

ESI CONSULTING

Ensuring Alignment Throughout Your Organization

In order to maximize efficiency and performance, all strategic and structural components of your organization must be in alignment. Even in the highest functioning operations, there can be gaps in composition that have a ripple effect on overall performance.

Organizational Design: Project Management Competency and Career Framework

A look at an organization's competencies in project management and a review of their career paths can be critical in ensuring alignment of an organization. ESI has identified competencies and practice areas related to different roles in an organization's job family. ESI's recommended project management competencies are:

- Business Acumen
- Process Expertise
- Customer Focus
- Communication
- Organizational Acumen

ESI reviews the standing job descriptions and competency ladders of an organization for the purposes of:

- Determining alignment to industry standards
- Determining if the differences between roles are enough to warrant separation
- Allowing for interpretation of knowledge assessment data as it relates to matching core requirements to specific roles
- Allowing for the creation of learning paths across each role individually and the job family as a whole

A competency and career framework review allows ESI to provide insight on next step implementation of training based on priorities, competency, and roles.

What It Is:

ESI will utilize a combination of analysis techniques to determine the alignment of an organization's employee competencies to external industry standards and internal process expectations. A typical competency and career framework review process includes:

1. An assessment to identify employees' knowledge of terminology and best practices
2. A review of any career management artifacts currently in place to ensure that the learning recommendations and skill expectations uncovered by a survey are clearly defined in employee job descriptions, competency maps, current training materials, etc.
3. A review of newly developed requirements process with a focus on the roles and responsibilities to ensure that they match the expectations found in the competency maps and job descriptions
4. As required, ESI will author competency frameworks, career paths, and job descriptions to close any gaps in role definition found within the review



"Since beginning its relationship with ESI, the Bureau has enjoyed a quick, tangible return on its investment. Right away we noticed an increase in productivity and an increase in the quality of work."



Sharon Carlson,
PMO Division Chief,
LA County
Department
of Mental Health

Why It Matters:

An effective organizational framework for project manager competency and career paths:

- Enables a stable source of competent project managers
- Sets clear project management competency expectations that help boost morale and reduce workforce turnover
- Helps target training and coaching to individual and organization needs
- Enables a more harmonious and productive work culture, integrating roles, responsibilities and career paths for project, functional, and general management
- Helps ensure a quick response and alignment to changing business conditions
- Establishes a solid baseline for the organization

