Competency Risk Management (CoRM)

Michelle McGregor-Smith

Wipro Technologies

ABSTRACT

Business Challenges
Competency Risk Management (CoRM) is a critical safety issue for many companies, particularly with employee technical attrition and contractors, and those in the world of mergers and acquisitions. It is well-documented that around the world— a large number of seasoned technical workers will retire in the next 5-10 years and there are not enough experienced workers to replace them, and that a key factor in the success of a merger or acquisition is quick assimilation of personnel to realize synergies.

CoRM Benefits
CoRM Tools help companies hire the right people with the right skills. CoRM quickly determines the best, qualified candidate in a variety of Organizational arenas. CoRM can be used in the following ways:

- Matching employee skills and project requirements;
- Mergers and Acquisitions for quick assessment and assimilation of human capital into new organization;
- Succession planning particularly for companies who have a mature workforce, many of who are or soon will be retirement eligible. A good CoRM Tool can quickly identify where you have critical gaps and find people within the organization to train or find the skill set outside of the organization;
- In field service organizations, ensuring qualifications and safety certifications are tracked and can continually meet customers’ requirements;
- Track qualifications and certification of on-site contractors and contract employees;
- Track employee career path development and training.

An example of how a good CoRM Tool can add value to an organization:

Maintenance Turnarounds: During a planned maintenance outage at a LNG plant, a good CoRM tool will help the organization quickly determine who within their organization has experience on specific pieces of equipment; who has the proper safety certifications to do the work and moreover, who needs to be trained on critical pieces of equipment due to pending retirements of highly specialized, technical employees.

How the CoRM Tool Works with Existing Systems: A good CoRM Tool is a simple overlay of already existing HR and HSSE management tools and systems. CoRM has artificial intelligence (AI) capability so you can feed it paper documents and it will automatically load critical data and it will learn from each query and scan. It should also link into your already existing Human Management Systems CoRM helps track skill gaps in employees for areas of development. CoRM allows companies with many thousands of employees to easily manage something that is often done on paper and/ or in spreadsheets and is often poorly tracked or managed at the operational level.

Case Study: USA Department of Defense (DOD): A very successful CoRM Tool has been in successful use by the US DOD for several years now. CoRM was developed for the USA DOD as a way to take multiple disciplined military units and ensure the right strike force teams are deployed together. Army, Navy, Air Force, and Marine units all train differently, use different vocabulary to describe the same thing, and have different levels of certifications. A CoRM Tool was designed to help the DOD successfully navigate through this extreme competency gap.