

## Transforming capability development from a tightly regulated process into a self driven capability management eco-system.

An upstream technical skill group of a national oil company in South East Asia had identified that its existing competency assessment & development process had the following features which they wanted to enhance:

- Capability development is compartmentalized, disciplined focused & disproportionately technical
- Capability development is lagging behind in business and portfolio strategy
- Development is organisation managed, thriving on control and governance
- Competency Assessment lacks consistency, hence, result doesn't reflect true potential

A project team was formed to address current pain points and transform the process into a line driven system with the following desired criteria:

- Broad capability development effort especially during the early years
- Development that is tightly linked to business and portfolio strategy
- Self-managed development through empowerment of staff and supervisors to meet specific role of the job
- Objective competency assessment through the provision of enhanced process control & upskilling of assessors



PetroEdge was engaged to help strengthen the competency assessment process through the provision of the following services:

- Conduct a situation analysis to identify strengths and areas of improvement of the existing process
- Illustrate the current state vs the desired state, once the process is transformed
- Document the desired Competency Assessment process and develop guidelines for assessors and assessees
- Develop a customised Competency Assessment program entitled 'Superior Managed Assessment Readiness Training' (SMART) and train all identified assessors.

Three sessions of the SMART program were delivered from January to February 2020 to train 75 senior & general managers, who were expected to own and manage the newly transformed competency assessment process as part of their role as superiors.

PetroEdge was also required to replicate the SMART program and train an additional 150 senior supervisors from the Downstream Division of the company. Six SMART program sessions have been confirmed to be conducted from March to April 2020.



## SMART Program Learning Objectives

**Upon completion of the learning program, participants will be able to:**

- Explain the changes involved in moving towards a more wholesome job based competency assessment
- Describe the general process of competency management and capability development
- Describe Job profile based competency assessment process and use some tools/techniques in conducting assessment conversations
- Identify the different clusters of the Company's Core Competencies and use the competency ruler descriptors to assess others
- Use a Personality Profiling Instrument to describe own interaction style/preference and the different styles of team members
- Evaluate some competency assessment reports and recommend enhancements to create better impact

