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# HUMAN RESOURCES AND COMPETENCIES OVER TIME

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**DRAFT**

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<sup>1</sup>The views expressed in this document are those of the author and do not necessarily reflect those of the Public Service Commission.

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## HUMAN RESOURCES AND COMPETENCIES OVER TIME

### Historical & Management Context

The main centres of activity were small groups of people working cooperatively in cottage or craft industries and family farms.

Industrial Revolution - change from agricultural to industrial societies.

### Human Resources & Competencies Events

<b>Early times</b>	Ancient Romans structured work to be done by trained specialists who in turn were coordinated and motivated by managers. "These elements of human resource management - specialization by skill, coordination through hierarchy, and motivation by reward and punishment - prevailed throughout the Middle Ages and into the Industrial Revolution." (Baird, 1992) In the craft economy, workers were autonomous and had broad skills
<b>1776</b>	Adam Smith, in his work <i>The Wealth of Nations</i> , wrote about the economic advantages of the division of labour.
<b>1800s</b>	The mentor/apprentice model of work changed from guilds and home shops to assembly-line repetitive tasks that required few skills. Workers were interchangeable.
<b>1832</b>	Charles Babbage writes <i>On the Economy of Machinery and Manufactures</i> . He expands on Smith's division of labour by proposing that specialization is as relevant to mental work as it is to physical labour.
<b>1868</b>	<i>Canada Civil Service Act</i> establishes the Civil Service Board which had jurisdiction over the Inside Service (National Capital area) only .
<b>1882</b>	Board of Civil Service Examiners created by the <i>Civil Service Act</i> to examine potential recruits on their academic knowledge. A preliminary test to screen out those that were unfit for the civil service was followed by a selection examination.
<b>1890s</b>	Shop management systems - workplace dominated by machines and technology.

## Historical & Management Context

## Human Resources & Competencies Events

"Management philosophy . . . was epitomized by Henry Ford, who often wondered why workers brought their heads to work when all he really needed was their hands and feet." (Losey, 1998)

**1895**

Birth of scientific management by Frederick W. Taylor.

**1908**

The *Civil Service Amendment Act* replaced the Board of Civil Service Examiners with a permanent Civil Service Commission. Jurisdiction is still limited to the Inside Service.

**1911**

Taylor publishes the definitive work *The Principles of Scientific Management*. "Most of the ideas in scientific management were already known before Taylor's time. Taylor's contribution was to combine them into one, all-inclusive philosophy." (Freeman, 1996) Workers' increased production was to be linked to raises and bonuses.

**1913**

Industrial Psychology - As managers began to realize that the one scientific way of performing a job did not always work, it brought about a recognition of the importance of the individual. Hugo Munsterberg, an experimental psychologist at Harvard University, contributed methods for analyzing jobs in terms of their mental and emotional requirements and devised testing to help people perform their jobs better.

World War I

Refinements in assembly line work:

- division of labour into discrete elements
- automatic pacing
- caused employee turnover, wages and profits to greatly improve.

**1914-18**

World War I encouraged the development of more and more tests to evaluate military recruits.

Unemployment rate reached 20% in the years after WW I.  
Mechanization generated industrial growth and productivity increased substantially.

**1920s**

A primary concern of management was employees' individual differences. In the companies that had personnel departments, personnel staff were busy developing recruitment procedures, assessing skill needs and writing job descriptions. Paternalistic benefits and attitudes - management knows best.

## Historical & Management Context

## Human Resources & Competencies Events

<i>Foster Hewitt makes the world's first radio broadcast of a hockey game.</i>	<b>1922</b>	
Supreme Court of Canada rules that women are not "persons" who can be elected to public office. Overruled by the British Privy Council the following year.	<b>1928</b>	
	<b>1929</b>	The Taylor Society publishes a revised and updated practitioner's manual <i>Scientific Management in American Industry</i> . Elements of scientific management, such as time and motion studies, and time standards for job performance remain relevant and useful to modern management.
The Great Depression Following heavy Depression layoffs, unionization spread rapidly and challenged management control as the economy improved.	<b>1930s</b>	Rise of the "human relations" era. Recognition of the link between supervision and morale. Start of discussions about employee empowerment, teamwork, and psychological motivation.
Female worker at Ganong's candy factory in St. Stephen, N.B., makes \$14/wk; her male foreman makes \$32/wk	<b>1931</b>	
	<b>1932</b>	The Hawthorne Studies, conducted by Elton Mayo, were the first to question the behavioural assumptions of scientific management. The studies concluded that human factors were often more important than physical conditions in motivating employees to greater productivity.
World War II	<b>1939-45</b>	Personnel departments were challenged with hiring enough employees to keep plants and factories running. Thousands of women were recruited and trained to perform work previously reserved for men. There was a renewed focus on individual needs to increase workers' satisfaction and production.
The first electronic digital computer, known as ENIAC, is introduced.	<b>1946</b>	

## Historical & Management Context

Postwar economy booms.

### Management trends:

- **role-playing**
- **sensitivity training**

First hydrogen bomb explodes at Eniwetok Atoll in the Pacific Ocean.

Drucker writes *The Practice of Management* and introduces the 5 basic roles of managers.

### Management trends:

- **participative management techniques like Management by Objectives (MBO)**

Beginning of employment equity with Women's Liberation and Civil Rights Movements.

First of the 8 million Canadian baby boomers (born 1946 to 1966) turn 18.

## Human Resources & Competencies Events

**1950s**

Veterans, armed now with government sponsored degrees, increased the number of white collar workers. Rapidly growing companies used promotion as an easy way to motivate and reward employees. This in turn created an increased demand for training at the managerial level.

**1952**

Maslow's hierarchy of needs theory is published in his book *Motivation and Personality*. This provides a framework for gaining employees' commitment.

**1960s**

"Managers began to realize that the solution to productivity problems did not lie in either the job or the employee, but in a combination of the two. . . . Managers became concerned about both the job and the worker and saw productivity as the result of properly matched jobs and people." (Baird, 1992)  
Douglas McGregor's Theory X and Theory Y principles influenced the design and implementation of personnel policies and practices for over a decade.

**1963**

The Civil Service Commission receives approval from Cabinet to set up a Language Training Centre. The estimated annual cost was \$900,000. By 1970 the budget was \$9 million.

**1964**

**1967**

*Public Service Employment Act* and *Public Service Staff Relations Act* come into effect on March 31, 1967. Name changed to the Public Service Commission.

## Historical & Management Context

Neil Armstrong and Edwin Aldrin Jr. become the first astronauts to walk on the moon.

### Management trends:

- **PPBS & Zero-based budgeting**
- **T-Groups**
- **Synecotics**
- **Pert charts**

1974 study reveals that 75% of workers don't like their jobs.

Ongoing shift to a service-oriented economy

Home computers are introduced.

### Management trends:

- **quality circles**
- **employee attitude surveys**
- **team-building programs**
- **Japanese style management**

Open offices become prevalent, along with the Dilbert comic strip.

Acceleration of office automation.

## Human Resources & Competencies Events

**1968** Herzberg writes in Harvard Business Review, that to boost job satisfaction, make full use of employees,

**1969** Peter and Hull satirize promotion to the level of incompetence in their book *The Peter Principle*.

**1970s** Workers stifled by too much bureaucracy have leaders realizing that job design, employee satisfaction and morale are as important as hiring, benefits, and crisis management. The human potential movement leads to job enrichment and integrated task teams.

***Sex and the Public Service*** is written by Kathleen Archibald and published by the Public Service Commission in 1970.

**1973** David McClelland, a Harvard University psychologist, writes *Testing for Competence Rather Than for "Intelligence"* in American Psychologist. He asks "Do intelligence tests tap abilities that are responsible for job success?" and opens the discussion on how to test for competency.

**1975**

**1980s** Companies realize that encouraging commitment and increasing productivity at the same time as undertaking significant downsizing, requires employees to be involved in work redesign efforts.

## Historical & Management Context

Blanchard publishes *The One Minute Manager* followed by several sequels and spin-offs.  
Peters and Waterman publish *In Search of Excellence*, the all-time best-selling business book.  
The compact disc is invented.

Senge describes the learning organization in *The Fifth Discipline*.

### Management trends:

- **change management**
- **process reengineering**
- **outsourcing**
- **Internet, Intranet, Extranet**

## Human Resources & Competencies Events

**1982** Boyatzis' book *The Competent Manager: A Model for Effective Performance* outlines competence as applied to managerial work and also popularizes the term "competency."

**1984** Raven publishes *Competence in Modern Society* which, along with Boyatzis' book, brings the competency movement into the practitioners domain, no longer exclusive to academics

**1989** *Public Service 2000 (PS2000)* initiative.

**1990s** With continuing corporate downsizing in the early years, organizations become flexible and virtual while increasing employees' job insecurities. Narrow duty descriptions no longer fit changing work situations.

PSC & TBS publish *Profile of Public Service Leaders and Managers* in 1990 that "identifies core characteristics that define effective performance, characteristics that transcend specific functions, trends and preferred leadership styles of the day."

PSC publishes a series of guides on *Assessing for Competence*. Topics include different types of test instruments for personnel selection, linguistic profiles, assessing candidates with disabilities, and leadership and managerial talent.

## Historical & Management Context

## Human Resources & Competencies Events

1992

*Public Service Reform Act* amends both the *Public Service Employment Act* and the *Public Service Staff Relations Act*. Greater flexibility for managers to respond quickly to changing operational requirements or to allow employees to acquire new skills. Also enabled the PSC to prescribe standards of competence to measure merit.

1996

Personnel Renewal Council establishes the Competency Based Human Resources Management Action Group. "The Public Service is a high performing organization where the human resource management framework is flexible, accommodates the changing nature of work, and is based on competencies which support the organization's mission and values." (PRC,1996)

1998

Public Service Commission releases *The Wholistic Competency Profile (WCP): A Model* which describes 8 categories of competencies that go beyond the traditional KSAs to present a more complete picture of the worker.

A PSC review of competency use found that of 57 federal organizations surveyed, 32 are using competencies either in a pilot project (21) or in some aspect of HR (11), and 25 are not using competencies in their HR systems.



## Historical & Management Context

### The Future of Work:

- **the virtual organization: a distributed workforce that uses electronic technology to link workers and functions at scattered sites.**
- **a just-in-time workforce and motivating the temporary employee.**
- **the knowledge worker and avoiding obsolescence in technical skills.**
- **an increasingly diverse and older workforce**

**2008**

The flexible organization will require a dynamic workforce that does not limit itself to a rigid job description and a functional organizational position. Employees will be increasingly measured by how much value they contribute to the business, not by whether they fulfilled predetermined objectives. The focus of training/learning activities will be on performance improvement and not just on skill building. Employees with varied skills and competencies will be valued more highly than those with a depth of expertise in a single area. People who can learn new skills/competencies quickly will be highly valued in a faster changing world.

## Human Resources & Competencies Events

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Links to Internet sites:

Public Service Employment Act

English: <http://canada.justice.gc.ca/STABLE/EN/Laws/Chap/P/P-33.html>

French: <http://canada.justice.gc.ca/STABLE/FR/Lois/Chap/P/P-33.html>

Public Service Staff Relations Act

English: <http://canada.justice.gc.ca/STABLE/EN/Laws/Chap/P/P-35.html>

French: <http://canada.justice.gc.ca/STABLE/FR/Lois/Chap/P/P-35.html>

PSEA as amended by the Public Service Reform Act (Office Consolidation version)

<http://WWW.PSC-CFP.GC.CA/spb/index.htm>

The Frederick Winslow Taylor Collection

<http://www.lib.stevens-tech.edu/collections/taylor/guide/index.html>

The Peter F. Drucker Foundation for Non-Profit Management

<http://www.pfdf.org/index.html>

Dilbert Zone

<http://www.unitedmedia.com/comics/dilbert/>

The Ken Blanchard Companies

<http://www.blanchardtraining.com/home.htm>