



## CLIENT SCENARIO

The University faced a considerable challenge in moving towards a more performance-based culture in support of student satisfaction and financial success.

As elements of this, competencies for support staff and academics were developed and validated as a precursor to introducing a broader system of colleague feedback.

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# PERFORMANCE- COMPETENCY: A NEW WAY

Sector: Higher education

Type: Consulting

## OUR APPROACH:

"Performance Management" was historically seen as a negative concept within the University, and considerable time was spent with key stakeholders understanding the particular context and legacy before detailed project planning.

To start this journey, working closely with client staff, we developed 'generic' competencies for support staff. These were constructed through a combination of desk research and structured interviews, with appropriate piloting and testing.

Once developed, a considerable period of socialisation took place, resulting in selected functions piloting anonymous, competency-based feedback.

## VALUE OF PROJECT:

The approach taken ensured broad-based support and understanding for the objectives of the initial exercise. The utilisation of the competency framework in a pilot exercise, and the value attributed to that, stimulated interest in its broader application. This resulted in academic competencies being developed at their request, and the subsequent introduction of a comprehensive talent management system.

## PROJECT PLAYBOOK COMPONENTS:

- |                           |                          |
|---------------------------|--------------------------|
| ➤ STRUCTURED INTERVIEWING | ➤ STAKEHOLDER ENGAGEMENT |
| ➤ CHANGE MANAGEMENT       | ➤ ONLINE DIAGNOSTICS     |
| ➤ COMPETENCY DEVELOPMENT  | ➤ TALENT MANAGEMENT      |

## SIMILAR PROJECTS DELIVERED IN:

- Business services
- Pharmaceuticals