

ABSTRACT

The diploma thesis deals with the creation of competence models and their following setting in the context of HR activities of employee evaluation and development. In the theoretical part, the basic concepts of competences, their distinction from often confused concepts (such as potential and ability) and their possible division are first described. Then, the competency model, the process of creating a competency model and its potential forms and structures are defined. Next, the principles of using the competence model in individual activities in human resource management are explained, with particular emphasis on the processes of employee evaluation and development through the competence model, which are central to this thesis. The following practical part starts with the introduction of Company XY and the respondent, who is an HR Generalist. Due to anonymity, the company and the respondent are not directly named in the thesis. The practical part continues with the research investigation, which was conducted by using the qualitative method of interviewing the mentioned respondent and also by analyzing the necessary documents of Organization XY. On the basis of the found data on the creation and implementation of competency models in Organization XY, possible changes in the content of specific competency models for the selected two positions of Branch Manager and Branch Assistant are proposed, as well as their use in the evaluation and development process, taking into account the positively evaluated methods according to the research investigation with the respondent from Organization XY.

KEYWORDS

competence, competence model, job position, employee evaluation, employee development