

**COMPETENCY FRAMEWORK**

Major	Sub set	High level components	Core component of assessability - definition
<b>Business Competence</b>	Client Business Insight	Understanding the client	Has researched and understood client business operations and agenda.
		Client business knowledge	Understands client business structures, processes, management and disciplines and impact on own area of work.
		External awareness	Demonstrates understanding of political, economic, social, technological, legal and environmental factors (PESTLE) impacting on area of work.
	Consulting Business Insight	Consultancy business knowledge	Understands the nature of the management consultancy market, competitors and capabilities.
		Commercial aspects of assignments	Demonstrates understanding of commercial aspects of project including scope, risk, terms and conditions and pricing.
<b>Technical Competence</b>	Functional Specialization	Knowledge and skills	Recognised as an expert in own discipline, applying expertise in one or more industry sectors.
	Consulting Skills	Client focus	Scopes client requirements, presenting clear comprehensive proposals. Identifies and articulates project drivers, strategic fit and commercial benefits with client in respect of one or more individual projects. Understand client cultures, addresses client satisfaction; understand client motivation impacts.
		Project management	Manages client projects effectively- setting objectives, deadlines and budgets, using appropriate project management tools and methodologies and ensuring seamless withdrawal process.
		Consulting knowledge	Captures, shares and applies knowledge in a structured way, relevant to the engagement needs.
		Consultative process	Uses a range of techniques, including facilitation, to deliver solutions of mutual benefit.
		Tools and methodologies	Selects and uses an appropriate range of tools and methodologies.
		Risk and quality management	Defines risk criteria, identifying, mitigating and managing risks and outcomes. Defines quality standards, ensuring quality of delivery and client satisfaction.
		Partnering and networking	Leverages network effectively to engage expertise of others, developing others as appropriate.

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<b>Values and Behaviour Competence</b>	Ethics and Professionalism	Values, ethics & professionalism	Adheres to code of conduct and ethical guidelines. Demonstrates professional integrity, consistency, transparency, accountability, responsibility and reliability.
	Analytical Skills	Conceptualisation & problem solving	Employs structured approaches to generate ideas, evaluate and select options.
		Observations & analysis	Recommendations are supported by objective facts and research.
	Personal Interaction	Complexity, change & diversity	Understands complexity of operating environment and impact of selected course of actions on others.
		Communication & presentation	Uses a range of techniques and approaches to convey thoughts and ideas in a range of situations.
		Responsibility & accountability	Responsible for own actions, demonstrating resilience, drive and commitment to results.
		Influencing	Presents ideas convincingly to produce specific outcomes.
	Personal Development	Focus and time management	Delivers timely solutions, balancing priorities and managing time effectively.
		Self development	Proven track record of self development and personal growth. Proven ability to learn from past assignments and apply knowledge.