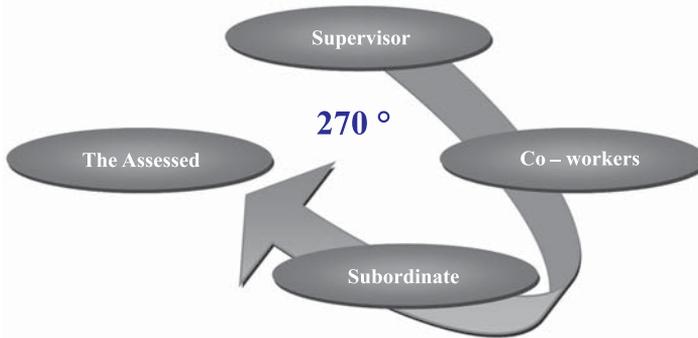


Fig. 2. 270° assessment diagram

Competencies tests involve constructing questionnaire sheets, containing a certain number of answers, which shall assess the competencies of the employee within a specific range. Tests are a quite popular competencies assessment method, especially when the appraisal is performed one time only.

Two types of competencies tests can be distinguished: introspective tests and performance tests. Questions in introspective tests are constructed in such way, that they pertain to person's behaviour in certain situations, whereas performance tests describe certain situation in detail and suggest actions, which are applicable to this particular problem. The role of the assessed employee is to select the correct action for this particular situation. Performance tests are more effective than introspective tests and allow to draw more precise conclusions [1].

Those solutions shall be supported by a computer system, allowing to perform a multi — aspect analysis and allowing to simplify the creation of various profiles. The competencies management system is a sub — system of the human resources management system. The software (system) shall support the utilisation of the ready competencies sets, by making available the mechanism of the import of ready competencies databases, of a precisely defined form.

5. Summary

In the mining industry competencies profiles shall be a supplement to qualifications, as they show a full characteristics of the employee, thus allowing the development of a precise personal profile of the candidate. The use of the competencies model in the field of recruitment increases the probability of employing the proper workforce, employees, who will be able

to have a success in their work, will work more efficiently and will observe all occupational health and safety procedures. Competencies profiles will also be used in other areas of human resources management at the mine — during periodical assessments, while planning training and when developing career paths.

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