

# 1. BUSINESS CASE: ADOPTING AN ORGANISATIONAL COMPETENCY FRAMEWORK AND COMPETENCY-BASED APPROACHES

This template provides a guide for preparing a business case or rationale for why an organisation should adopt a competency framework and competency-based approaches.

## Introduction

*Guidance notes:*

*Restate organisation's vision, mission, values and culture, and reiterate the fundamental goal of assisting people affected by humanitarian crises.*

## Proposal

*Guidance notes:*

*Make it clear what you are asking for or proposing – this could be, for example, to introduce an organisational competency framework (either using the CHCF or using it as a starting basis for creating your own organisational framework) and to adopt competency-based approaches. This could be incremental, starting with recruitment and then moving towards performance development and learning, or it could be introduced at the same time.*

*Referring to the Guide, state the broad rationale for introducing an organisational competency framework. Stress how a competency framework can focus organisational performance by providing a common language that is linked to the organisation's mission and values*

*State current HR practices and some of the challenges or problems. For example, how they might currently limit employee development, organisational growth and capacity to fulfil its core mission – poor or unfair decisions in recruitment; high staff turnover; grievances around a performance appraisal system or limited opportunities for employees to undergo training and development.*

*Emphasise that the end result or intention is to strengthen the organisation's response to humanitarian situations, by nurturing the talent within.*

## Proposal (continued)

### Benefits

*Guidance notes:*

*Underline the fundamental goal that competency-based approaches will strengthen overall organisational effectiveness and capacity to respond to crisis-affected people. By adopting competency-based approaches it will strengthen and improve employee performance at all levels, including management.*

*Mention that the CHCF has been benchmarked globally and across the sector. Make the connections between competency-based approaches and current or future HR initiatives in the organisation.*

*Draw comparisons between the CHCF and similar, positive initiatives in other organisations and the sector, such as the Humanitarian Trainee Scheme (run by Save the Children).*

*Specify the benefits of competency-based approaches. For example, to: improve recruitment and hiring process and build a stronger team; introduce greater rigour and transparency to employee performance appraisal; expand training and career development opportunities for employees. Emphasise how the CHCF will reduce subjectivity in evaluating employee performance by injecting greater transparency and objectivity in employee performance appraisal.*

*Stress how the CHCF will provide a common language that can be used to discuss the competencies or behaviours required for increased performance both at individual employee and organisational level.*

## **Constraints and challenges**

*Guidance notes:*

*Identify potential constraints or restrictions that may hamper the implementation of a competency framework such as: budget constraints; time; limited resources and expertise within the organisation; operational pressures such as ongoing humanitarian crises.*

*Discuss potential internal challenges such as anxiety among employees and perception issues around who is being targeted.*

*Discuss potential interruptions to routine work and how they would be addressed, such as additional work load for employees, or demands on staff time.*

*Address potential risks such as the project being aborted due to budget constraints or competing operational priorities, and state plans to address risks such as by providing details on funding, a comprehensive implementation schedule, and the re-designation of the roles of the members of the project team.*

## **Project plan**

*Guidance notes:*

*Provide details of each step of the project, its duration and schedule.*

*Steps are likely to include:*

- *Create an organisational competency framework or adapt the CHCF, and prioritise which competencies are important to the organisation*
- *Identify core processes which may change as a result of introducing a competency framework*
- *Create a communications and implementation plan (Review and evaluate the understanding of the competency framework and the impact of changes.*

## **Financial and resource implications**

*Guidance notes:*

*Describe the budget and resources required for the project – costs are likely to include consultancy fees (if it has been identified that external support is needed); workshop or meeting costs, materials, and travel. Resources required are likely to include staff time for training, meetings and implementation.*

## **Communications and training support**

*Guidance notes:*

*Describe plans to communicate and engage employees and sensitise them to the competency framework.*

*Describe training plans on the use of a competency framework to help employees and managers understand how to use competency-based approaches.*

*Describe training and supplementary face-to-face and online resources that will be available to employees.*

## **Expectations**

*Guidance notes:*

*Describe what is expected of employees, managers and the leadership team. For example, an open and supportive attitude to embrace the new initiative; willingness to participate in briefing and training sessions; preparedness to take on additional work related to the planning and implementation phase of the CHCF; willingness to learn and access resources on the CHCF; enthusiasm in giving constructive feedback to refine and improve project implementation.*

*Specifically for managers and the leadership team: stress the importance of demonstrating buy-in by taking the lead in participating in project activities, and alleviating team members' anxieties; acting as champions and exemplars by cultivating the leadership behaviours recommended in the competency framework early on in the implementation phase.*

## **Next steps**

*Guidance notes:*

*Explain immediate and medium-term steps that will be taken to adopt a competency framework and competency-based approaches.*

*Confirm what you are asking for and when.*