



PROJECT OVERVIEW	Project Name: <i>Competency Framework</i>	Project Sponsor:
Date: <i>February to April</i>	Project Manager:	Others:
Business Issues: <ul style="list-style-type: none"> • <i>People unskilled and not fulfilling their potential</i> • <i>Sales / business opportunities missed through inappropriate / lack of skills</i> • <i>People unclear about expectations from the business</i> • <i>No consistent approach to demonstrating values / vision</i> • <i>People being recruited with inappropriate skills / behaviors</i> • <i>Frustration with assessment HR processes due to lack of clarity</i> 		
Objective: <i>To design a set of organisational competencies to underpin the people processes and policies that support delivery of our business goals, strategy and culture. Competencies that can be used to help develop:</i> <i>business structure grading & reward recruitment & induction</i> <i>performance management training & development career & succession management processes</i>		
Benefits: <ul style="list-style-type: none"> • <i>Clear criteria for measurement of people</i> • <i>Greater role clarity</i> • <i>Basis for objective feedback</i> • <i>Fairness in people decisions</i> • <i>Tool for role communication</i> • <i>Focused performance diagnosis</i> • <i>Means of bringing vision and values to life</i> • <i>Focuses the workforce on key skills</i> • <i>Basis for key people decisions and macro audits</i> • <i>Provides data for added value interventions</i> • <i>Underpins integration of key processes</i> • <i>Enables prioritised & personalized development activity</i> • <i>Source of good data on their teams</i> 		
Success Criteria: <ul style="list-style-type: none"> ✓ <i>Behaviours reflect the vision and values</i> ✓ <i>Ease of use, understandability, relevant language</i> ✓ <i>In line with overall business KPIs</i> ✓ <i>Inform other HR processes</i> 		
Measuring Process <ul style="list-style-type: none"> ✓ <i>Cross check with vision when framework produced</i> ✓ <i>Validation questionnaire to pilot population</i> ✓ <i>Cross check with KPIs when framework produced</i> ✓ <i>Feedback from HR process owners</i> 		
Steps Involved: <ol style="list-style-type: none"> 1. <i>Produce detailed project plan</i> <i>Week 1</i> 2. <i>Brief OD Steering Group</i> <i>Week 1</i> 3. <i>Collect appropriate information (e.g. Vision, values, business strategy, JD's)</i> <i>Week 1</i> 4. <i>Interview 6-8 line/senior managers</i> <i>Weeks 2-3</i> 5. <i>Produce first draft of framework & check against vision etc</i> <i>Week 4</i> 6. <i>Conduct two cross-functional focus groups (8-12 people each)</i> <i>Week 5</i> 7. <i>Produce second draft of framework</i> <i>Week 6</i> 8. <i>Review with Steering Group</i> <i>Week 6</i> 9. <i>'Test' draft framework using questionnaire approach</i> <i>Weeks 7-8</i> 10. <i>Analyse questionnaire and produce framework for pilot</i> <i>Week 9</i> 11. <i>Pilot framework in live recruitment situation</i> <i>Weeks 10-11</i> 12. <i>Agree final framework and sign off through steering group</i> <i>Week 12</i> 		
Assumptions: <ul style="list-style-type: none"> • <i>There is a clear business and brand strategy</i> • <i>The project is backed by the board as a business imperative</i> • <i>Concentration on behavioral competencies not technical/vocational skills</i> • <i>One framework for everyone (e.g. Head office and retail)</i> 		
Risks: <ol style="list-style-type: none"> 1. <i>No buy-in from senior managers</i> 2. <i>Competencies do not reflect the vision</i> 3. <i>Not able to get the required resources</i> 4. <i>People not available for interview/Focus group</i> 5. <i>Competencies unusable</i> 6. <i>Questionnaires not returned</i> 		
Planned Action: <ol style="list-style-type: none"> 1. <i>Business case presented to Steering group and Board</i> 2. <i>Link competencies to the vision from the start</i> 3. <i>Agree resource requirements up-front</i> 4. <i>Book well in advance, have contingency, gain confirmation</i> 5. <i>Test competencies using focus groups and pilot in a live situation</i> 6. <i>Send higher proportion than needed, incentivise return</i> 		
Internal Time Commitment: <ul style="list-style-type: none"> 🕒 <i>Project Management time 1 day</i> 🕒 <i>Project Team training - 4 people x 2 days = 8 days</i> 🕒 <i>Interviews - 8 people for 1 hour each = 1 day</i> 🕒 <i>Drafting framework - 4 people x 1 day = 4 days</i> 🕒 <i>Focus groups - 2 x 12 people each = 4 days</i> 🕒 <i>Review meetings (Steering Group) - 2 days</i> 		
External Time / Cost <ul style="list-style-type: none"> £ <i>Budget - £10,000</i> £ <i>Project management/meetings/reporting - 1 day</i> £ <i>HR upskilling in competency design techniques - 2 days</i> £ <i>Visionary interviews with Board members - 1 day</i> £ <i>Review / analysis of data - 2 days</i> £ <i>Evaluation of draft framework - 1 day</i> 		