

ABSTRACT

The thesis deals with the use of competences and competency model as an effective tool of personnel management of the organization. Competency - based / HR / Management (CBM) is an actively used model primarily in the commercial sphere. However, in recent years, more and more government organizations have also approached this governance model. The theoretical and empirical part of the thesis deals with the issue of acquiring and using various types of competencies, compiling a competency model and their subsequent application in personnel management. The definition of basic terms and principles of competency management is based on the study of professional literature and binding documents that link the principles of competence management to the lifelong learning strategy and learning organization models. The empirical part first deals with the actual use of competencies and competency models in the conditions of public business academies in Prague and Central Bohemia. It describes the current state of use of human resources management by competency of the director of public business academies in the region. The observed state is compared with the results of the Trexima, spol. s r.o. in the commercial organizations, which was implemented in 2014. The empirical part is further focused on the compilation of the competence model of the “teacher of general education subjects”. A model standard from the Central Competence Database or the National Occupational System, open and accessible to all available databases of professions administered by the Ministry of Labour and Social Affairs of the Czech Republic, was used to compile the competence model of the “secondary school teacher”.