

The Strategic Edge: Mastering Skills- Based Learning for Employee Growth



Etienne Gatt

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HR Evolve

Workshop outline

In this workshop, we will delve into the MGA's **transformative approach** to the employee learning and development strategy.

We will discuss how the implementation of a practical skills framework has elevated the organisation's **strategic direction** and **performance focus**.

This initiative has served as the pillar for numerous HR initiatives, directly impacting **employee engagement** and **retention levels**.

Twelve years' experience in HR functions – predominantly in Recruitment and Human Resources at large

For the past three years also leading the PR and Comms function of the MGA

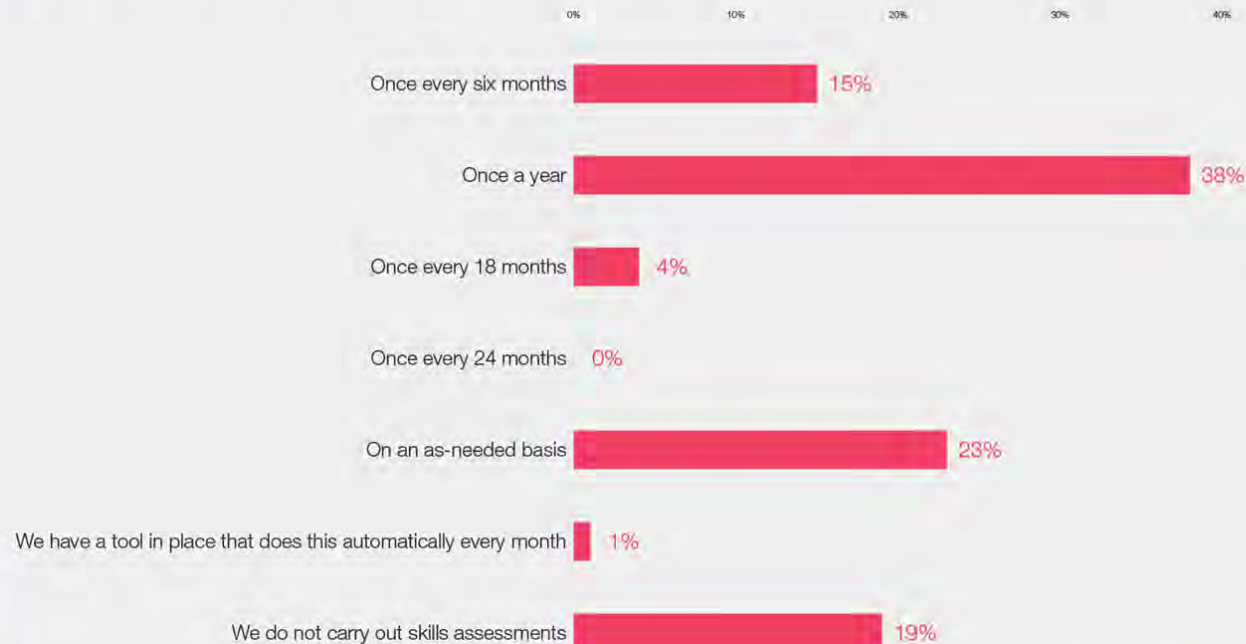
Counsellor by Profession

Dad to 4-month-old Emma

Introvert by nature, extrovert by force

Do you measure soft skills in your organisation? And How?

How frequently does your organisation formally conduct skills assessments to identify gaps and training needs?



In many instances...

We are telling people **what to reach.**

But we are not measuring **how they are
reaching it.**

Behaviour as the enabler of performance

The background features decorative wavy lines on the left side. The upper portion consists of multiple thin, parallel blue lines that curve and flow downwards. The lower portion consists of multiple thin, parallel green lines that also curve and flow downwards, mirroring the style of the blue lines above.

The MGA Context

The Strategic Edge: Mastering Skills-Based
Learning for Employee Growth

Etienne Gatt
HR, PR and Communications Director

Three-year Strategic Plan

HR Evolve

Digitisation of
Internal Processes

Creation of the
Competency
Framework

Overhaul of the
Performance

Management Framework



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HR Evolve

The MGA Competency Framework outlines the essential **skills** and **behaviours** required for employees to perform their roles effectively. It supports **strategic talent management** by developing both **Core** and **Job Specific Competencies**.

The Core Competencies apply across the **entire organisation**, while the Job Specific Competencies are **tailored to particular roles**.

The framework sets **benchmarks for excellence** in work practices, guiding how employees are assessed.

It also helps the MGA communicate the **skills, knowledge, and behaviours** that are valued, fostering a shared understanding of the Authority's **values, culture, and performance standards.**

Competency Framework

The aim of the Competency framework was that of putting a **strategic edge** to an otherwise loosely connected function.

Connecting training to the organisation's **North Star**.


Training redefined to **Learning**.

Clarifying expectations around expected behaviours.


Aligning the **individual learning path** with the **organisation strategy**.

Addressing the dilemma:

Are our expectations clearly translated?



**Competency
Framework –
What does it
feed into?**



01

Performance Management

Giving tools to managers to help employees have more clarity as to the expectations around behaviours

02

LNAs

By having clear guidelines as to the desired behaviours, managers can target their training to their employees in a surgical manner

03

Recruitment

Recruitment decisions more based on a finding rather than on intuition

04

Succession Planning

Employees now know what expected behaviours they need to start demonstrating to advance in their career paths within the MGA

Which of the following talent management offerings do you think employees prioritise when selecting an employer?





Poll

Define
“Accountability”
in not more
than 5 words

HR Evolve

Give one
measurable
outcome of an
“Accountability”
goal

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Accountability



The ability to take responsibility and ownership for one's decisions, actions and results; being accountable for how things are accomplished and what is accomplished.

Competency Level	Level Definition	Expected Behaviours
Foundation	Is responsible for own performance	<ul style="list-style-type: none">• Is responsible, punctual and abides by policies and procedures, meeting expected standards and deadlines• Checks own work before passing for review and able to identify mistakes and learn through them• Requests feedback and develops behaviour accordingly to improve standard of performance• Operates in compliance with rules and regulations
Intermediate	Is responsible for own performance and encourages others to do so also	<ul style="list-style-type: none">• Demonstrates dependability in all aspects of own work and takes responsibility for own words and actions and can be relied upon consistently• Continuously strives to improve one's own responsibility and ownership• Takes ownership to ensure own objectives are completed at a high standards• Escalates issues when required in a timely manner
Advanced	Demonstrates ownership in all tasks and ensures the team do so also	<ul style="list-style-type: none">• Demonstrates dependability in all aspects of own work and of others and takes responsibility for words and actions and can be relied upon consistently• Takes ownership to ensure own and team objectives are completed at a high standard• Self reflects critically on performance achieved individually and on a wider context, guides colleagues in doing so also• Is transparent and honest while ensuring accuracy of information collected and shared
Mastery	Sets the standards for accountability and drives this across the team/ department	<ul style="list-style-type: none">• Articulates expected standards of work practices• Inspires and encourages high standard of responsibility through leading by example• Is objective in performance feedback provided to others to ensure that they are held accountable for their actions

^ Core Competency: Effective Communication

- Demonstrates strong effective listening skills, whilst providing effective guidance or escalate to superiors where necessary
- Writes and speaks clearly, persuasively, and concisely, tailoring communication to the specific audience
- Actively shares information and ideas positively, and encourages others to share their views and concerns
- Checks for understanding by asking open-ended questions that draw out the listener's understanding
- Organises the communication message and clarifies purpose and importance, stresses major points and follows a logical sequence
- Is able to present ideas and plans clearly, using available and suitable tools and resources
- Is visible to staff by listening and communicating effectively to them

2

[REDACTED]

[REDACTED] has a clear edge with respect to her empathy and listening skills and this is certainly an asset to have in HR.

Similarly to comments included in the "Leadership" Competency, feedback for growth is towards developing a stronger personal brand as many times she appears to be very comfortable by "hiding" in the background.

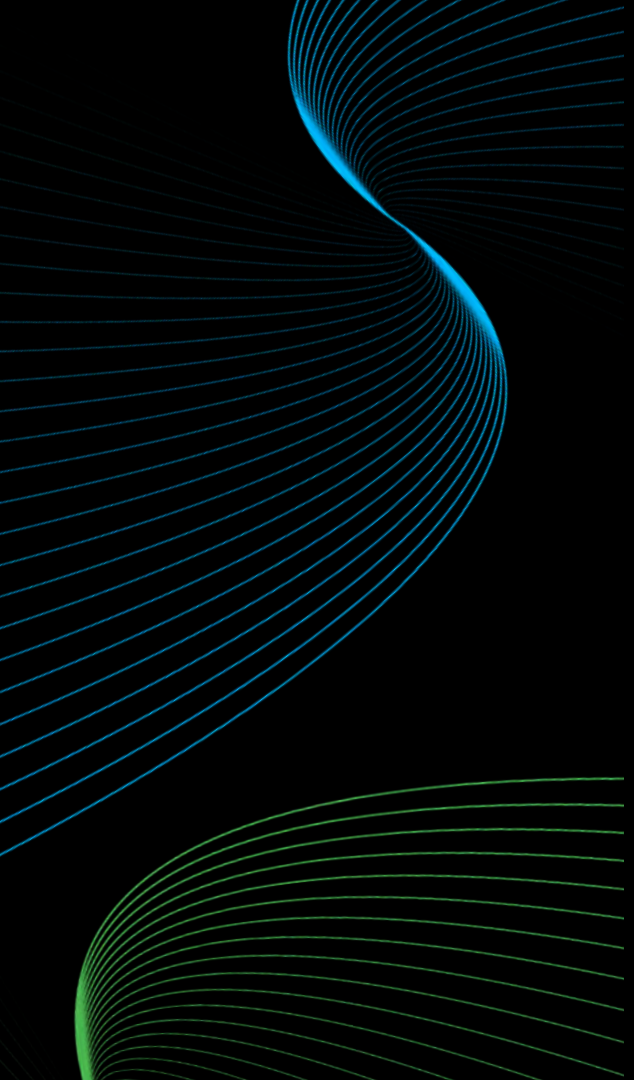
2

[REDACTED]

I believe I have improved on this, in presenting ideas, writing clearly, tailoring the message for different audiences whether verbally or written and for both internally and external stakeholders, escalating where necessary (example recent situation of [REDACTED] where I escalated immediately), sharing information and updates and ideas, demonstrate effective listening skills on all counts (including for personal feedback), and especially 'visible to staff by listening and communicating effectively'. I feel employees reach out to me for this reason, whether for personal or professional reasons, and I try to give everyone the time of the day and efforts at work that they deserve.

The role of **Fairness** and **Transparency** in the performance evaluation process

**An active and coordinated effort
towards reaching the company's North
Star**

The background features a series of thin, parallel lines that curve and flow from the left side of the frame towards the center. The lines are colored in a gradient from light blue at the top to light green at the bottom, set against a solid black background. The overall effect is a sense of dynamic movement and fluidity.

Benefits of a skills-based framework

Benefits of a skills-based framework



Reducing Siloed mentality



Performance Culture



Recruitment



Reducing Siloed mentality

By implementing a skills-based framework, a given behaviour **means the same** across different departments.

In this way, claims that behaviour is measured differently in different departments are neutralised.

This process also promotes the values of **fairness** and **transparency** that we uphold in our organisation.

Benefits of a skills-based framework



Reducing Siloed mentality



Performance Culture



Recruitment



Performance Culture

Helps managers in framing their goals in a **clear** and **quantifiable** way.

Making what used to be impossible to measure, possible.

By being connected to the **MGA Core Values**, the goals related to improvements in the soft and/or hard skills help an employee align their growth with the company's mission

Benefits of a skills-based framework



Reducing Siloed mentality



Performance Culture



Recruitment



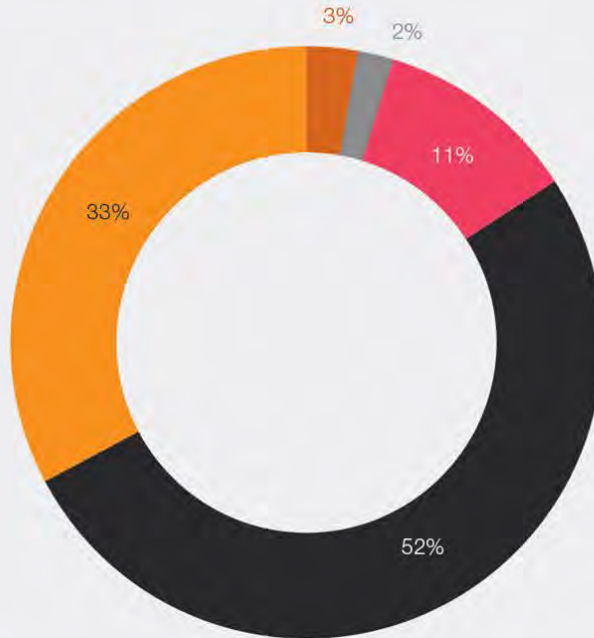
Recruitment

The competency framework provides the **tools for the interviewing panel** to focus their questions in areas that are central to the role.

With the granularity of a competency framework, the expected behaviours are an interview guide for the interviewing panel.

The connection to the **MGA Core Values** improve the chances of recruiting individuals who represent a greater culture fit with the organisation.

To what extent do you agree with the following statement regarding your organisation



Learning & Development in my organisation contributes to the achievement of our strategic goals and priorities.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree



Learning Opportunities

Learning Opportunities

Bulky end-of-year process

Subjectivity of management rating remains

In some cases, **quantifying** improvement in soft skills remains an
issue



Recommendations

Recommendations

Get **management buy-in**

Adopt a **360-approach**

Evangelise the importance of behavioural goals

Have a compelling **USP**

Launch – **Review** – Adapt

Questions