A HR plans on the ways to execute each task in a company to achieve the set goals. It's this plan that directs the current staff on their daily routine and anticipates the requirements of the future workforce.

To analyze effectively the changes needed in HRD procedures, policies, and practices to improve the development of employees, the approach is to link the individual performance to the company goals (*Human Resources Department Management Report, 2010*). This can be achieved with competencies, which refer to the integrated knowledge, attributes and skills required to effectively complete an assigned task. Competencies display the kind of behavior expected by the company which will help the team members work more effectively. They ensure that individuals demonstrate sufficient expertise, provide more customized training and employee development, seek to identify potential skills and gaps more effectively, and make the management process changes work more effectively.

In developing a competency framework, the HR should involve the employees who fully understand the requirements of each role communicate the necessary changes in advance and ensure a defined purpose and relevance of each competency to its respective role (Cook, 2011). The next procedure involves collecting information required to develop the competency which can be achieved through numerous methods. Generally, through supervision as portrayed by Matt Petersen an individual is able to know the physical requirements and set of skills to perfect that task and is able to judge the honesty of the respective employee.

For the on-site employees, establishment of the "communities of practice" where individuals from different departments could meet to problem solve and exchange ideas would generally portray strengths and weakness in the implemented results. Weaknesses would often

demand that qualified personnel were needed in that department. As Smith puts it, these practice aims at maximizing individual outputs in a team. It encourages each person to give the maximum output in their respective field of expertise. This would often allow a varied choice of ideas from which the most effective would be implemented to govern the way forward.

For the off-site employees, individuals would be encouraged to participate in the company's intranet platform where updates of the job progress, successes and failures would often be brought out. This way the flow of information would aid the management in budget control and hiring of the needed skills. However, some individuals are reluctant to openly discuss their individual or team progress on such platforms due to the fear of criticism and therefore through the "Talk-to-the-Boss" program, information exchange would still be effective.

By seeking to identify irregularities in the employee conduct and record keeping, it's possible to identify the gaps in the management and make necessary adjustments. Charles Madison implied that the appropriate procedure to follow after such an incident would often involve invoking the company's policies on disciplinary matters followed by possible employee cut off. The implication of the appropriate measures to account for all company resources would be the final steps to document in the profit and loss statement in the fiscal year.

Through the Employee Relations Manager the management should encouraging employees to talk informally about their career to fellow workers and supervisors as advised by Shaun and the respective individuals to pass the information above their chain of command. This would help in categorizing where each employee would give their maximum output, help identify undesired characteristics in fellow workers and provide suggestions on possible cut-off

individuals in implementing the required company strategies. It would also help in designing comprehensive plans for labor cost reduction measures.

Exit interview process would provide an individual the chance to give openly their personal views and suggestions on running the company and the employee management programs as advised by Scholl (Saratoga Institute, 2007). Such a process would portray the merits and demerits of specific programs such as the relevance of the management training programs. This would allow for adjustments and also help access the real state of a possible fault in the management chain.

The HR should analyze the work principles and behavior requirements to performing the job. The analysis of the working principles should entail the job description, business strategies, compliance issues, customer requirements and the organization principle. An analysis including a varied range of techniques and considerations would give a comprehensive conclusion on the requirements (Mercer, 2012). From this, grouping the skill sets and behavior conduct would be essential. As for supervision, this would take initiative to provide direction, develop succession plan, monitor employee performance and help meet the company standards. It would also help in the recruitment and staffing process by identifying training needs, providing job descriptions and role specifications, developing personnel management procedures, and ensure staff resources meet the company demands.

Performance reviews can help determine the ability and willingness of the employees to assume additional responsibilities when needed. Consistent high ranking employees display the readiness and willingness to perform more challenging tasks. A positive connotation on the

employee development plans will ensure maximum growth potential is achieved. Creation of a possible succession plan will help ensure swift drift in the management as changes occur.

The company should also take in account provision of health benefits as outlaid by Charles Madison to the well-being of the employees, sick days and ensuring that the total rewards meet the expectations of the employees and also comply with the company policies. The safety of all employee should be in check at all times, this could be enhanced by appointing respective qualified and skilled personnel in the field to lead the teams.

The HR should also understand the challenges facing the departments and also forecast upcoming challenges in order to make plans to deal with those challenges when they come along. Based on experience, the HR should be able to prioritize certain issues and actions that directly affect the production process and should also embrace new proven technology to further increase the efficiency of individual personnel (Society for Human Resource Management (U.S.), 2011).

In order for a competency to be implementable, there should be a direct link between the organization goals and the individual competencies. Simplicity is essential to make it easy to implement the competency. Such a framework would allow you to measure the level of competency to ensure each employee have the expertise needed in value addition to the daily operations of the company. Identifying the required skills and behavior conduct of each role in the company would help in budgeting and planning for the necessary training programs.