



Illustrative Case Study (A)

European e-Competence Framework (e-CF)

in large ICT demand organizations

ABOUT THE e-CF. The European e-Competence Framework (e-CF) provides a reference of 36 competences as required and applied at the Information and Communication Technology (ICT) workplace, using a common language for competences, skills and capability levels that can be understood across Europe. As the first sector-specific implementation of the European Qualifications Framework (EQF), the e-CF was designed and developed for application by ICT service, user and supply companies, for managers and human resource (HR) departments, and for education institutions and training bodies, and other organizations in public and private sectors.

The framework was developed under the umbrella of the CEN ICT Skills Workshop through a process of close cooperation between ICT business and human resource (HR) experts, stakeholders and policy institutions from many different countries and at the EU level. Published by CEN for the first time in 2008 and followed by a further enhanced version 2.0 in 2010, the framework brings benefits to a growing community of users throughout Europe and overseas.

To support e-CF application within multiple environments, a series of illustrative case studies provide examples, benefits and hints of how to make best use of the e-CF.

The following case study illuminates the e-CF application from the perspective of Enterprise ICT demand organizations.

Key perspectives

- Job Profile creation
- Internal ICT staff development
- Cross company common language
- Training portfolio development

Summary

Approximately half of the ICT professional workforce across Europe is employed by ICT demand organizations spread across multiple industry sectors. The following four companies provide examples of how the ICT professional community can benefit from deployment of the e-CF.

MAPFRE is a leading insurance company in Spain and the first Non Life Insurance Company in Latin America, it has a presence in more than 45 countries and employs 35,586 people. In order to assess and enhance current job descriptions and streamline investment in training and education of ICT staff, MAPFRE adopted the e-CF.

EDF the multinational energy supplier, responded to constraints imposed by European energy market directives by restructuring and forming several new divisions and two new company subsidiaries, RTE and ERDF.

In 2010 Euro Disney instigated an extensive program for competence predictive management as a key component of its future corporate strategy.

Pôle Emploi, a French public national institution addressing employment was formed from the merger of ANPE, responsible for job placement and Unedic, responsible for job seekers compensation.

Each of these four organizations had compelling reasons for change. MAPFRE's goal was to focus on establishing a solid model that could expand to the company's worldwide workforce. EDF needed to rationalize the roles of ICT professionals working on two different customer support systems and an overarching information system integrating functions such as accounting, finance and marketing for the entire group. To realize their vision of predictive competence management, Euro Disney needed to create a comprehensive set of revised job profiles. For different reasons Pôle Emploi were also motivated to establish a revised set of profiles to meet the needs of its newly merged predecessor companies and to provide an operational and strategic vision.

In each scenario the need was to employ a tool that enabled multiple internal functions and players to share a common understanding of the competences required and endemic within the professional ICT workforce. Independently, the three CIGREF members, EDF, Euro Disney and Pôle Emploi (CIGREF is a French association of large ICT user companies) elected to deploy the e-CF as the common ICT reference for the development of job profiles. MAPFRE directed its focus towards rationalization of worldwide training portfolios.

e-CF Value

A tangible added value from e-CF deployment is its accessibility and ability to enable common understanding across different populations. Importantly, the e-CF is supported by an active maintenance regime that ensures its continuing relevance.

ICT staff has a variety of focused specialist skills and staff turnover creates the need for targeted recruitment. The e-CF is a valuable asset in articulating the role and competence needs of IT departments.

The Europe-wide shared vocabulary used by the e-CF can be recognized internally and outside of the company, independently from country borders and also across continents. This common language facilitates management of resource acquisition according to the IT market availability. It also allows clear differentiation between job profiles and focuses on the essential issue; the required competences.

Furthermore, scalable models can be easily built which allow the incorporation of new roles and/or positions, or evolvement of existing ones. New competences can also be incorporated into such models and aligned to market trends.

Challenges encountered

For many the e-CF is a new concept taking time to fully understand and the challenge is to convince internal management that the e-CF is a valid option and worthy of the investment of time and resources necessary for company wide implementation.

When implementing the e-CF, identifying the competencies required for each job and the associated level of competences for each seniority role requires a structured and considered approach.

In one of the sample companies the e-CF was seen as a contributor to annual performance reviews. For this to be successful it is necessary to identify and evaluate the major competences associated with an employee, to be able to offer constructive career advice.

Training plans and portfolios may require adaption to meet the bidirectional relationship required between professional development models and career strategy.

Benefits highlighted

The provision of the e-CF maintains a consistent perspective across all personnel, for instance, across employees to managers and the human resources department. It facilitates exchange of views, and promotes consensus. This enables rationalization of job descriptions that tend to proliferate over time, adding confusion rather than clarity.

The International dimension of the e-CF and its consistency with other frameworks such as CIGREF nomenclature also strengthen its value.

The foundation for a competence based human capital management model can be established. Furthermore, training portfolios can be consolidated and rationalised based upon optimisation of a company's training needs bringing greater added value from the education and training budget.

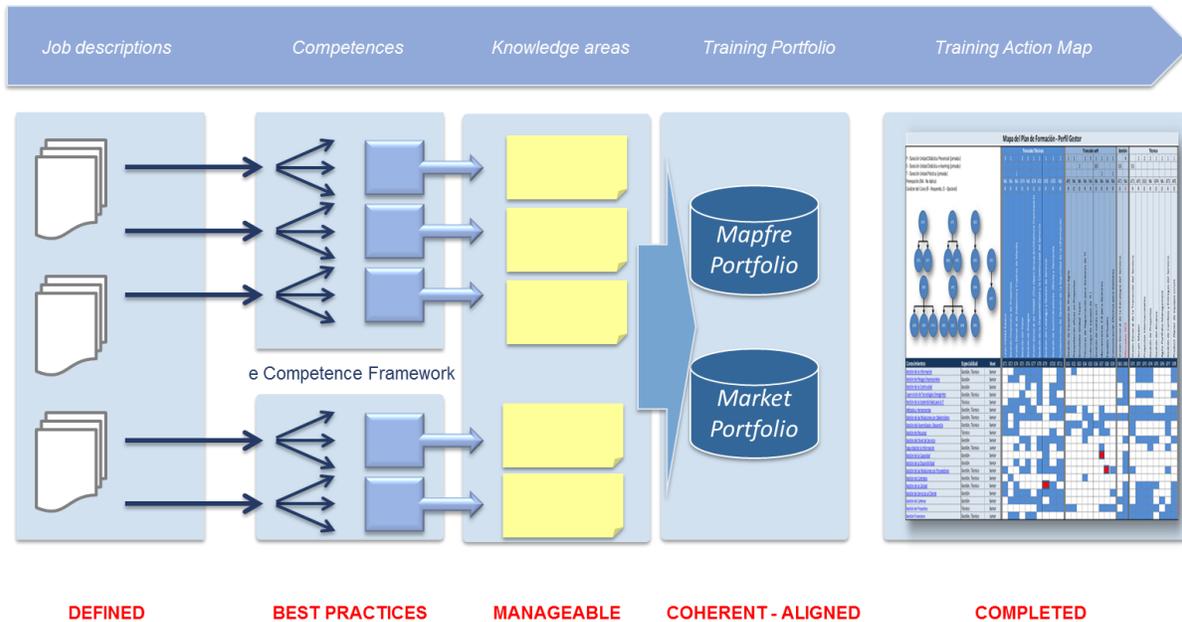
The method adopted

Each of the four exemplar companies adopted a different implementation strategy. For EDF it was to build upon previous work and up date the existing structured job roles.

Pôle Emploi conducted analysis of jobs and of the structure of the e-CF. A particular requirement was to integrate more detailed, cross organizational soft skills and the company HR group were consulted and engaged to support this need. A set of working groups was established to create the new job profiles. In parallel an internal communication strategy was prepared. Implementation included adding a behavior dimension, this included connections to an internally created soft skills framework.

Euro Disney started by analyzing their existing job profiles and made decisions on which to retain, delete or renew. The resultant new set of profiles was created with special attention to competences that were extracted from the e-CF.

MAPFRE focused upon distilling competences from existing job descriptions and identifying competences not currently addressed. The approach is described in the following schematic.



Expansion to other examples

The creation of job roles using competence, as a significant component, is a common application of the e-CF. Further examples of this can be found as follows:

- Illustrative Case study E
- A family of 23 Typical European ICT Professional Profiles has been established and details are available on the e-CF website, follow this link, <http://www.ecompetences.eu/2165,ICT+Professional+Profiles.html>