



HCEU for Employers Employer needs profiles

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Employer needs profiles on the HCEU-Competence matrix ,Professional Care‘

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1. Initiation

Job descriptions are a necessary instrument to meet quality requirements in the context of increasing certifications of health facilities. The responsibility for job descriptions usually lies with the Human Resource Department of the facilities and often arises in cooperation with the specialist departments and the management.

Job descriptions are often a tool for an inconspicuous existence even though they are able to establish trust between employees and the institution and ensure safety.

As part of the Erasmus+ HCEU project, a competence matrix has been developed that maps the requirements and skills of qualified nursing staff. The HCEU competence matrix 'Professional Care' is ideal for job descriptions.

1. Job descriptions

Job descriptions create liabilities. The scope of individual job descriptions is determined by employers, represented by their personnel department. As a rough scope they include:

- Tasks and responsibilities,
- Responsibility and powers,
- Skills and qualifications,
- Cooperation and superiors,
- Goals and targets.



Various actors further differentiate the requirements for job descriptions and follow this structure:

- Name of the position,
- Organisational classification of the position (e.g. department, superior),
- Representative,
- Goals associated with the activity,
- Main and secondary tasks,
- Cooperation,
- Requirement profile.

It has been shown that the scope and differentiation of job descriptions is strongly dependent on the job in question. It is understandable that, for example, the profiles of managerial employees are designed differently than those for other areas of responsibility in companies.

In healthcare companies, job descriptions are often available for senior positions. In the area of professional care, where - if at all - only rough formulations have been made, it is usually expected that employees will find their professional tasks themselves on the basis of their job description, their qualifications and their area of application. The focus here is on nursing services as well as on responsibilities for smooth daily routine, the design of the living environment, the nutrition of care recipients, the supply of medication and many others, many of which currently lack a description.

The HCEU competence matrix 'Professional Care', currently the most up-to-date collection of competences of nursing professionals on the European market, provides an overview of possible services provided by qualified nursing personnel. On the overall matrix there are competences of nurses as well as competence development which takes place during the professional life. - This is an incomparable tool for developing requirement profiles for the most varied areas of activity of nursing staff.

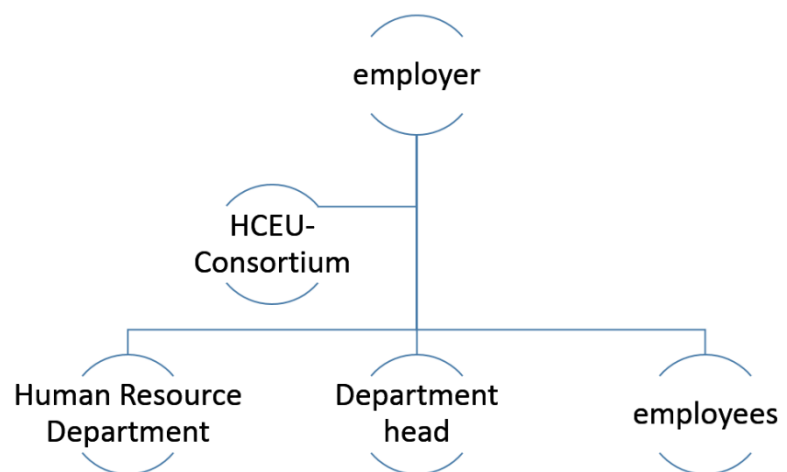
By using the HCEU competence matrix 'Professional Care', formal requirements for nurses can be extended by descriptions of

- technical requirements,
- methodological competencies,
- Leadership competencies and
- personal skills.

This allows a differentiated description of the requirement profile for nursing staff. This allows a differentiated description of the requirement profile for nursing staff, which can also be adapted to a wide variety of specialist departments and facilities. Since the matrix also contains competence development steps and is thus able to map both lower and higher qualifications of professional nursing staff, it is possible to create requirement profiles that, for example, contain the lowest possible qualification and at the same time define competences that go beyond this qualification. In order to be able to use employees in a targeted manner according to their competences, i.e. skills and knowledge, defined competence requirements can be compared with actual existing competences of employees. This enables an effective deployment of personnel.

2. Employer needs profiles on the HCEU-competence matrix

As with many new things, the application of HCEU is initially associated with effort. The matrix must be viewed in its comprehensive entirety. In addition, it is essential to deal with the methodology. VQTS (Vocational Qualification Transfer System), which forms the basis of the matrix, is able to track professional competence development. At the same time, the model makes it possible to distribute

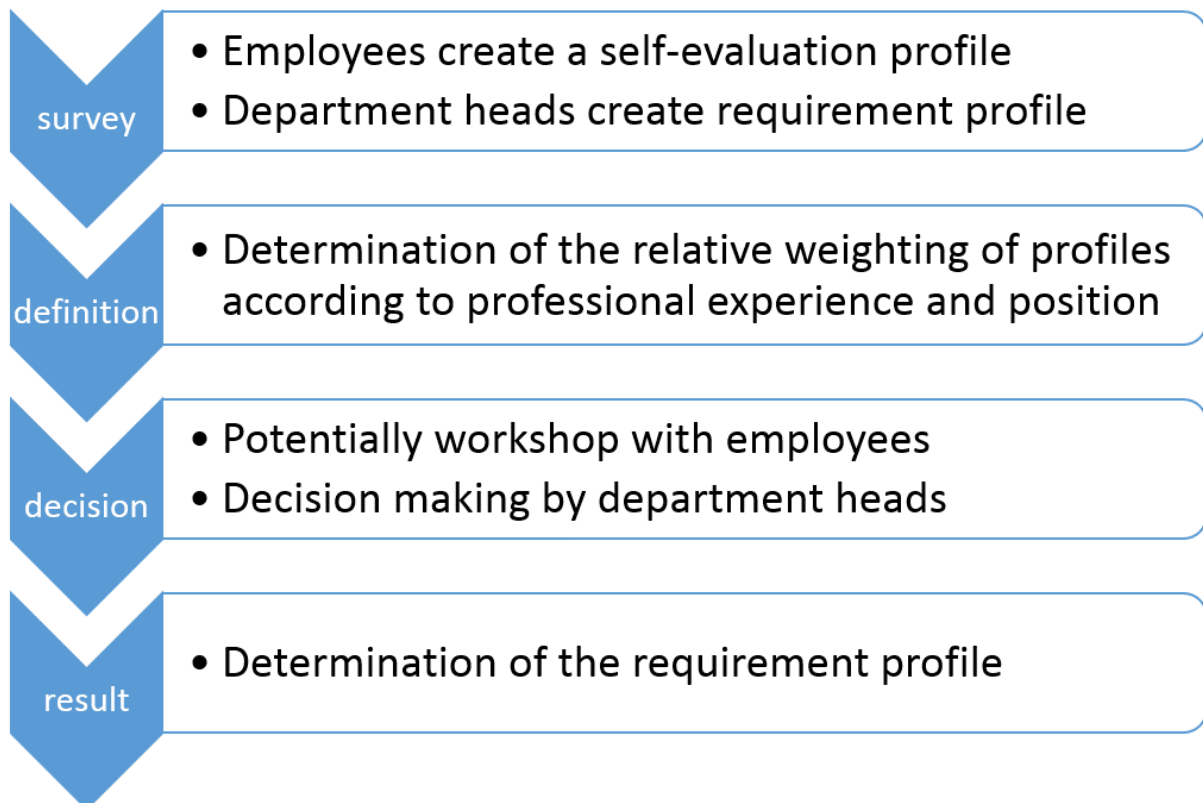


these tasks over several shoulders. HCEU sees itself as extraordinarily professionally oriented, as it contains above all action competences and the knowledge necessary for them. This allows human resource departments in health care facilities to integrate employees who are familiar with the requirements in the specific work context. Instead of carrying out job-related assessments, requirement profiles are drawn up individually for various specialist departments by them under the direction of HRD. The aim here is to intensify cooperation with the

departments and to have the requirement profile drawn up there. There, work processes are known and the necessary requirements can be easily defined.

In order to create requirement profiles, different actors have to be involved. Employers decide whether, for which departments and to what extent profiles should be created. The Human Resource Department leads the implementation and delegates tasks to department heads. Employees contribute their knowledge and experience to the process in which the HCEU project consortium is available at all times to provide advice and support.

The creation of the defined requirement profiles then follows this scheme:



The procedure according to this procedure makes it possible to achieve several results simultaneously: You do not only receive the requirement profile for specialists in the corresponding department; in the same survey you create individual profiles of your existing employees. These are initially based on self-assessments, which can be supplemented by external assessments using other HCEU tools.

2.1. Survey

Employees and department heads gain access to the HCEU competence matrix 'Professional Care', which then selects the competences required for the position. It is useful that employees who already work in the department and hold the corresponding positions can assess their own scope of competence. As they usually fulfil the requirements for the position to be described, they are in an excellent position to contribute to the development of a competence profile for this position by assessing their own competences. Similarly, department heads describe the required or expected competences of a skilled worker on such a level.

Since the employees create requirement profiles on the basis of their self-assessment, these results can also be seen as the first results of their own positioning on the matrix and thus lead to a first individual employee profile.

A survey tool can be made accessible by HCEU for the survey.

2.2. Definition

In a first test run it turned out that different weightings of the results of the survey can increase the significance. In order to come closer to the goal of a clear result, it is advisable to allow the results of employees to be included in the evaluation with varying degrees of difficulty. Differentiations according to occupational and departmental affiliation seem to make sense, since employees with many years of professional experience have significantly more competences than, for example, employees with newly acquired qualifications. Similarly, the assessments of department heads are to be evaluated differently, as they are able to view the requirements more distantly due to their activity and their scope of competence than the employees are often able to do in the concrete care setting. The weighting is, of course, dependent on the individual department, the number of staff there, the number of managers involved and the extent of experience of the individual employees. It has been shown that the following weighting can be useful:

Employees with up to 5 years of working experience	simple weighting
Employees with more than 5 years of working experience	double weighting
Department heads, Deputies	triple weighting

The HCEU project consortium can act in an advisory capacity at any time and will carry out the evaluation with the defined weightings for the Human Resource Department.

2.3. Decision

Even after weightings have been defined in the previous step, it is possible that no clear results are available. The results of the survey provided by HCEU according to the weighting carried out may, under certain circumstances, still lead to unclear results as to which competences are required in the examined position. There are three ways of achieving unambiguous results here:

- In workshops, employees are involved in the development of the job description. In the discussion, competences with unclear results are examined for their importance for the job. The aim of these workshops is to clearly include the competences defined by the majority as absolutely necessary in the job description and to exclude competences that appear less important. The final step is to agree on a profile.
- Department heads deal with unclear competences and determine how important these competences are for fulfilling the job requirements and find final results.
- A sum of workshops and discussions between the employees and the assessments of the head of department leads to the job profile.

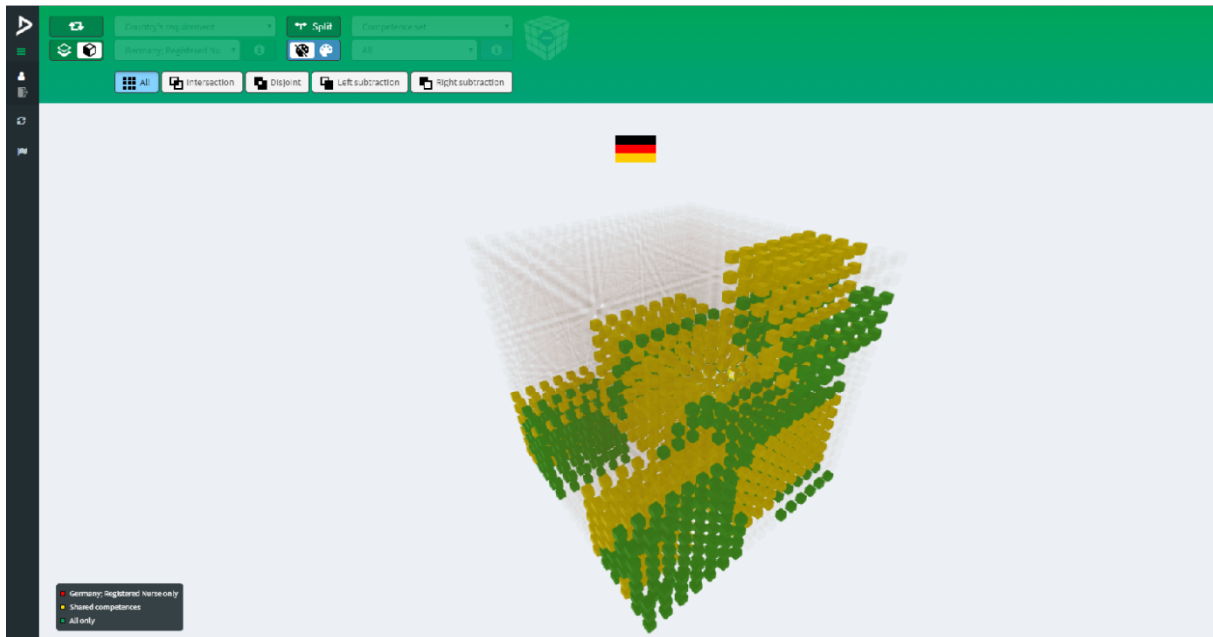
Results are reported to HCEU for further processing, where the final results are processed.

2.4. Result

With the evaluation and presentation of the results, the requirements profile becomes visible on the virtual matrix as an employer requirements profile. This profile corresponds to the

competencies that (future) employees should have in the corresponding position. At the same time, it enables the comparison with already created individual profiles of employees from the entire institution or even of external employees who already have an individual profile.

By comparing individual profiles of (internal and/or external) applicants with the employer requirements profile on the virtual matrix, suitable applicants can be filtered out within a very short time and selected for vacancies.



Information on the application of the HCEU results as an employer or HRD department of employers can be found on the homepage www.project-hceu.eu