Competency framework

A large public sector organisation engaged Maitland Consulting Group to develop a specific competency framework for its employees who undertake highly technical work. Importantly, the development of this competency framework function was to be used as a pilot to determine its efficacy for an organisation-wide application of competency and capability management over time.

After working with a range of stakeholders to determine the scope of the pilot program, the organisation determined that the pilot will include the whole of the technical division. They asked for a formalised and structured approach that:

- Articulated the current methodology and processes implemented to date;
- Set priorities, particularly for the next 12-18 months in detail and the remaining two-to-three year outlook
- Built on work-to-date an formally recorded, document and refined the objectives, vision, processes, systems, agreed timelines and responsibilities of each stakeholder
- Obtained agreement on a methodology to approach this work
- Identified and commenced a process to ensure appropriate ongoing resources to achieve milestones and maintain any framework
- Set achievable timelines which took into account the significant time commitment that will be required from the division's operational managers and supervisors in setting competency requirements, capabilities, desired attributes and standards of proficiency required for each job role
- Linked to a co-ordinated approach to delivery of training and assessment of competence

The client sought assistance for its staff tasked with the development of the framework to plan, design, coordinate and undertake some of the development work to ensure the successful delivery.

Maitland Consulting Group achieved the above by delivering:
1. A governance framework for the project
2. A broad end-to-end vision and desired outcomes for the competency project
3. A broad project scope
4. A detailed 12 – 18 month project delivery plan
5. A resource plan for the competency project
6. A project risk management plan for the project

To deliver the required outcomes Maitland used the following techniques:
- World Café to provide a hospitable environment for genuine conversations and constructive problem solving
- Targeted research to identify best practice
- Focus groups for detailed discussions
- Key informant interviews – people were selected for their first-hand knowledge of the area. Key informant interviews allow a free flow of ideas and information