



A Tested Talent case study:
Creating a competency
framework to reflect the
“Jubilee way”

Jubilee engages the services of Tested Talent to run an assessment program

Tested Talent suggests linking assessments to Jubilee's competency framework

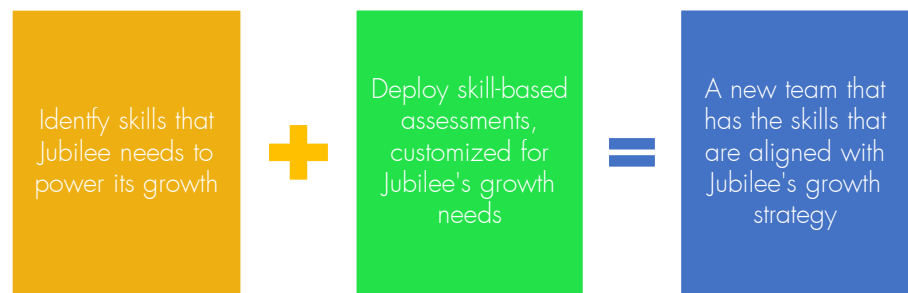
Jubilee's leadership teams up with Tested Talent in an exercise to create a growth-centric competency framework

Jubilee Life Insurance, a leading underwriter, was experiencing rapid growth, and was gearing up to increase their market share. The company had a workforce of 6,000 people, and was ready to align its workforce with its growth strategy.

Jubilee invited the assessment specialist, Tested Talent, to share its experiences on how to up-skill the workforce, so that Jubilee's teams could be ready to manage growth related challenges. The company wanted to use assessments to understand the skill-level of the potential candidates, as well as the existing employees.

Tested Talent suggested that before deploying an assessment program, the first step should be to calibrate Jubilee's competency framework. This would help update the framework with skills that are needed to power Jubilee's growth. Once the framework was updated, Tested Talent would create assessments that would evaluate the candidates on these skills.

Jubilee decided to deploy Tested Talent's strategy for its new recruitment cycle, where assessments would be used to hire fresh minds for Jubilee's Management Trainee program.



Jubilee invited Tested Talent to collaborate with its leadership team to identify the skills that should be present within its competency framework.

Tested Talent suggested that it would be beneficial if the competency framework was developed to cater to 5 different tiers of management (from management trainees ... to senior executives). This would further optimize the assessments, and increase the relevancy of the questions for each management tier.

As both teams engaged, they reviewed 5 skills that were present in the existing competency framework. Tested Talent recommended going through an exercise with Jubilee's leadership team where the competency framework would be calibrated to support Jubilee's growth objectives.

Through the exercise a wish-list of 8 skills were identified

The exercise also highlighted skills that would make an employee a natural fit to the “Jubilee way” of doing things

At the end 5 new skills emerged

The first part of this exercise resulted in the creation of a wish-list of 8 new skills that could be added to Jubilee’s competency framework. Tested Talent suggested that each skill on the wish-list could be further examined so that it could be validated for relevancy.

While examining the wish-list of 8 skills, both teams engaged in raising questions on how each skill would contribute to the growth of Jubilee. This process helped to address the following questions:

- What would Jubilee like to change in its current corporate culture?
- What skill-set should be introduced to achieve new growth targets?
- Is there a “right way” of doing things, and can it be replicated?
- How can the new “model team” of MTs be equipped to overcome challenges when integrating into the company?

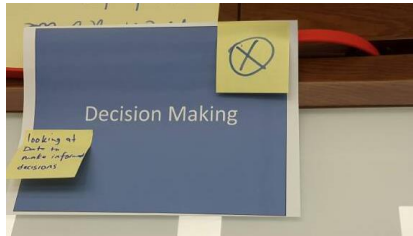
The discussions on these questions also gave Tested Talent a better insight on how to customize and structure the assessments for Jubilee. This would improve the accuracy of evaluating the MTs, and Tested Talent would be able to make better predictions on the MTs’ job performance.

The highlight of this exercise was exploring if Jubilee has a “right way” of doing things. It was realized that there is a “right way”, however it was difficult to quantify how many people in the organization were observing and practicing the “right way”. Tested Talent suggested that this was an opportunity to create and document *“The Jubilee Way”*, and enforce it on the new MTs from their first day on the job.

Tested Talent has enjoyed a high level of success whenever it leverages the “right way” technique, because it allows Tested Talent to create assessments that evaluate candidates who are a natural fit (to the organization).

At the end of the exercise, both teams had refined wish-list of 8 skills, and narrowed it down to a set of 5 new skills, which would now go towards making up the competency framework for the initial tier of management. These 5 new skills would be used in the assessments as Jubilee begins recruiting for its Management Trainee program.

Tested Talent ran an exercise that revealed key insights on how an assessment program would be able to help Jubilee strengthen its workforce and align them with Jubilee's growth strategy



The exercise started off with 5 skills, which then expanded to a wish-list of 8 skills, and finally concluded with 5 new skills that are more relevant for the MT program

Previous skills that made up Jubilee's competency framework	Wish-list of 8 skills to be considered for Jubilee's competency framework	Skills that make up Jubilee's <u>new</u> competency framework
1. Math	1. Decision Making	1. Team work
2. English	2. Team work	2. Customer Focus
3. Computer Literacy	3. Customer Focus	3. Logical Reasoning
4. Emotional Intelligence	4. Logical Reasoning	4. Effective Communication
5. Decision Making	5. Business Math	5. Integrity & Values
	6. Effective Communication	
	7. Innovation	
	8. Integrity & Values	

Next steps:
Tested Talent
will create
assessments to
power Jubilee's
recruitment
strategy

The exercise yielded an evidence-based strategy on what skills should be tested before inducting the new MTs.

The next step would be for Tested Talent to create competency assessments for each of the 5 skills that have emerged through the exercise. Each assessment will be made up of questions that are branded for Jubilee. Each question will reflect a situation that takes place within the Jubilee environment.

As a result of Tested Talent's approach, Jubilee will now be able to assess and shortlist candidate who are a natural fit for Jubilee's growth strategy. The assessment

For more information please contact Tested Talent at:

Desk@TestedTalent.com