

case study



Client: Global Oil & Gas Company

Project: Capability Assessment of a Global Service Function

Project Description

Following a very significant internal reorganisation, our client had centralised its Financial Control and Accounting (FC&A) function of 4000 people - located in 69 different countries - working in all segments of the organisation. It now wished to progress a new technical and professional competency framework to define the skills, knowledge and behaviours specific to FC&A which would provide the foundation for structures and tools to help individuals plan their career development.

Chaucer was invited to project manage this highly complex set of deliverables, as well as facilitate both the capabilities framework and the competencies framework. We were also asked to support project communication with all impacted employees and create a dedicated database to collate employee skills and competency information. Our recognised expertise and ability to work across the organisation and gain validation of the project output - at all levels of the function - were key elements in our selection for the work.

Chaucer's Scope

- Facilitation of the preparation of the draft framework with subject matter experts, and managing the validation exercise through focus groups with over 400 employees.
- Collation of the validation feedback and working with the client to produce the final framework.
- Creation of a customised database used to hold results of a confidential and anonymous competencies self-assessment. Chaucer also analysed and reported the assessment data.
- Provision of general project management for this complex and geographically diverse project – workscopes, work breakdown structures, detailed planning and resourcing, progress tracking, management reporting and project assurance.
- Workshop facilitation.
- Production of engaging communication materials to support the rollout of the framework, including working with external communication companies to deliver a film, a presentation and discussion exercises.
- Training and coaching in project management skills.

Benefits

- Based on robust Chaucer analysis of a confidential and anonymous employee skills self-assessment, the client has been able to fully identify their capabilities and competencies framework.
- The Chaucer report is being used as the key reference point for the function leadership team to build a learning and development offer that is fully tailor-made for the needs of the function. The data is also helping to shape resourcing activity which will ensure the function has the capability to deliver its long-term plans.
- Chaucer's capability in working with high level sponsors helped ensure validation of the new competency framework, both inside the function and out, ensuring that the results would be embedded quickly.
- Such was the impact and success brought to this project by Chaucer, our client has asked us to repeat our work in a "spin-off" project in the USA.

