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Gestión por competencias: Herramienta clave para el rendimiento laboral del talento humano del sector hospitalario

Competency-based Management: Key tool for the human talent's labor performance of the hospital sector

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ABSTRACT

The objective of the research was to propose a competency-based management model in order to try to solve the problem described, since it affects the performance or poor performance of the officials in the administrative area due to not being aligned to their profile. Methodologically, it was descriptive. An investigation based on a competency-based management model strengthens the hiring coordination when selecting the ideal personnel for a certain job position. This model aims to recruit the internal client according to the level of instruction and experience that it has generated, it also serves as a guide to the coordination of training and education for better performance when

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organizing a training plan directed to the personnel, which could be oriented with the position that each one executes.

Descriptors: Labour productivity; personnel management; occupational sociology; life skills. (Words taken from the UNESCO Thesaurus).

INTRODUCTION

José Carrasco Arteaga Hospital is a third level of complexity medical unit of the Social Security Ecuadorian Institute with an organic structure based on regulation 468 which controls the functions and profiles of the various management bodies and dependencies that make up the Level III Medical Units for the provision of health services to members and beneficiaries.

Level III medical units of the SSEI are hospitals of greater complexity of zonal reference that provide health care in hospitalization and ambulatory in surgery, clinic, maternal and child care, critical medicine, transplants, nursing, diagnostic and treatment assistants. In their capacity as service providers, these units protect the insured people against the contingencies of illness and maternity, they are governed by the aforementioned regulation in the terms established by the social security law. It currently has 2,200 employees consisting of medical, administrative and service personnel under the regulations of the Organic Law of Public Servants (OLPS) and the Labor Code.

Raising the performance of human capital is a challenge that every company sets itself to stay competitive in all areas in order to obtain better results in the quality of the product or service. The proposal to implement a competency- based management model in the administrative area of the José Carrasco Arteaga Specialty Hospital, emerges from the inappropriate method used by the human talent department at the time of selecting a certain position; in this respect, the idea is to adjust the profile of each member of the staff according to his/her corresponding job. One of the strategies to achieve this objective is Competency- based Management, a process that allows identifying the skills of the people required in each job through a quantifiable and objectively measurable profile.

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METHODOLOGY

The scope of the research was descriptive, non-experimental and cross-sectional. The universe of study was finite, that is, 170 employees of the administrative area belonging to the José Carrasco Arteaga Specialty Hospital; however, after calculating the formula 137 employees integrated the sample.

RESULTS

For this research, surveys were applied, which allowed us to analyze the officials' preparation in each specific area inside the hospital. The results obtained were classified according to their study dimension; they are shown below:

Financial area:

As it is one of the most important areas of this health house and since there is a lot of staff turnover, we focus on the analysis of the existing reasons why the personnel that have short time in their jobs, request the Human Talent coordination the respective change of area or even sometimes the irrevocable resignation.

70% of the staff was female, 30% was male. 60% of the respondents' ages ranged from 31 to 40 year, 30% was in a range of 41 to 50 years, 9% from 21 to 30 years and only 1% from 51 years or more.

Regarding the level of instruction, 60% of the personnel in the financial area had a university degree, 35% had a postgraduate degree and only 5% had a secondary level of education.

According to the positions by skill profile, the surveys gave us the following results: 1.76% of the officials in the financial area held the position of Administrator, 0.58% the position of Engineer, 29.41% of them were Administrative Assistant, while 32.35% were Clerk and finally 35.9% were assistants from different areas. It should be noted that the roles that each official performed was not linked to their position or level of instruction, it was more oriented to seniority, knowledge or expertise that officials had when performing a certain activity.

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When talking about seniority, it is very important to point out that officials were promoted in roles but not in the salary scale, that is, 11.76% worked in the Institution for less than a year, 29.41% from 1 to 5 year, 23.52% from 6 to 10 years, 17.64% from 11 to 15 years and, finally, with the same result as the previous one, they worked from 16 years to more.

On the other hand, 22.94% of the officials had an Occasional Service Contract whose duration was two fiscal years, 17.64% belonged to the indefinite Provisional Appointment who should wait until the merit and opposition contest, 23.52% were those of definitive Appointment, that is, the ones who occupied high administrative positions and, finally, the last 35.88% were those officials who had auxiliary positions in different areas but, due to their knowledge or experience, occupied administrative positions.

It should be noted that the José Carrasco Arteaga Specialty Hospital has a Training area in the Human Talent Coordination, which is in charge of the academic preparation of the staff in different areas, so in the survey, the officials responded as follows: 70% answered that they had not received training in the last 12 months, while 30% affirmed that they had. Likewise, 70% indicated that the courses given by the education and training area had not been very useful for the positions they held and 30% indicated that they had.

This health home applies the performance evaluation every end of the fiscal year, which is carried out based on the Occupational Analysis Form carried out by each official according to the tasks they perform during the fiscal period. This form is analyzed and qualified by the immediate head of each area with a maximum score of 100% and a minimum of 60%, so 60% did not agree with the qualification obtained during the time they have work in the Institution, which have caused demotivation, while 40% agreed with it.

The demotivation of the staff was the cause of absence. In this respect, the absence of it was 29.41% in the last two months, 23.52% was also absent due to a medical certificate of any kind, and 23.52% due to vacations and 17.64% due to domestic calamity.

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PROPOSAL

José Carrasco Arteaga Specialty Hospital has structured profiles for the administrative area, so this proposal starts from the validation and establishment of the skills and knowledge highly required to be part of the development modeling. Thus, the structure of the proposal for this research is the following:

Competency management model:

1. Identification of institutional competencies.
2. Degree of competence and perseverance.
3. Performance evaluation procedure.
4. Improvement plan.

1. Determination of development levels by job position.

This proposal complies with establishing some steps to achieve the development of the administrative area personnel's competencies:

- Identify the Institutional competencies.
- Determine the degree of competence and perseverance in achieving it.
- Establish the performance evaluation procedure.
- Propose an improvement plan for staff training and development.

2. Degrees of competencies that will govern according to the perseverance of the achievement: Ability to carry out work with conviction, ability to establish policies to achieve the vision and strategy of the individual and the institution and ability to persuade when the moment requires it.

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3. Performance evaluation procedure:

Procedure to evaluate skills:

Purpose of the procedure

Systematically, measure the degree of efficiency and effectiveness of the staff, based on work activities during certain periods in order to know the potential development, strengths, and weaknesses; and, with this, execute development training plan.

Specific objectives

- Evaluate the functions, knowledge and skills of the administrative area personnel predetermined by the assigned position.
- Analyze, examine and diagnose the main abilities, skills, strengths and weaknesses, in accordance with what is established and required by the Hospital.
- Evaluate, control and monitor the hospital personnel through performance evaluations.

Responsible for the procedure: Human Talent Directorate.

4. Improvement plan:

1. Diagnosis of training needs: Determine the needs of the staff and the entity and for optimal development and comprehensive training.
2. Planning of training development: Plan training programs according to the evaluations.
3. Implementation and execution: Development of training according to the established schedule.
4. Evaluation of the results: Analysis and report of the main results at individual and general level.

CONCLUSIONS

José Carrasco Arteaga Specialty Hospital, having suitable personnel to perform the roles in each job position and having a training and education department that is more oriented to the preparation of medical personnel, should consider the proposal of conducting training for the different areas of the administrative sector, this will not only

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make the staff acquire knowledge that contributes to performance but will also create loyalty to the Institution, which will prevent a flight of human capital to other entities.

In addition to this, internal competitions for promotion of both job position and salary scale will motivate the staff to continuous preparation not only institutionally but also personally. This also means that the personnel should be constantly trained because, in this way, the hospital will have support personnel when necessary. Besides, it indicates that, with the necessary preparation and motivation, the staff will be prepared to take examinations of merits and opposition contests.

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