Case Study: Competency Assessment

Client:	Client A: Large Corporate, Listed Financial Industry IT Department
Type of project:	Competency Assessment Gap Analysis Roadmap Alignment to Level of Work

Introduction

- Client A had recently undergone a merger of teams that were scattered across the organisation
- The new department consistet of skill sets covering the whole Systems Development Life Cycle (SDLC) and providing strategic IT direction to group
- The pending strategy was to move from a internally driven focus to that of a customer centric view
- Management required a view of current skills across 74 role profiles within the business unit
- Management required a view of what skills were required for the future business landscape
- A gap analysis was required to identify necessary interventions
- Initiatives aligned to skills development needed to be identified
- Initiatives needed to managed in a project mode and mapped across the year
- Reassessment to ensure benefits realisation

Sub Project 2013

- Client A was required to align all job profiles within the organisation against the Level of Work tool kit, defined by HR in 2013.
- This was a total of 53 roles and one day to deliver on the requirements

Business Challenge

- Volume of positions (some similar with marginal differences)
- Job Profiles with different formatting and design principles (merger of different departments)
- In some instances no Job Profiles associated with a specific role
- The level of maturity within the department (the need to have competencies worded in a language understood by each department – creating duplication)
- The technical nature of the environment (applications) – creating complexity
- The speed in which the project needed to be delivered – limited time available

Sub Project 2013
- Volume of work
- Speed required for delivery
- Complexity of roles
- Confusion in the naming conventions within the organisational structure

Bizmod Consulting involvement

Redesign Job Profiles to Ensure Standardisation
- Consolidation of Job Profiles and Alignment to the Organisational Structure – Identifying missing Profiles
- Setting standard profile template
- Research – market standards per role
- Facilitate workshops with relevant stakeholders to confirm role outputs and requirements
- Redesign of all profiles to ensure standardisation and consistency and obtaining sign off (74 profiles)

Development of Competency Frameworks – Competency Baseline for Competency Evaluation
- Job Profile review and analysed– unpacking competency requirements under 5 identified pillars: Knowledge; Functional; Behavioural; Levels of Work and Values
- Workshops with various departments to confirm and agree competency definitions per competency
- Conduct research for competency definitions where relevant
- Development of a generic competency library

Facilitation of the Assessment Process
- Development and deployment of an effective Communication Plan
- Initial deployment of hard copy assessment process, later deployed on line, in real time
- Facilitation of assessment across 74 roles 2011 and reassessment 2012
- Consolidation of results
- Identification of competency strengths and weaknesses
    - At divisional level
    - At Departmental level
    - At team Level
    - At individual level
- Identification and prioritisation of initiatives
- Development of a project management plan in order to drive initiatives at a team level
- Project management of the plan
- Reassessment and evaluation of benefits realised
- Project completed in 8 week period
- Second evaluation completed in 4 weeks

Sub Project 2013
- Evaluation of Levels of Work tool kit set by Client A HR
- Alignment of 53 roles to the level of work definitions
- Preparation of necessary paper work in line with HR requirements
- Completed in 24 hours

Outcome

- Successful completion of the initial project in line with the project deadlines
- Standardisation of all job profiles and the completion of comprehensive competency frameworks
- Identification of critical initiatives to help align the organisation with futuristic goals
- Implementation of initiatives across the year (2012) resulting in improved measured performance across departments

- Implementation of methodologies (business analysis and project management)
- Improved alignment to process maturity levels
- Awareness created on performance and standardisation of performance levels across teams

Lessons learnt

- The importance of standardised job profiles
- The importance of defining competency frameworks that create measurable competencies across defined pillars that unpack the different knowledge; functional; behaviour; level of work and values.
- Number of competencies in the Library- too many creates too much confusion
- Maturity levels of client determines the type of assessments that can be conducted successfully
- Initiative should not co-incide with performance reviews or retrenchments
- Communication to all levels in structured way is critical
- Follow through with Gap Analysis and Roadmap to address competency issues
- Project manage the Roadmap – give it specific focus and resources