

DECISION TAKING IN CREATION OF COMPETENCES MODEL

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Abstract: Decision taking is an important function of the management science. It is a supportive process increasing quality of the managerial results and effects. This process is included and participated in all processes both of the organization management and human potential management. Competences model can be understood as an output or a result of the job analysis. It complemented a job description, job specification, and norms of the work performance. The competences model includes a checklist of all important and necessary competences, duties, and roles connected with a successful performance of concrete job. The managers and HR experts have to decide what kind of the expert and personality competences is adequate for considered job. In these intentions, the right decisional knowledge and skills of the managers and HR experts can improve a direct level of work performance and effectiveness of the organization’s function. The article contents a simple competences model worked out for an employee employed in a private security services companies. It shows the necessity of detailed understanding of all activities and efforts which must be realized effectively by security expert.

Key words: decision taking, decision, job analysis, competences model, private security services.

1. Introduction

The decision taking is an important function of the management science. It can be met in small, middle and big organizations of all branches, both in private and public sector. It is a supportive function or a process increasing the quality of all managerial and organizational results and effects. The right realization of managerial decision-taking influences directly and indirectly a successfulness and efficiency of each organization. This function or process is included and participated in all processes both of the organization management and human potential management.

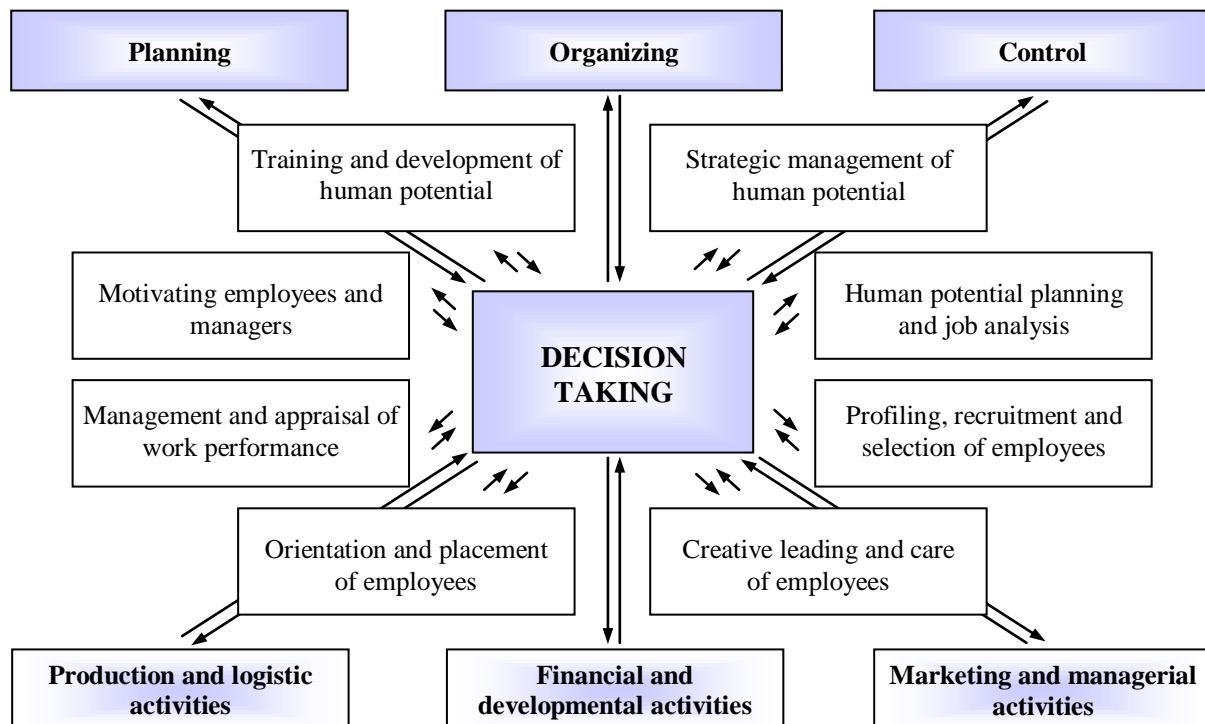


Figure 1: Importance of decision taking for all organizational functions and processes
Source: own study

It means that in every of other managerial functions, i.e. planning, organizing, staffing, leading, and control, the decision taking plays a strong role. Concretely, the decision-taking presents also an inevitable part of every single one of functions of the human potential management, i.e. strategic management of human potential, human potential planning, recruitment, selection, profiling, appraisal of work performance, motivating, training and development, etc. Additionally, the decision taking is made in all expert areas of the organizational life, i.e. in production, logistic, financial, developmental, marketing, and managerial activities. Mentioned idea is illustrated in Figure 1.

2. Decision taking determination

In the effort to determinate the decision taking, we can use some definitions and opinions of the recognized authors. For example, S. P. Robbins and M. Coulter present that the decision taking is a ***complex process*** which consists of some steps. It starts from an identification of problem and identification of decision criteria. Weights designation to chosen criteria, and a formulation, analysis and choice of alternatives follow after this. This leads to a decision which solves considered problem, and the process is finished by efficiency evaluation of chosen decision (2004, p. 151). It flows that these authors emphasize a necessity of wider amount of the decision variants (not only two basic alternatives) whereby the task of deciders (managers, experts, employees, consultants, etc.) contents an effort to estimate the profit, the contribution, the risks, the costs, etc. of each single one of these variants.

Also E. Bono draws attention to multi-variant and creative decision taking: “Too often the decision making process is shown as a list of fixed alternatives between which a decision has to be made. But where does that list come from? Because decision making and choosing between alternatives is hard enough, we do not want to make life even more difficult by creatively designing even further choices. Yet this may be necessary. In these intentions, a creative thinking can become a habit of mind so that we are always looking for possibilities. We are not easily satisfied with the obvious. We *multiply alternatives* before choosing between them,” (2008).

On the foundation of mentioned above multiplying, further characteristics of the decision making is important: ***using multiple criteria*** in the course of decision process. For example, Ch. Hwang and K. Yoon take an opinion that “multiple criteria decision making shares *multiple objectives/attributes* (each problem has multiple objectives and a decision maker must generate relevant objectives for each problem setting), *conflict among criteria* (multiple criteria usually conflict with each other), *incommensurable units* (each objective has a different unit of measurement), and *design/selection* (the multi-criteria decision making process involves designing/searching for an alternative that is the most attractive over all criteria – dimensions),” (1981, p. 2).

An idea is interesting that the effective executives know when a decision has to be based on principle and when it should be made pragmatically, on the merits of the case. They know that decision making has its own systematic process and its own clearly defined elements (Drucker, 2001, p. 2). Similarly R. G. Srinivasan presents that the manager’s success primarily rests on one single factor. The key factor in managerial success is the ability to take decisions, quickly and effectively. We can take decisions by means of a five point checklist:

1. *Information*. Best decisions are of course made with the availability of quality information.
2. *Defining the outcomes of the decision*. It is best to define the outcomes from the decision making process and take decisions which would best give the desired results.
3. *Worst and best case scenario*. When in doubt better to arrive at the worst case scenario and prepare for the worst case scenario if things go wrong as a result of your decisions.

4. *Seek Counsel*. It is best to seek counsel from more experienced persons in the organization or industry. It may even be helpful take the counsel of people totally unrelated to situation.
5. *Take the decision even if undecided* (2005).

This mentioned last point is connected with a nature of condition in which the decision is taken. We can consider the decision-taking realized in the terms/conditions of ***a certainty, an uncertainty, and a risk***. The decisions made in conditions of the *certainty* are simpler because the decision taker knows all important parameters and attributes connected with decided area or problem. But “problem facing managers is that they must make decision under *uncertain* conditions, often before all the desired data are in. Quite often there is insufficient time for study, or the roots of the problem are not accessible to the person who must decide,” (Cohen et al., 1992, p. 22). And, the managers are usually met with the decision-taking in situation when each variant/possibility is connected with a *potential risk*. This type of decision process is very complicated and very demanding from a psychical viewpoint. Just this one means a stressing element which has a marked effect on motivation and successfulness of the managers and employees.

3. Decision taking in human potential management

As was seen in Figure 1, the decision taking has to be performed practically in all organizational activities and areas, including the area of human potential management. In this area, which is very sensitive to many various influences and factors, the decision makers have to respect a big amount of elements and results caused potentially by each chosen variant or decision. Because of the management and development of human potential behavior, it means in the endeavour to influence behavior of the living and thinking personalities, these results and outputs can be remarkable in a positive or negative way. J. A. Humphrey et al. note that after outlining the alternatives there are two tasks: first, to decide what consequences are possible for each alternative (it is based on understanding of the individual involved and predicting what might happen in the future), and second, to decide which consequences are most likely (it involves pushing a bit further), (1988, p. 143).

It flows from mentioned above mentions that the determination of decision taking from a viewpoint of the human potential management processes is not simply at least. A complexity of decision taking determination is connected with a fact that the decision taking is very complicated internally. This **complexity** is related namely with following factors:

- a) ***Participants on decision taking*** – an individual can be a participant of the decision taking, or the individual can cooperate with several other individuals in decision-making process, or a group (team) can be involved into the decision-taking process, or an organization as a whole can represent a multi-participant on decision-taking.
- b) ***Multi or inter-disciplinary character*** – the decision-taking process must be viewed as a process based and supported by knowledge and information flowing from other scientific disciplines, e.g. philosophy, psychology, sociology, management, economy, probability theory, mathematical analysis, informatics, etc.
- c) ***Dynamics of decision taking process*** – this process is characteristic by a lot of elements, reasons, consequences, attributes, variants, opportunities, risks, limits, boundaries, attractiveness, feedbacks, mutual relations among all parts, phases, and participants of the decision taking process.
- d) ***Character of used methods*** – there can be used two basic groups of decisional methods in the area of human potential processes: quantitative and qualitative. The quantitative methods are based on the using mathematical-statistical apparatus whereby the qualitative methods are based on experts estimations combined with the strengths of the quantitative methods and techniques (intuitive methods and heuristic methods).

- e) **Character of worked out models/outputs** – the decision-takers make a specific type of the decisional outputs: measurements intended as a direct influencing of the work and interpersonal conditions of other managers or employees; system decisions orientated to a quality improvement of all organization action; and the mental or descriptive models prepared with an intention to change thinking and behavior of the managers and employees within the organization.

It means the decision taking realized in the area of human potential management can be understood as a **system and systematic process** of the retrieval quantitative and namely qualitative information (information on motivation, behavior, expectations, intellect capabilities, will, conflict, etc.), processing this information and creative connecting it into the various variants of problem/situation solving, evaluating the potential contributions, costs, and risk of these variants, and choice of the variant with the best perspectives to be an effective managerial tool which can strengthen the managers' and employees' motivation. Such decision is effective which can be contributive not only in actual conditions but also in strategic viewpoint of the future organization function.

4. Competences analysis and competences models

Besides influencing measurements and system improvement decisions just the descriptive models – competences models – rank among the most creative outputs of decisional processes in human potential management. Competences models are the useful documental outputs of a job analysis, concretely of a competences analysis.

The **competence** may be defined as a sum of key expert and personality predispositions/features and formulas of behavior the employee or manager has to dispose of which. The employee or manager must express and demonstrate these features so that he/she can successfully achieve work goals and fulfill work tasks, duties, and responsibilities. V. Malátek presents that the competences for performance on a real work place should content following elements:

- needed knowledge (acquired by education or training) and their cultivation (improvement),
- needed skills (acquired by practice),
- desirable personality characteristics (both inborn and acquired),
- adequate attitudes (expected behavior which determines successful performance of the job), (2006, p. 70).

A **competences analysis**, in these intentions, is used for an identifying desirable behavior and demanded knowledge, skills, abilities, and predispositions needed for effective realization of the concrete job. It flows that the competences analysis means as the connection (penetration) of three important analyses made in the frame of job analysis: roles analysis, skills analysis, and abilities analysis. According M. Vetráková, the roles analysis retrieves information on job from the viewpoint of the role realized by the employee. The skill analysis is concerned to specific skills which are necessary for realization of the manual or administrative job (2007, p. 42). The skills analysis searches all skills (physical, intellectual, personal, etc.) which are or are not contributive for achievement of high performance level.

Basic goal of the competences analysis is to derive the competences model from an intended role. **Competences model** involves a complete checklist of all competences proper to the work role (Arnold et al., 2007, p. 134). This written document should contain not only the positive (preferred, desirable) indicators belonging to each key competence but also the negative indicators (unwished behavior expressions) of these competences. The employees and managers should remove the negative competences from their behavior and never use them in the job.

5. Decision taking in competences models creation in the private security services

Private security services represent the unique type of business the intention of which is to provide services orientated to protection of the persons, property, and other values. This business is realized under the umbrella of Law No 473/2005 on providing services in the field of private security. Last actualization of this law was made in 2008. The other questions connected with an education in this field are involved in Public notice of the Home Office of Slovak Republic No 634/2005 (Vyhláška, 2005). The health capability and the way of its demonstration are included in Public notice of the Health Ministry No 33/2006 on details of evaluation of the person's health capability to provide services in the field of private security (Vyhláška, 2006).

In harmonization with the Law No 473/2005, the total security services can be *classified* by following way:

- a) *Safeguard services* – protection of the property and persons, order providing, providing raid warning, etc.
- b) *Detective services* – search for the persons or property, retrieval of information as the proofs on court, etc.
- c) *Expert training and advisement* – education to performance of the safeguard and detective service, advisement in providing safeguard or security service (Zákon, 2005, pp. 2-3).

There work 24.880 persons in the field of private security services in the Slovak Republic (on December 31, 2009). Of this number, there were 23.045 safeguards (who dealt with the physic protection), 1.154 detectives (who dealt with the search), 39 persons dealt with the advisement, and 223 persons dealt with the professional training (Veľas, Vidříková, 2010, p. 61).

Alike as other types of the organizations, also the private security services meet with the remarkable number of various problems. We can include a too high measure of the fluctuation to the burning questions. There are the heterogeneous causes of the fluctuation which are connected and affected mutually one another. A. Veľas presents that there can be ranked among these causes for example: low attractiveness of this employment, insufficient motivation, low wage, nonexistence of social communication between the employer and employee, none, resp. insufficient training, inconvenient qualification, and shortage of the employees (2010, p. 805).

In general, the **creation of competences model** means a complicated effort connected with many decisional steps and tasks. This effort application in condition of the security company presents a specific process the result of which will be concluded (materialized) in competences model of security employee/expert.

We propose following **content of creative-decisional process** (Figure 2):

1. Taking decision of security company top management on a necessity to create the competences model of its employee.
2. Setting team participating in the creation of competences model and taking decision on the ways of efficient motivating members of this team. An owner of the security company, expert in question of security law and legitimacy, human potential expert, managers, employees, external consultants, and clients should be engaged in this team.
3. Taking decision on adequate/inevitable information sources and information retrieval and actualization. The set of needed information can consist from:
 - Law No 473/2005 on providing services in the field of private security.
 - Outputs of competences analysis and analysis of the employees' roles and skills.
 - Objectives and business strategy of the company, including the human potential strategy, norms of ethical behavior, and norms of social responsibility.
 - Duties and tasks demanded from the security employees and managers.
 - Results of the work performance appraisal.

- Outputs of fluctuation analysis and analysis of outgoing interviews and questionnaires.
- Opinions of the security company clients and their specific demands.
- Questions on health protection and working condition in the security company etc.

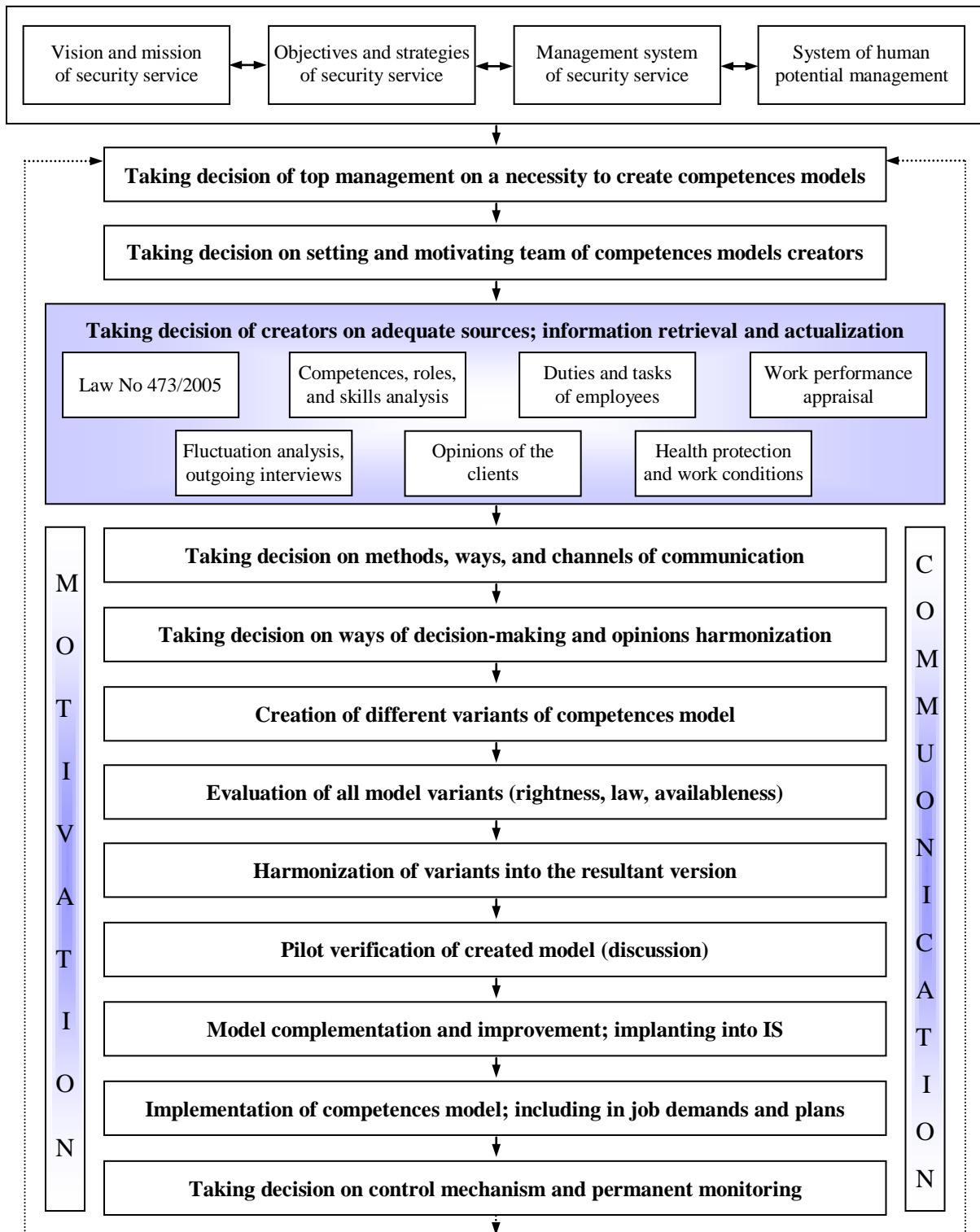


Figure 2: Decision-taking process of competences model creation
Source: own study

4. Setting methods, ways, and channels of the communication among the creative team members (discussions, social net, meetings, brainstorming, e-mail, etc.).
5. Setting ways of the making decisions in particular decisional phases and setting ways of the opinions and proposals harmonization.
6. Working out variants of the competences models by all basic members of creative team. The higher number of partial models will be prepared by the participants, the better will be the contents of a resultant competences model.
7. Evaluation of all variants (models) from the viewpoint of the content rightness and harmony with law and availableness of the employees with this unique qualification on the job market.
8. Harmonization of all variants into the one resultant version of competences model of the private service employee.
9. Pilot verification of the created model rightness by means of the discussion with employees of the security company.
10. Complementation of specific propositions and improvements into the competences model and implanting model into information system of the human potential management.
11. Implementation of the competences model and including this one into the job demands and into the plans of training, motivating, and career.
12. Taking decision on efficient control mechanisms which will permanently monitor and evaluate the adequacy of created competences model.

As flows from Figure 2, the various external and internal factors affect upon this process. This process must be concluded by *dynamic feedback* so that the future process of competences model creation can be more sophistic. The Table 1 illustrates a practical example of simplified competences model worked out to private security employee.

Table 1: Simplified competences model of security services employee

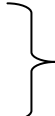

Competences model of job/work position:		
EMPLOYEE OF PRIVATE SECURITY SERVICE		
Competence	Competence determination	Indicators of behavior
Professional skills	The employee is a qualified specialist in the field of security service; knows a valid laws in the field of private security; masters and knows to apply the methods and techniques of values keeping security and protection; does not complicate the investigation on place of the crime incident, accident, injury, or other extraordinary event, i.e. the employee protects the tracks, prevents the enter of trespassers, etc.	Positive: <ul style="list-style-type: none"> - The employee applies only the adequate methods and principles in protecting persons and property. - He/she keeps all relevant laws and official notices, and improves the image of employer (security service). - He/she participates in permanent education and training and acquires new knowledge, skills, and experiences.
		Negative: <ul style="list-style-type: none"> - He/she does not disclose and remove the imperfections in his/her work and work of his/her colleagues. - He/she refuse the necessity for improving his/her qualification and knowledge progress. - He/she does not take the responsibility connected with the duties of effective employee of the security service.
	The employee has technical knowledge and skills on the excellent level; knows and	Positive: <ul style="list-style-type: none"> - He/she uses and control a functionality of protective systems installed at the client. - He/she rightly uses and maintains all guns and other means designed to the property and persons

<p>Technical skills</p>	<p>masters used protective systems (electric, electronic, mechanic or other security elements); can use rightly an entrusted gun; makes detail documentation and evidence on the place of eventual security incident; protects the incident place to the arrival of state armed forces (police).</p>	<p>protection.</p> <ul style="list-style-type: none"> - He/she cares of reliability and completeness of the documentation on eventual security accident. <p>Negative:</p> <ul style="list-style-type: none"> - He/she are not able to serve the protective and alarm systems. - He/she does not protect the entrusted gun and other means against the abusiveness or misappropriation. - He/she enables to origin of damages to the property or health of clients and other colleagues.
<p>Communicational and interpersonal skills</p>	<p>The employee has communicational skills on the excellent level, namely assertiveness, empathy, active listening, and persuasion; uses an effective connection of the verbal and nonverbal communication in relations towards the clients and other sides; can positively treat with other persons; avoids the needless conflicts; he/she is able to work both individually and collectively in the team of colleagues.</p>	<p>Positive:</p> <ul style="list-style-type: none"> - He/she communicates clearly and understandably all intentions and decisions to the client and other sides. - He/she always treats the clients and other sides positively, friendly, helpfully, and willingly. - He/she blocks an existence of his/her communicational and interpersonal imperfections and mistakes. <p>Negative:</p> <ul style="list-style-type: none"> - He/she keeps inconvenient and incorrect expressions in his/her communicational system. - He/she does not answer (react) to the questions or appeals of the clients, other sides, colleagues, or manager. - He/she does not calm down his/her egoism and conformity in relations towards the other persons and sides.
<p>Physical and psychical capability</p>	<p>The employee has an excellent physical and psychical condition; he/she is able to intervene in the interest of protection of the client's health, life, or property; can judge adequately the risk and take right decisions in the interest of client and his/her own life; he/she is able to tolerate some level of physical and psychical discomfort in the interest of his/her job performance (without damaging his/her health or making threat own life).</p>	<p>Positive:</p> <ul style="list-style-type: none"> - He/she foresees the risk and endangers with all consequence to his/her and client's health, life, property. - He/she respects the opinions of the others (clients, manager, colleagues) in deciding on concrete form of behavior. - He/she keeps the quietness and calms down too strong emotions of the others and is willing to intervene physically in a case of need. <p>Negative:</p> <ul style="list-style-type: none"> - He/she loses the detached point of view in the demanding and stress situation and acts carelessly and dangerously. - He/she does not analyze the risks of the decisions and does not derive right measurements. - He/she does not put adequate attention to keeping his/her physical and psychical health.
<p>Personality characteristics</p>	<p>The employee is an advanced and harmonic personality; he/she is spotless and reliable in his/her behavior always; he/she is an honest and incorruptible; can keep a caution in any situation and considers all possible consequences of his/her behavior; he/she is desirably dynamic and full of energy; acts</p>	<p>Positive:</p> <ul style="list-style-type: none"> - He/she acts reliably, honestly, responsibly, ethically, loyally, decently, and correctly. - He/she analyses thoroughly each problem and search the causes of expressed failures. - He/she develops own personal characteristics and dispositions of right performance of the security service. <p>Negative:</p> <ul style="list-style-type: none"> - He/she does not apply analytical and evaluative abilities and does not try to find the best way out of an incident.

	in accordance with the ethics and laws in force; can rightly analyze and evaluate each problem and situation.	<ul style="list-style-type: none"> - He/she does not try to improve his/her personality and to harmonize own priorities with the employer priorities. - He/she fulfills his/her tasks with an insufficient conscientiousness and he/she does not keep the loyalty toward the employer and client.
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Source: own study

The decision what competence is the most important or the most key can be a result of decisional process in the creation of competences model. In a case of our competences model, created to a profile of the security services employee, the **professionalism in close connection** with a dynamic, renewed permanently (in a each particular situation) **mixture of “hard” and “soft” personality competences** may become a key competence. There should be important following harmonized connection:

- | | | | |
|---|---|---|---|
| <ul style="list-style-type: none"> - Decisiveness - Authoritativeness - Uncompromising |  |  | <ul style="list-style-type: none"> - Cautiousness - Making concessions - Intuitiveness |
|---|---|---|---|

This connection of the professionalism and the social intelligence can be very valuable and helpfulness for the success of security services employees.

6. Conclusion

It is evident that the competences models should be worked out for each job or work place/work position. The proposed model of the decision-taking orientated to the competences models creation, which is presented in the article, can be understood as a tool simplifying all this process.

We can note that the proposed competences model in the security service is only illustrative and this one is universally useable for all working positions in private security. Respecting remarkable specificities of this branch and very different contents of jobs of the security employees/specialists (safeguard, bodyguard, detective, documentarists, etc.), it is needed to specify and complete these models according to the conditions of considered job and concrete work contents.

In a case that there exist a higher numbers of the jobs with absolutely identical content, demands, and characteristics within the security service, it is possible to use these competences models for all these identical jobs. But if the jobs, which seem as identical externally, are different in some aspects then it is necessary complete and re-create the competences models so that these ones will enable to stand out the uniqueness of these differences. In this situation, the decision-taking process must be enriched and completed by inevitable phase of the thorough retrieval and searching of specifics and differences of the work places and roles.

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