

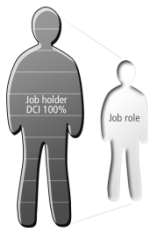
THE DCI (DEXTER COMPETENCY INDEX)

INTRODUCTION

Knowledge driven organisations worldwide are switching to a competency based approach for recruiting, developing and right placement of their staff. DEXTER, a 10 year veteran in this field has developed an index to facilitate the communication and drive a shared understanding at all levels of an organisation.

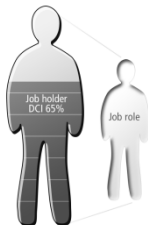
The DCI uses scales from the individual perspective to an organisation wide indication of the match between role dependent requirements and status quo.

THE INDIVIDUAL PERSPECTIVE



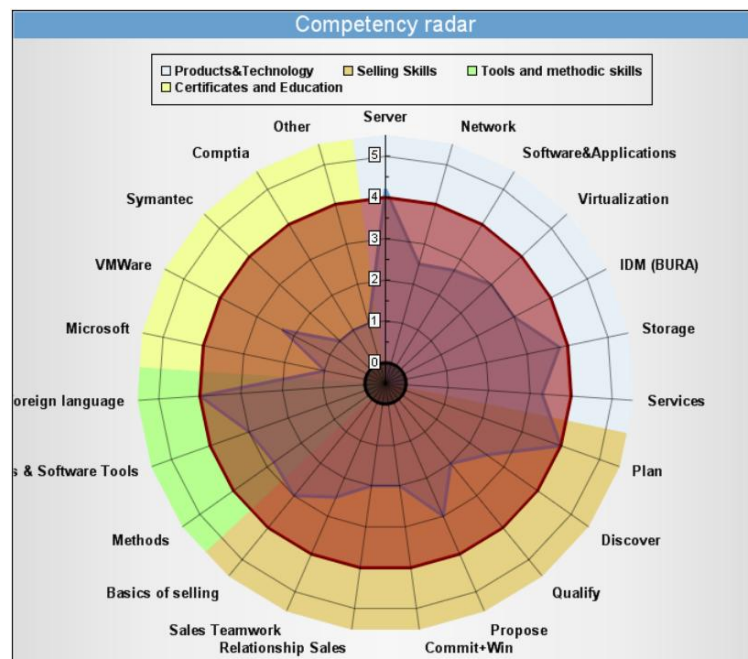
With every role comes a set of competencies that an employee needs to fulfil. The best case is a full match between competencies needed for a role and the given competencies of an employee holding this role.

In the graph below the area in the red circle represents all competencies for this role set to level 4. An employee in this role that scores a 4 in all competencies would end up with a DCI of 100%. A perfect match.



The underlying blue figure shows the profile measured for Peter Smith, a real world example.

The DCI calculated is 65%, which means that some of the competencies need enhancement.



GLOBAL PERSPECTIVE

The DCI is the VP/Director KPI for a development program. Aggregated numbers for teams, regions and countries indicate development status and need.

Over time, increase of the DCI will reflect successful development. A decrease will show failure to keep up with changing role requirements.

Location	DCI
London	57%
Madrid	66%
Hamburg	55%
Paris	54%
Berlin	65%
Prague	65%
Edinburgh	67%
Rome	70%
Bruxelles	69%
Geneva	59%
Oslo	51%
Grand avg.	62%

EMEA OVERVIEW

The EMEA wide perspective gives an indication of the overall averages and can serve as a basis for high level discussions. In Rome an average of 70% might be addressed by implementing some individual activities, whereas for Oslo one would think about a wider program.

HOW DCI TRANSLATES TO TRAINING

While VPs and directors can use the DCI to draw general conclusions and to monitor progress, the people manager and the L&D department need to drill down on a per participant basis.

The per person table gives a clear picture of the spread of DCIs and adds start date in role to take the maturity level into account.

For Oslo we have a top 3 group that is pretty close to full match and will need less effort. At the end we have somebody pretty new to the role but needs some attention.

DEXTER Whitepaper

In the given example the overall offset can be explained by a massive transformation that the organisation is undergoing.

employee	DCI	Start in role
	92%	02.08.2010
	86%	01.03.2010
	86%	30.10.2010
	77%	01.02.2010
	77%	04.05.2008
	77%	30.10.2010
	72%	09.09.2008
	69%	03.07.2008
	65%	30.10.2010
	60%	31.07.2010
	56%	04.05.2008
	54%	01.04.2010
	42%	30.10.2010

TEAM RESULTS DRILL DOWN E.G. OSLO

This makes it even more important to manage and monitor progress.

TRAINING MANAGEMENT PERSPECTIVE

The matching of competencies versus available trainings generates a list of suggested trainings that is aggregated to training days per person. In theory delivering these trainings to the individual will drive the DCI to 100%.

Based on the individual results of the training match, L&D can start to plan, budget and role out the training for the organisation.

	London	Madrid	Hamburg	Paris	Berli
Learning to Lead	4	8	2	17	
Communicating with Impact	8	10	2	14	
Directing and Delegating Work	5	3	3	19	
Coaching and Correcting for Improved Performance	3	0	1	8	
Performance Management and Appraisal	3	0	1	8	
Positive Discipline and Termination	2	5	1	16	
Teamwork	5	7	2	21	
Navigating Change	7	8	2	13	
Diversity and Differences	7	5	2	14	
Volunteer Management and Training	3	2	1	5	
Introduction to Lean Manufacturing	3	2	1	5	
Kaizen and Kaizen Event Implementation	0	0	0	0	
Waste Reduction and Creating Standard Work	7	5	2	14	
5S and the Visual workplace	3	3	3	14	
Mistake Proofing and Setup Reduction	5	3	1	3	
Workstation and Line Design	0	0	0	0	
ESL for Lean Manufacturing	6	7	3	17	
Production and Inventory Management Certification	9	8	2	18	
Basics of Supply Chain	6	7	3	17	
Strategic Management of Resources	6	6	2	15	
Face to Face Meetings	7	8	3	3	
Negotiation Skills	11	13	4	18	
Planning & Organising	9	9	3	19	
Presentation skills	4	3	3	2	
Resolving Objections	7	8	0	12	
Time Management	6	9	4	11	
	71	78	27	132	

After the training cycle, the reassessment will show the impact of each training program as well as the individual development. Based on these facts all process steps can be adjusted to make the DCI approach a self-sharpening knife.

THE ASSESSMENT

To collect the data to calculate the DCI, a wide range of methods can be used such as online tests and development centers.

THE TOOL

At the backend of the process the DEXTER HR MONITOR software platform is in charge. It is the only tool for all steps of the process from managing the competencies, user interfacing the data collection, generating all reports from the individual profile to the global DCI.