

COMMET
Transfer of new methods to identify competence based on the
example of two professions
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Report on work package VI: Interviews in companies of the regional metal
- and electrical industries for examination of practical applicability with
regard to the developed competence grids

The following companies have been interviewed in Hungary :

1. Gravitas 2000 Kft (HR manager)

Gravitas was founded in 1993. The original mission and the production activity today are machine elements, tools, fixtures and special machinery, design and manufacturing. Common elements with regard to the production of medical, aerospace, as well as fine-mechanical products are precision and solutions for difficult manufacturing tasks. The production area is Hungary, but the company exports most of its products to EC-countries (England, Germany, Sweden) and Switzerland. During the last years the company developed continuously to one of the leading enterprises when it comes to part- and tool production. Due to permanent investment, technology development and improved efficiency, the turnover increased continuously, and in 2008 was at five million EURO. The production area is ~5.000 m². The number of employees:

2. Festo Kft. (plant manager)

Festo is a worldwide leading supplier of pneumatic and electrical automation technology. The globally aligned, independent enterprise is privately owned, and has its headquarters in Esslingen, Germany. It has evolved into a performance leader within its respective industry over a period of 50 years as a result of innovation and problem solving competence, covering all aspects of pneumatics, and thanks to its unique offerings in the field of industrial training and vocational education. The Festo group generated a turnover amounting to €1,700 million during the fiscal year 2008, and demonstrates its presence all over the world with 13,500 employees at 250 locations. The Hungarian branch has ... employees.

3. Cascade Kft (production manager)

The company has widespread experience in the field of [injection molding](#), [assembly](#) and [tool-making](#). As a result they play a leading role in this segment of the automotive industry. As a "Full Service Supplier" Cascade understands customers' needs and tries to fulfill them, before they even rise. They continuously improve capabilities utilizing customer requests, LEAN thinking, ISO/TS standards and other current management and manufacturing techniques, comprising development and serial production.

4. 77 Elektronika Kft (Quality assurance manager)

77 Elektronika Kft. was founded in 1986 in Budapest, Hungary and within a short time became one of the most prosperous privately owned Hungarian companies. The company operates on two fields : medical diagnostic and telecommunication devices . The activity of 77 Elektronika Kft. covers design, mechanical, hardware and software development of the products, while company has considerable manufacturing facilities. The company has the ISO 9001 certificate since 1996.

5. Rába Futómű Kft. (Deputy director, Quality management)

Rába Axle Ltd. has a lot of experience and achievements in the field of research, development and the manufacture of axles and axle components. The products are primarily installed in:

- medium and heavy-duty trucks
- military trucks
- special vehicles
- buses

Rába is one of the most significant producers of independent axles and axleparts.

With a view to the **competence grid** developed for **metal cutting technicians and mechatronic technician**, the following questions were discussed **with the companies involved** :

- Have the spheres of activity been outlined appropriately?
- Have the process phases (parts of the complete activity) been correctly described?
- Are the competence dimensions (specialist competence, methodological competence, social competence, personal competence) plausible? Which distinction do you prefer : those of the SQF or those of the competence profiles?
- Are the competence grids suitable, for instance, as certificate supplements for *europass*?
- Between the competence profiles and the SQF, can you imagine to apply these or a combination of them in your HR department? If it were a combination what should it look like?

The spheres of activity were found appropriate by most. The interviews confirmed that the spheres outlined in the profiles cover the main duties of the technicians. There was only one among the five interviewed persons who thought that the spheres were too vague and should be described in more detail in consultation with experts of the relevant professions.

"The outline and definition of the spheres of activity seem to be appropriate. In concrete jobs the description differs. In different companies the complete actions are different. The illustrated profiles reflect the requirements of an imaginary job. From this point of view all the spheres are necessary despite some of them are not necessary in our jobs." (Interview 3)

The phase break-down was confirmed in the form proposed and seen to be relevant, although two of the companies said that a more detailed description was needed for the various activities.

"The phases of the actions are described well enough. In some spheres of activity each of the phases are relevant, but in some spheres they are not. The spheres could be divided into more activities and for each activity the competences would be defined according the phases."(Interview 1)

"The division of the complete actions into phases is right, most of the actions need analysis, planning, performing, etc. The phases of the actions are described well. Each phase is relevant." (Interview 2)

The *competence dimensions* (specialist and methodological competence, social and personal competence) were generally considered acceptable. However, some of the interviewees think that the different frameworks should use the same definitions to make comparisons possible. Regarding the preference between the SQF system and competence profiles the managers interviewed have outlined the different advantages of the two systems therefore they do not prefer to choose between them but to use them for different purposes :

"The competence dimensions are defined well both in the SQF and the competence profiles : they are plausible. Both distinctions are useful in case of skill management." (Interview 2)

"The distinctions of the SQF are better in terms of leveling, while the definitions are better with regard to competence profiles."(Interview 4)

Regarding the application of the competence profiles as, for example, supplement to the Europass certificate, those managers who were familiar with the Europass system said that the competence profile is too detailed and not uniform enough for this application. However they think it can be used as the base of job descriptions.

„These competence profiles seem to be overextended for being applicable as certificate supplement. Besides, these dimensions of competence are not unified enough for using them for this purpose” (Interview 1)

„Competence profiles are applicable as the base of certifications, described in a supplement, or also can be used as the base of a job description.”(Interview 2)

„The ECS is a concise document containing only essential information on competences. The competence profiles are too detailed for this purpose, as render comparability difficult” (Interview 4)

Possibilities in using the competence grids in HR work of the companies

The interviewed companies have been using competence descriptions in various areas of HR management and considered both systems (the SQF levels and the competence profiles) as useful in their HR work. The SQF framework is a more general, standardized system that makes possible the comparison of qualifications within a sector while the competence profiles are a very specific and detailed description of a certain profession.

"Both the SQF and the competence profiles are very useful and efficient tools for HR management. I prefer the dimensions and leveling of the the

SQF, but the definitions, descriptions have to be described according to the approach of the competence profiles.”(Interview 1)

“I can imagine the application of each of them. The choice or preference depends on the application, the practice of other companies. The more companies apply to one or the other tool, the stronger its comparability is”. (Interview 3)

“I could imagine taking over the positive features of both and using them in combination, the levels of the SQF make comparison easier, while the detailed descriptions of the competence profiles, after testing, could be used in all fields of HRM.”(Interview 4)

“The SQF model as well as the competence profiles are very useful in HR work. I would definitely use both of them in my work, though for different purposes. The combination would contain the dimensions and leveling of the SQF, but the system would take over the definitions from competence profiles, though in a more specific manner” (Interview 5)

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