

A black and white photograph of a person with long hair, seen from the back, sitting at a wooden table and working on a laptop. The laptop screen displays a website with a header and several columns of text. The background is a brick wall with a window. The overall scene suggests a modern, flexible work environment.

Towards Competency-Based Talent development



The agenda

INTRODUCTION

WHY THE E-COMPETENCE FRAMEWORK

THE E-CF[®] COMPETENCE SOLUTIONS

USE CASES & CLIENT CASE

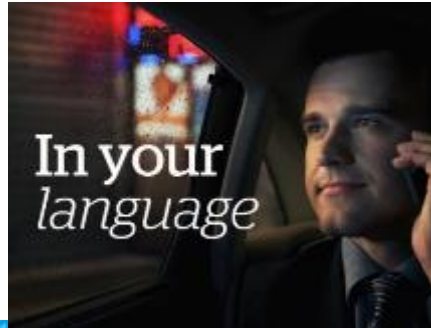
HOW TO GET STARTED



32 years
trusted
partner

Global Presence

Offices and local teams all over the world



United States of America

Brazil

Colombia

China

Japan

Germany

Spain

The Netherlands

Malaysia

India

Canada



Our mission

EXIN enables professionals and organizations to value their mastery in ICT by being the leading independent certification institute worldwide.

The e-Competence Framework

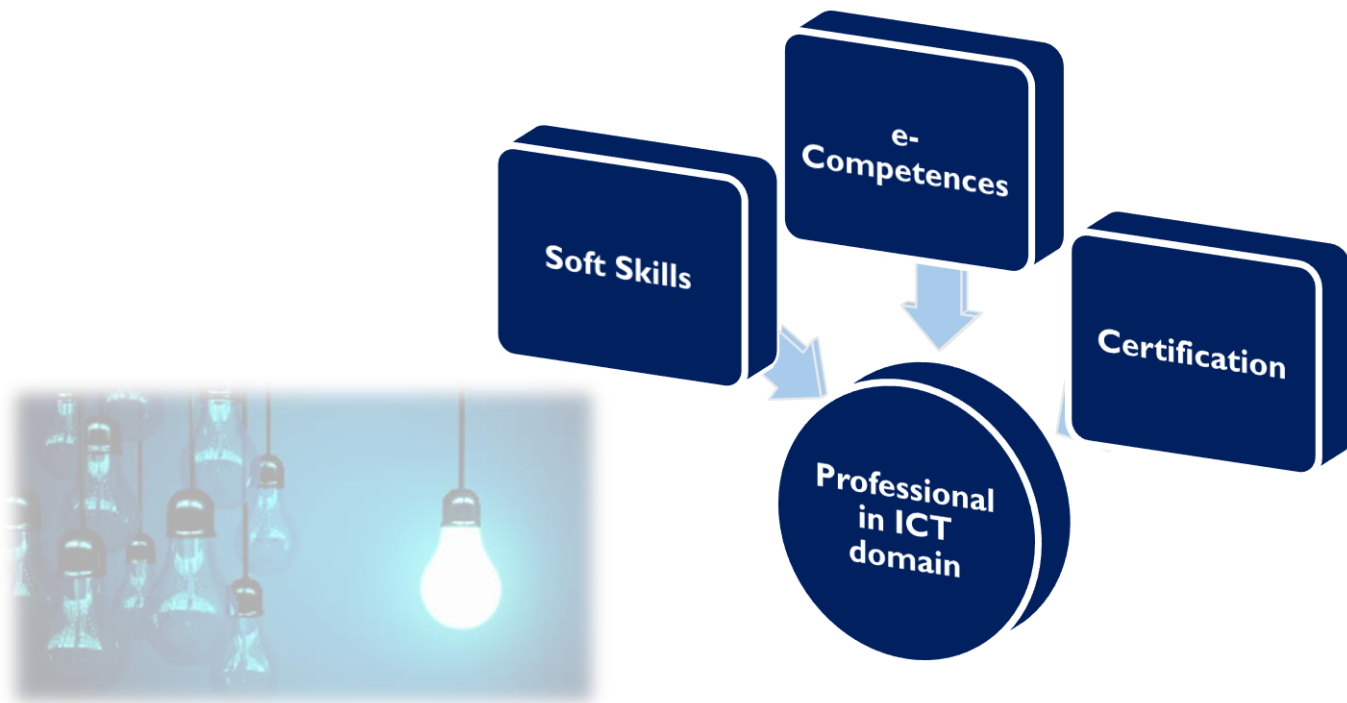


European e-Competence Framework 3.0 overview

Dimension 1 5 e-CF areas (A – E)	Dimension 2 40 e-Competences identified	Dimension 3 e-Competence proficiency levels e-1 to e-5, related to EQF levels 3–8				
		e-1	e-2	e-3	e-4	e-5
A. PLAN	A.1. IS and Business Strategy Alignment					
	A.2. Service Level Management					
	A.3. Business Plan Development					
	A.4. Product/Service Planning					
	A.5. Architecture Design					
	A.6. Application Design					
	A.7. Technology Trend Monitoring					
	A.8. Sustainable Development					
	A.9. Innovating					
B. BUILD	B.1. Application Development					
	B.2. Component Integration					
	B.3. Testing					
	B.4. Solution Deployment					
	B.5. Documentation Production					
	B.6. Systems Engineering					
C. RUN	C.1. User Support					
	C.2. Change Support					
	C.3. Service Delivery					
	C.4. Problem Management					
D. ENABLE	D.1. Information Security Strategy Development					
	D.2. ICT Quality Strategy Development					
	D.3. Education and Training Provision					
	D.4. Purchasing					
	D.5. Sales Proposal Development					
	D.6. Channel Management					
	D.7. Sales Management					
	D.8. Contract Management					
	D.9. Personnel Development					
	D.10. Information and Knowledge Management					
	D.11. Needs Identification					
	D.12. Digital Marketing					
E. MANAGE	E.1. Forecast Development					
	E.2. Project and Portfolio Management					
	E.3. Risk Management					
	E.4. Relationship Management					
	E.5. Process Improvement					
	E.6. ICT Quality Management					
	E.7. Business Change Management					
	E.8. Information Security Management					
	E.9. IS Governance					



Professional in ICT domain





Soft Skills

Company

Regional

National



Certification

- Vendor specific
- Frameworks & methodologies
- Profession





e-Competences



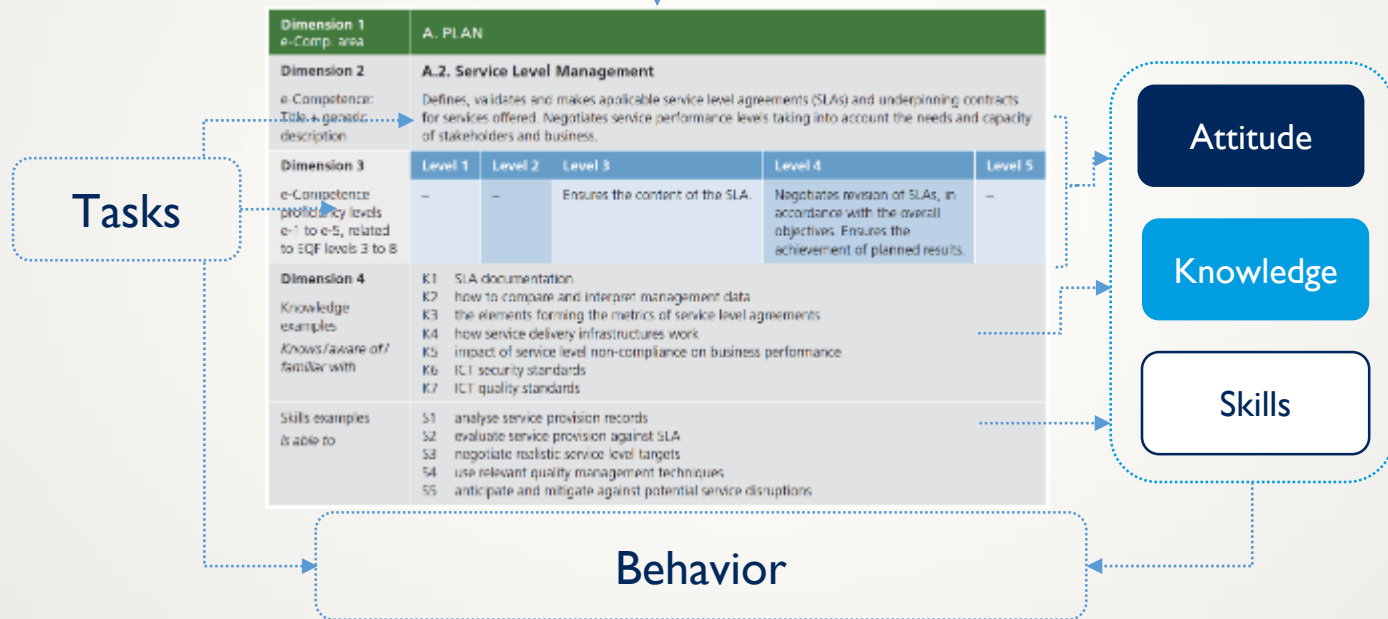
What ‘e-competences’ are

*“a demonstrated ability to apply
knowledge, skills and
attitudes for achieving
observable results”*



E-competences in 4 dimensions

'Competence is a demonstrated ability to apply knowledge, skills and attitudes for achieving observable results'.



5 benefits of the framework



European
e-Competence
Framework

- 1. Global **understanding** of e-competences
- 2. Objective **measurement**
- 3. Current **Market reflection**
- 4. Professional, **Corporation** and **Education**
- 5. Shared **ownership**

achmea

ORACLE

CISCO

Microsoft

Linux
Professional
Institute

hp

EXIN

CompTIA

HUAWEI

Employees want to take charge over their development

Employees want to control their **personal development**, they see their learning curve as their earning curve. For millennial generation, this benefit is more important than financial reward ([PWC, 2015](#)).



A person is working at a desk. In the foreground, there is a black mug on the left and a white notebook with a pen on the right. The notebook has some handwritten notes and a yellow sticky note. In the background, a laptop is open, and a person's hand is visible typing on the keyboard. The person is wearing a white long-sleeved shirt and a watch. The background is slightly blurred.

HR wants to invest in right people in a smarter way

Learning investments rose 10% last year, while 63% of companies believe their learning programs are not effective. HR departments feel more pressure to make **data-driven decisions** and prove the ROI of their spending (Deloitte Human Capital Trends 2016).

EXIN eCF Partnerships in Spain

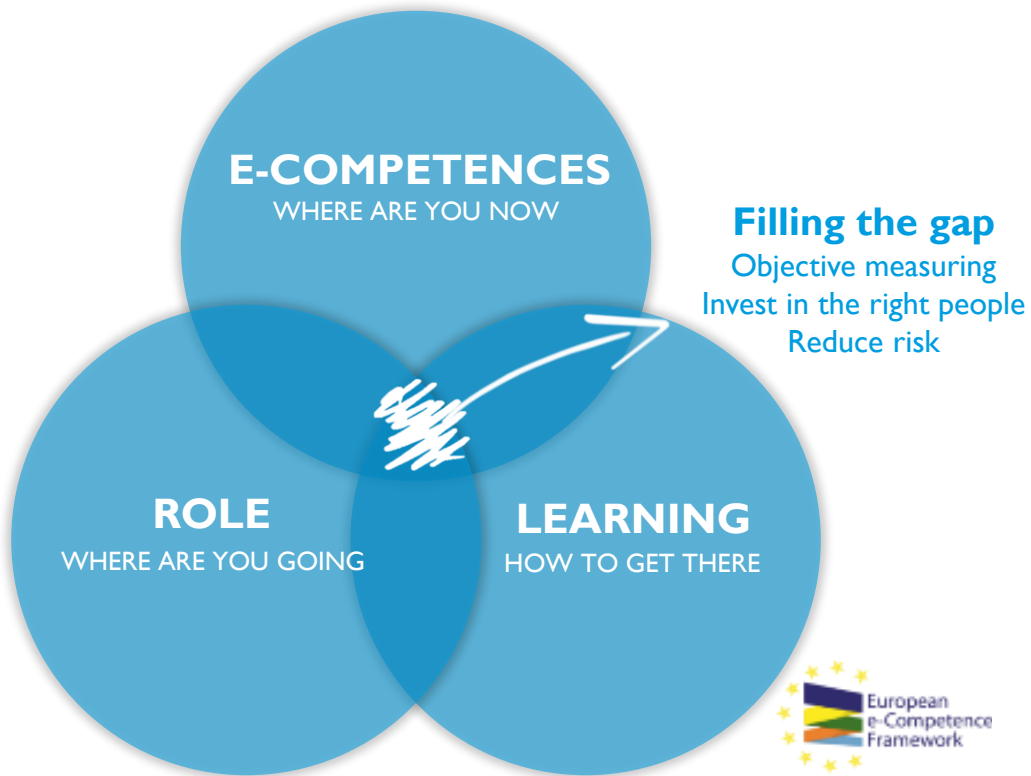


indra



Taking the e-Competency Based approach

The solution



3 ways to use the e-Competency Based approach

The solution



Sourcing & Outsourcing

Get insights in your strategic resource planning to identify required competences for your teams (source) and/or your partners (outsource)



Talent Development

Get insights in the required competences to help professionals grow within their roles, in the organization and/or grow as a team



Career Coaching

Get insights in the competences of professionals to coach them in their career



Rijksoverheid

Why we use the e-Competence Framework

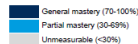
The solution

Full Profile

This figure shows you the full e-Competence Framework with your personal mastery profile. You can use this to determine your strengths and possible growth areas. Darker colored blocks show higher mastery of a certain competence level. It is possible to have a mastery score on different levels of the same competence.

Area	Competence Name	e-1	e-2	e-3	e-4	e-5
A. Plan	A.1. Information System and Business Strategy Alignment					
	A.2. Service Level Management					
	A.3. Business Plan Development					
	A.4. Product / Service Planning					
	A.5. Architecture Design					
	A.6. Application Design					
	A.7. Technology Trend Monitoring					
	A.8. Sustainable Development					
	A.9. Innovating					
B. Build	B.1. Application Development					
	B.2. Component Integration					
	B.3. Testing					
	B.4. Solution Deployment					
	B.5. Documentation Production					
	B.6. Systems Engineering					
C. Run	C.1. User Support					
	C.2. Change Support					
	C.3. Service Delivery					
	C.4. Problem Management					
D. Enable	D.1. Information Security Strategy Development					
	D.2. ICT Quality Strategy Development					
	D.3. Education and Training Provision					
	D.4. Purchasing					
	D.5. Sales Proposal Development					
	D.6. Channel Management					
	D.7. Sales Management					
	D.8. Contract Management					
	D.9. Personnel Development					
	D.10. Information and Knowledge Management					
	D.11. Needs Identification					
	D.12. Digital Marketing					
E. Manage	E.1. Forecast Development					
	E.2. Project and Portfolio Management					
	E.3. Risk Management					
	E.4. Relationship Management					
	E.5. Process Improvement					
	E.6. ICT Quality Management					
	E.7. Business Change Management					
	E.8. Information Security Management					
	E.9. IS Governance					

Percentages below 30% are not shown, because competence levels with low mastery cannot be calculated precise enough.



It's an accepted standard

The ECF is widely adopted by corporates and governments all over the globe. In 2016, the ECF was published officially as the European Norm [EN 16234-1](#).

Common Language

It is a common shared language used by different stakeholders from HR, IT, and Business, to understand and talk about IT competences.

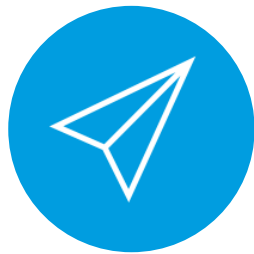
Joint Development

The framework has been developed by a large number of European ICT and HR experts in the context of the CEN Workshop on ICT Skills.



The e-CF[®] Competence Solutions

How it works in 4 steps



1. Personal e-CF[®] Profile

We invite professionals for an online survey and give the professional direct insight in their e-competence profile



2. Role Profiler

We identify the roles of the professionals to determine the required set of competences they need to be successful



3. Learning Profiler

We identify the competence gaps and match this with a training program



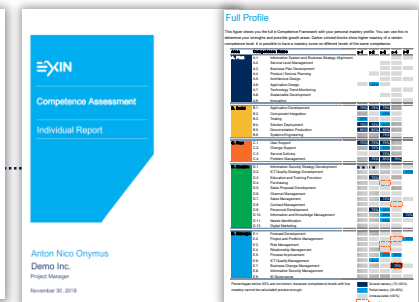
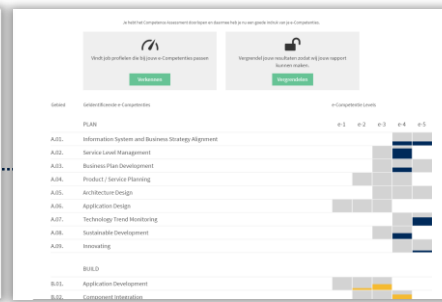
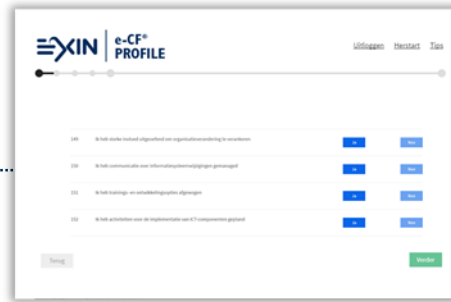
4. Reports & insights

We compare the profiles of the professionals, the teams and roles, including mastery levels, gaps and growth areas



Profiling the professional

Taking a snapshot of the Professional's experiences



1. Invite

The professional is invited through a personal e-mail. They can complete the profile anytime, anywhere.

2. Complete e-CF Profile

The professional creates a personal account and creates their e-CF Profile by answering questions about their experiences.

3. Direct results

After completing the e-CF Profile, they enter the Discovery Phase to see instant profile results

4. Detailed individual report

Afterwards, the professional receives a detailed individual report via e-mail.

Completing the e-CF[®] Profiler



EXIN | e-CF[®] PROFILE

Taal **Nederlands** [Uitloggen](#) [Herstart](#) [Tips](#)

Welkom Anouk Willems

Je staat op het punt te beginnen met de reeks vragen die je een beeld geven van jouw e-Competenties, gebaseerd op het e-CF.

De test spreekt voor zich. Tijdens de test leer je meer over je e-Competenties.

Wanneer geef je als antwoord "ja", en wanneer "nee"?

- "Ja" wanneer je de activiteit succesvol hebt uitgevoerd in recent verleden (indicatie 5 jaar).
- "Nee" wanneer je het wel hebt geprobeerd, maar het niet helemaal gelukt was.
- "Nee" wanneer je er wel bij betrokken was, maar het niet zelf hebt gedaan.

Via de optie "Tips", vind je nog meer informatie.

Succes!

Verder

Complete the Profiler in your time; your answers will be saved automatically.

Choose your language

Completing the e-CF[®] Profiler



≡XIN | e-CF[®] PROFILE

[Uitloggen](#) [Herstart](#) [Tips](#)

Overzicht

Deel 1
Algemene vragen

☒ ☐



Er zijn drie reeksen met algemene vragen over jouw werkervaring. Het duurt enkele minuten om deze in te vullen.

Deel 2
Gerichte vragen

☐ Ja ☐ Nee

Op basis van jouw antwoorden wordt er een set persoonlijke vragen geselecteerd om snel een compleet beeld te creëren van jouw competenties.

Deel 3
Eindresultaat

Bekijk en deel jouw e-Competentie Profiel.

[Terug](#) [Verder](#)

The survey consists of 3 parts; Generic questions, specific questions and the end result.

Completing the e-CF[®] Profiler



The first part asks questions about **'deliverables'** you developed, e.g. a service level agreement document.

≡ XIN | e-CF[®] PROFILE Algemene vragen (reeks 1) [Uitloggen](#) [Herstart](#) [Tips](#)

● ● ● ● ●

e-Competenties doe je op via werkervaring. Ze gaan over wat je succesvol hebt gedaan. Om straks jouw gerichte vragen te kunnen selecteren, volgen er eerst drie reeksen algemene vragen over wat jij **wel** en wat jij **niet** hebt gedaan.

Wat heb jij allemaal gemaakt? Geef overal een antwoord.

Ik heb een ... gemaakt

<input checked="" type="checkbox"/> 'service level agreement' document <input type="checkbox"/>	<input checked="" type="checkbox"/> gedocumenteerd product- of serviceplan <input type="checkbox"/>	<input checked="" type="checkbox"/> 'root cause analysis' rapport <input type="checkbox"/>
<input checked="" type="checkbox"/> gedocumenteerd testplan <input type="checkbox"/>	<input checked="" type="checkbox"/> rapportage over systeemprestaties (system performance) <input type="checkbox"/>	<input checked="" type="checkbox"/> contract <input type="checkbox"/>
<input checked="" type="checkbox"/> gedocumenteerde risicobeoordeling m.b.t. informatiebeveiliging <input type="checkbox"/>	<input checked="" type="checkbox"/> gedocumenteerde risicobeoordeling (risk assessment) <input type="checkbox"/>	<input checked="" type="checkbox"/> evaluatierapport over vastgestelde kwaliteit <input type="checkbox"/>
<input checked="" type="checkbox"/> gedocumenteerd inkoopvoorstel <input type="checkbox"/>	<input checked="" type="checkbox"/> gedocumenteerd verkoopvoorstel <input type="checkbox"/>	

[Terug](#) [Verder](#)

Completing the e-CF[®] Profiler



The 2nd part asks questions about **activities** you have done, e.g. *'I have analysed the customer needs and requirements'*.

EXIN | e-CF[®] PROFILE

[Uitloggen](#) [Herstart](#) [Tips](#)

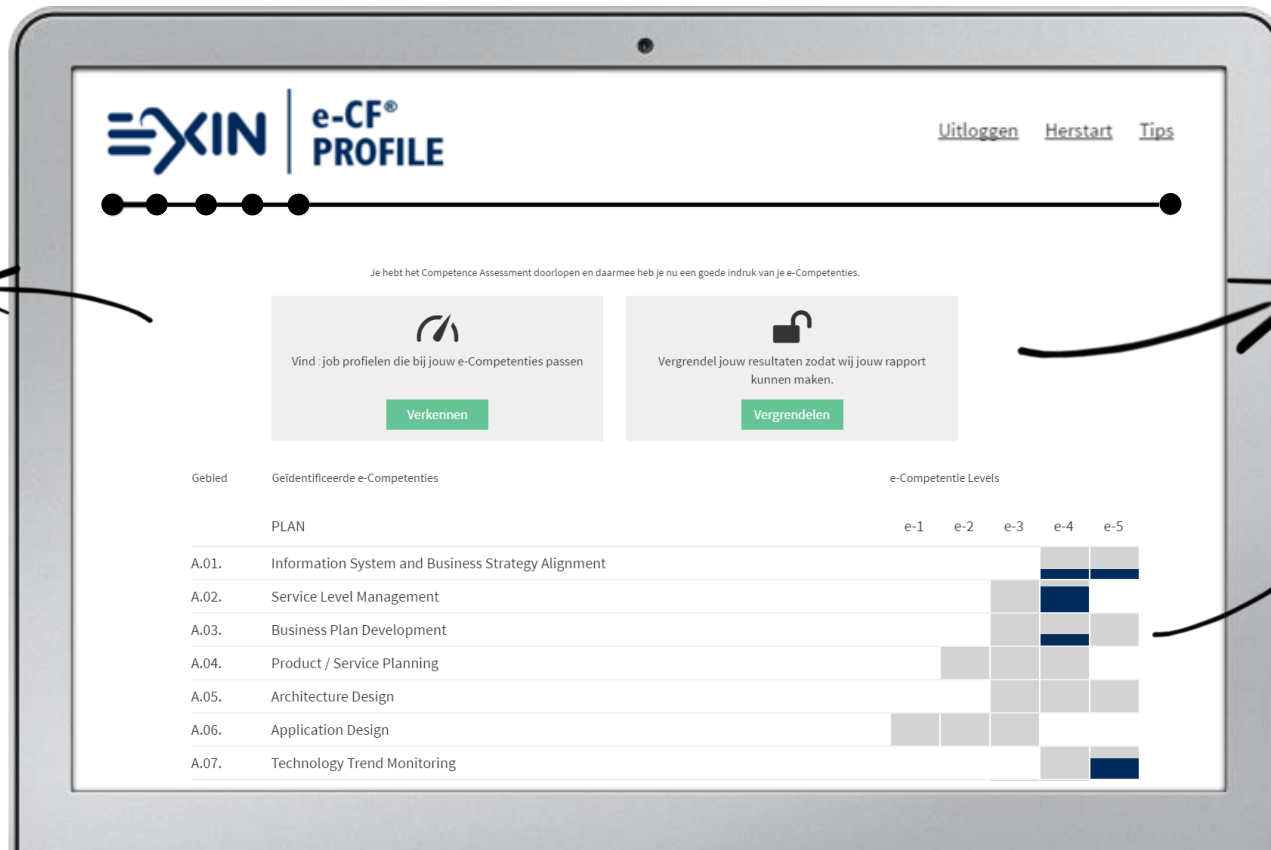
Progress bar: 5 dots, 4 filled.

13	Ik heb procedures en architecturen ontwikkeld ter ondersteuning van samenhangende systeemengineering	<input type="button" value="Ja"/>	<input type="button" value="Nee"/>
14	Ik heb de eisen en behoeften van klanten geanalyseerd	<input type="button" value="Ja"/>	<input type="button" value="Nee"/>
15	Ik heb klanten en potentiële klanten de toegevoegde waarde van producten en diensten getoond	<input type="button" value="Ja"/>	<input type="button" value="Nee"/>
16	Ik heb gebruikersincidenten en -verzoeken opgelost en geregistreerd	<input type="button" value="Ja"/>	<input type="button" value="Nee"/>

Completing the e-CF[®] Profiler



Explore
matching Job
Profiles based
on e-CF



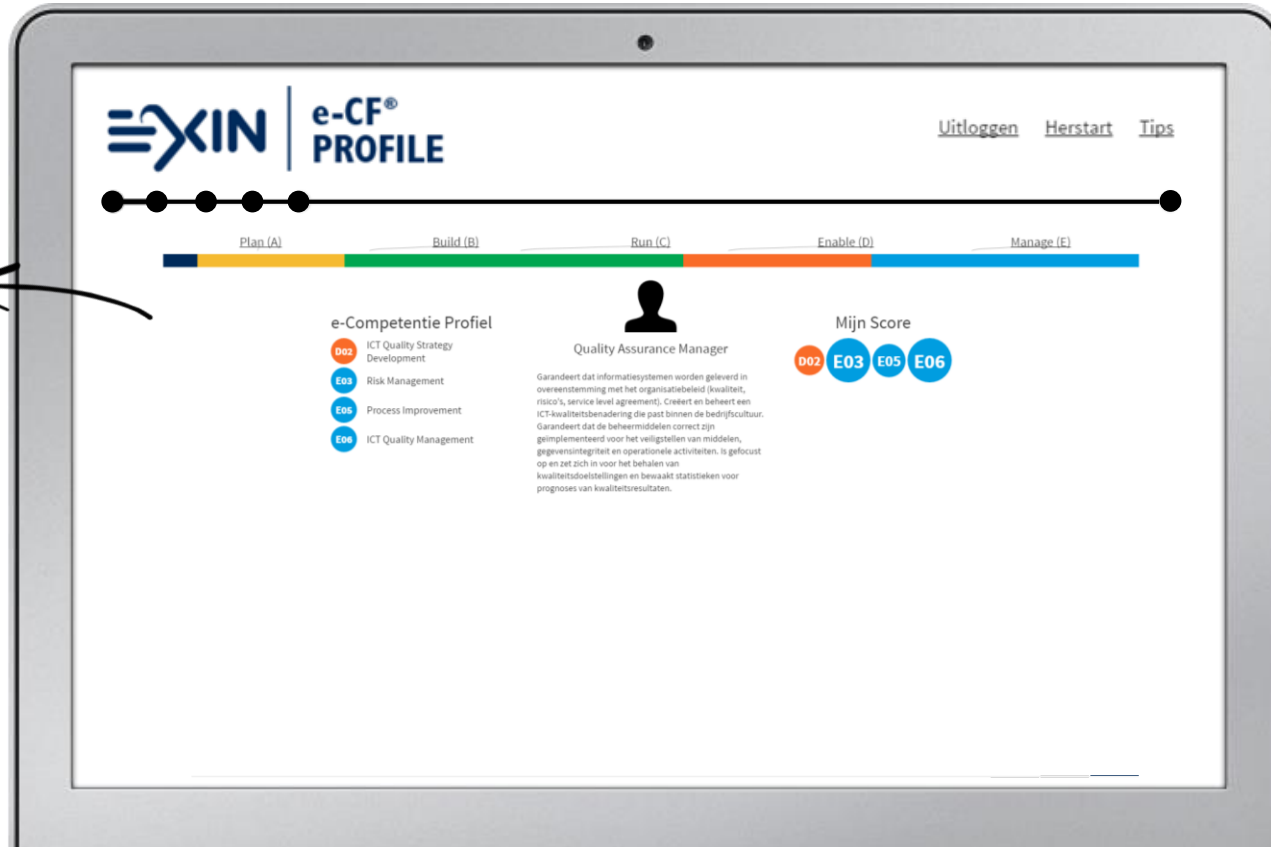
Complete
your profile to
generate
report

Direct insight
in your e-CF[®]
Profile for
each level.

Completing the e-CF[®] Profiler



Get inspired
with matching
job profiles



Your personal e-CF® Profile report



— VOORBEELD RAPPORT —

1. Mijn e-CF® Profiel

In onderstaande tabel staat een overzicht van 40 e-competenties met jouw resultaat. Hoe hoger het percentage, hoe relevanter een bepaalde e-competentie is voor jouw profiel. Wanneer een level lichtgrijs is, betreft dit een e-competentie level waar een score van lager dan 30% is geconstateerd. Sommige levels zijn helemaal wit. Deze levels zijn niet door het eCF beschreven.

Area	Competence Name	1	2	3	4	5
A. Plan	A.1. Information System and Business Strategy Alignment					
	A.2. Service Level Management					
	A.3. Business Plan Development			60%	80%	
	A.4. Product / Service Planning			70%		
	A.5. Architecture Design					
	A.6. Application Design					
	A.7. Technology Trend Monitoring					
	A.8. Sustainable Development					
	A.9. Innovation					
B. Build	B.1. Application Development	80%	80%	70%		
	B.2. Component Integration					
	B.3. Testing					
	B.4. Solution Deployment					
	B.5. Documentation Production			80%		
	B.6. Systems Engineering					
C. Run	C.1. User Support	75%		60%		
	C.2. Change Support					
	C.3. Service Delivery					
	C.4. Problem Management					
D. Enable	D.1. Information Security Strategy Development					
	D.2. ICT Quality Strategy Development				60%	
	D.3. Education and Training Provision		75%			
	D.4. Purchasing		70%			
	D.5. Sales Proposal Development		75%	75%		
	D.6. Channel Management				70%	
	D.7. Sales Management			80%	100%	
	D.8. Contract Management					
	D.9. Personnel Development					
	D.10. Information and Knowledge Management				80%	
	D.11. Needs Identification		70%	80%	70%	
	D.12. Digital Marketing		75%			
E. Manage	E.1. Forecast Development					
	E.2. Project and Portfolio Management		100%	70%	80%	
	E.3. Risk Management					
	E.4. Relationship Management				75%	
	E.5. Process Improvement					
	E.6. ICT Quality Management				90%	
	E.7. Business Change Management				75%	80%
	E.8. Information Security Management					
	E.9. IS Governance				60%	

General mastery (70-100%) Partial mastery (30-60%) Unmastered (<30%)

— VOORBEELD RAPPORT —

2. Rol Profiel: Innovatie Manager

In onderstaande tabel vergelijken we jouw e-CF® Profiel met de gewenste e-competenties van je Rol Profiel. Het Rol Profiel is ontwikkeld op basis van de belangrijkste taken en deliverables voor deze rol. Dit profiel is ontwikkeld door de verantwoordelijke(n) binnen jouw organisatie. Het Rol Profiel is generiek voor alle medewerkers, ongeacht senioriteit (junior, medior, senior).

De rode kaders geven aan wat de benodigde e-competentie levels zijn. Bijvoorbeeld, het benodigde level is '3' en de score binnen level 3 is 50%. Dit impliceert dat er al relevante ervaring is opgedaan, maar er nog ruimte is voor ontwikkeling. Meer ontwikkeltips vind je op de volgende pagina.

Let op: een benodigd level van een e-competentie impliceert niet altijd dat ook (alle) lagere levels binnen die e-competentie verwacht worden. Dit betreft namelijk andere activiteiten.

		Innovatie Manager				
Area	Competence Name	1	2	3	4	5
A. Plan	A.1. Information System and Business Strategy Alignment					
	A.3. Business Plan Development			80%	80%	
	A.5. Architecture Design					
	A.7. Technology Trend Monitoring					
	A.9. Innovation					
D. Enable	D.2. ICT Quality Strategy Development			70%	80%	
	D.4. Purchasing				75%	
	D.10. Information and Knowledge Management				70%	70%
	D.11. Needs Identification			75%	75%	
E. Manage	E.2. Project and Portfolio Management			80%	75%	80%
	E.3. Risk Management					
	E.4. Relationship Management				30%	
	E.6. ICT Quality Management				80%	
	E.7. Business Change Management				75%	80%
	E.8. Information Security Management				90%	
	E.9. IS Governance				85%	

— VOORBEELD RAPPORT —

3. Rol Profiel: Ontwikkeling

Op basis van jouw e-CF® Profiel en het Rol Profiel, hebben we de 3 belangrijkste ontwikkelingsmogelijkheden onder elkaar gezet. Om beter te begrijpen wat deze e-competenties betekenen, beschrijven we elke e-competentie en het gewenste level. Daarnaast geven we ook ontwikkeltips voor de betreffende e-competentie. Meer informatie over de gewenste e-competentie levels, zoals voorbeelden van vaardigheden vind je terug op www.ecompetences.eu.

A.9. Innovation <i>Beschrijving e-competentie</i> Brengt nieuwe concepten, ideeën, producten of services naar voren met creatieve oplossingen. Gebruikt nieuwe en vrije manieren van denken om de exploitatie van technologische vernieuwing om te geven om daarmee de behoefte van de business of samenleving af te dekken of research richting te geven.	(60%) Level 5
<i>Beschrijving level 5</i> Daagt de status quo uit en geeft op strategische wijze leiding aan de introductie van revolutionaire concepten.	
<i>Ontwikkeltips</i> 1. Voorzie dat technologische ontwikkelingen worden ingezet voor het oplossen van variërende of maatschappelijke kwesties. 2. Identificeer voordelen en verbeteringen voor het bedrijf. 3. Bedenk oplossingen voor het beschikbare maten van nieuwe concepten of ideeën. 4. Daag de status quo uit. 5. Geef op strategische wijze leiding aan de introductie van revolutionaire concepten.	
A.7. Technology Trend Monitoring <i>Beschrijving e-competentie</i> Onderzoek de laatste ICT-ontwikkelingen om kennis over de technologische ontwikkelingen uit te breiden. Bedenk innovatieve oplossingen voor het migreren van nieuwe technologie in bestaande producten, applicaties of diensten, of voor het creëren van nieuwe oplossingen.	(60%) Level 4
<i>Beschrijving level 4</i> Maakt gebruik van brede specialistische kennis van nieuw en opkomende technologieën, gepaard aan een grondige kennis van de branche, om de oplossingen van de toekomst te voorzien en te benutten. Geeft deskundige leiding en advies aan het commerciële en technische managementteam inzake potentiële innovaties ter ondersteuning van de strategische besluitvorming.	
<i>Ontwikkeltips</i> 1. Doe onderzoek naar de laatste technologische ontwikkelingen op ICT-gebied. 2. Bedenk innovatieve ICT-oplossingen. 3. Voorzie en omschrijf toekomstbestendige oplossingen.	
	Level 0 (niet)



Profiling the roles

Create and fine-tune role competency profiles

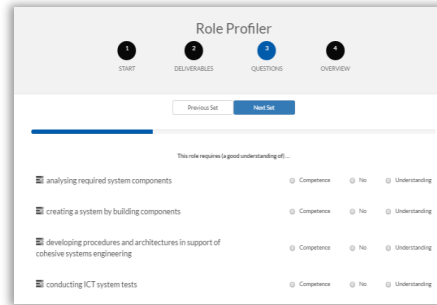


1. Start from CEN profiles

Work with the predefined 23 role profiles as identified by the CEN.

The 6 role families are:

- Business management
- Technical management
- Design
- Development
- Service & operation
- Support



2. Create your own role

In 4 steps, you determine the mission, KPI's, role deliverables & activities and levels of understanding required.



3. Analyse the Role Report

The role reports consists of competences overview, role match analysis & Gap analysis

[Click here](#) to view all roles



Develop e-CF[®] Role Profiles

Start profiling
by selecting
closely related
profiles



Role Profiler

1 START 2 DELIVERABLES 3 QUESTIONS 4 OVERVIEW

i To make a Role Profile, you can start from a blank slate by pressing the button 'Next Step'. If you want to base a profile one or two existing profiles (from CEN, a previously made profile for this customer or a mixture) you can select them here. In that case the deliverables in the next step are already filled in, but can still be changed there.

Select CEN Profile

CEN Profiles

Select Customer Role Profile

Customer Role Profiles



Develop e-CF[®] Role Profiles

1

START

2

DELIVERABLES

3

QUESTIONS

4

OVERVIEW

Role Profiler

Deliverables

Determine for each deliverable if someone in this role is Accountable, Responsible, has to Contribute or has no role in this deliverable (Not Applicable). Accountable approves work that Responsible provides, Responsible are those who do the work to achieve the task. Contributors do part of the work or deliver necessary inputs to those Responsible.

Plan

Advise on Sustainable Development

Accountable

Responsible

Contribute

Not Applicable

Business Plan

Accountable

Responsible

Contribute

Not Applicable

Creative Solution

Accountable

Responsible

Contribute

Not Applicable

Product / Service Plan

Accountable

Responsible

Contribute

Not Applicable

Indicate the responsibility of this role for deliverables e.g. business plan.

EXIN






Develop e-CF[®] Role Profiles

Role Profiler

1 START 2 DELIVERABLES 3 QUESTIONS 4 OVERVIEW

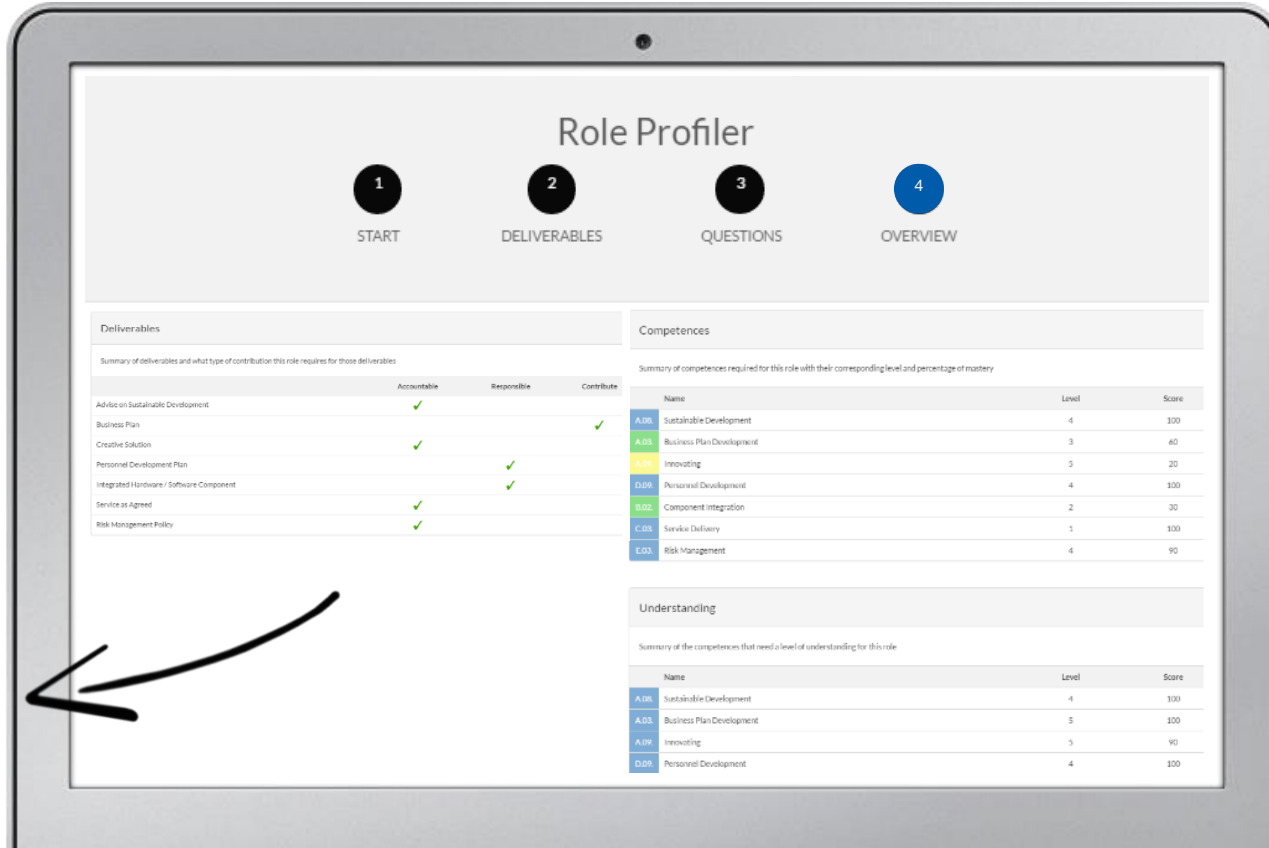
Previous Set Next Set

This role requires (a good understanding of) ...

 analysing required system components	<input type="radio"/> Competence	<input type="radio"/> No	<input type="radio"/> Understanding
 creating a system by building components	<input type="radio"/> Competence	<input type="radio"/> No	<input type="radio"/> Understanding
 developing procedures and architectures in support of cohesive systems engineering	<input type="radio"/> Competence	<input type="radio"/> No	<input type="radio"/> Understanding

Indicate what activities this role needs to do or know.

Develop e-CF[®] Role Profiles



Role results:
required levels of
competences and
understanding

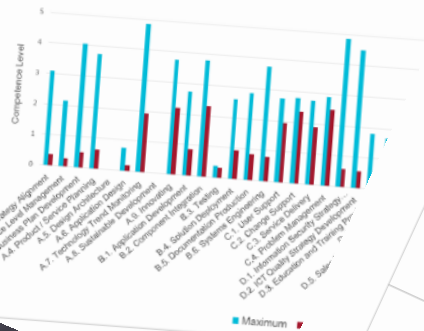


Results e-competences

This section shows you the overview of all e-competence scores within this group.

In the figure below, the average level of the group (red) is the mean of all employee scores of this group for the specific competence. When an individual doesn't score on a competence, this is '0'. The maximum score (light blue) is the highest level available for the average as 'level 0'. The maximum score (light blue) is the highest level available scored by at least one individual. When there is a large difference between the average and maximum score, this indicates that the total number of individuals with a maximum score is

Please note that this report only focusses on professionals' primary role and does not include seniority levels (junior, mediator, senior).



Role match details

The table below shows for which e-competences the professionals of this specific role meet the required levels (green), exceed the required level (blue) and score below the required level (red). In case an employee does not score on a competence yet, it is not included. Hence, one competence does not need to add up to 100%. Please note that the table below only includes team members with one specific role. Due to privacy reasons, we can't report the results for the other roles (N<5).

On level of role profile	A.5 Design Architecture	B.1. Application Design	B.2. Component Development	B.3. Testing	B.4. Solution Deployment	B.5. Documentation Production	C.1. User Support	C.2. Change Support	C.3. Service Delivery	E.3. Problem Management	E.6. ICT Quality Management	E.8. Information Security Management
A.1. IS and Business Strategy Alignment	0%	0%	25%	13%	13%	13%	13%	13%	13%	13%	13%	13%
A.2. Service and Customer Relations	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
A.3. Business Plan Development	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
A.4. Product and Service Design	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
A.5. Customer Feedback	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
A.6. Innovation and Creativity	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
A.7. Knowledge Transfer and Learning	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
A.8. Sustainability	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
B.1. Application Development	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
B.2. Corporate Governance	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
B.3. Information Systems	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
B.4. Solution Realisation	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
B.5. Decision Making	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
B.6. System Integration	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
C.1. User Support	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
C.2. Change Support	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
C.3. Service Delivery	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
E.3. Problem Management	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
E.6. ICT Quality Management	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%
E.8. Information Security Management	25%	36%	75%	88%	36%	13%	50%	25%	13%	88%	0%	36%



Profiling the training programs

Map trainings and certifications

Description	PRINCE2® (Projects in Controlled Environments) is a widely-used project management method that navigates through all the essentials for running a successful project. PRINCE2® is a flexible method and is aimed at all types of projects.		
Target Group	Aimed at project managers and aspiring project managers. It is also relevant to other key staff involved in the design, management and delivery of projects, including: Project Board members (e.g. Senior Responsible Owners, Team Managers (e.g. Product DA		
Corresponding ICT profiles	PROJECT MANAGER		
Prerequisites	PRINCE2® Foundation		
Main subjects	Understand the relationships between the roles, management products, principles, themes, techniques and processes. Be able to apply the principles, themes and processes to a project Be able to create and assess management products		
Competence covered with this certificate			Competence from the ICT Profiles
e-CF competency	Level	GPS	PROJECT MANAGER
A.4 Product / Service Planning	2	6	4
D.1.1 Needs Identification	3	1	
E.2 Project and Portfolio Management	3	6	4
E.3 Risk Management	2	4	3
E.4 Relationship Management			3
E.6 ICT Quality Management	2	4	
E.7 Business Change Management	3	4	3

1. Map your training & certification

The eCompetence Quality Label website enables you to view most popular 45 certifications & trainings mapped on e-CF.

[Click here](#) for the complete overview.

2. Profile your training programs

COMING SOON

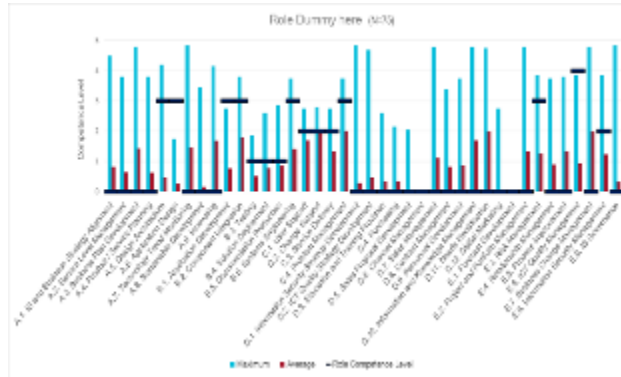
For all your training and certifications not mapped yet, the Training Profiler will enable you to map them on the e-CF (expected Q2-3 2017)



Reporting e-competence results

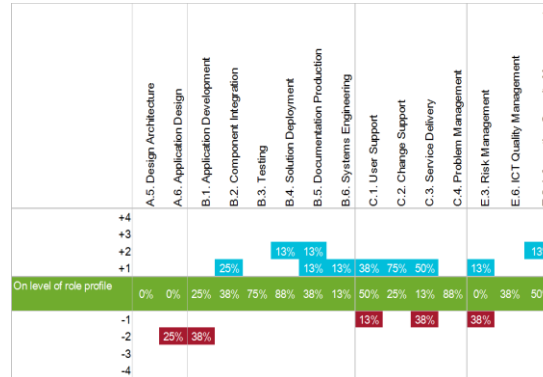
Generate strategic insights in your fit-gap on organisational level

Based on the completed e-CF Profiles and mapped roles, we generate automated Role, Team and Management reports. These reports consist of 3 analysis components:



1. Competence overview

Overview group on the 40 e-competences.



2. Role match

Overview to what extent the groups scores on the required role levels, above & under.

A.5. Architecture Design	
e-Competence Generic Description	
Specifies, refines, updates and makes available a formal approach to implement solutions, necessary to develop and operate the IS architecture. Identifies change requirements and the components involved: hardware, software, applications, processes, information and technology platform. Takes into account interoperability, scalability, usability and security. Maintains alignment between business evolution and technology developments.	
Current level scores	Required level: 3
0% act on level: 3	Professionals are required to:
Exploits specialist knowledge to define relevant ICT technology and specifications to be deployed in the construction of multiple ICT projects, applications or infrastructure improvements.	define relevant ICT technology and specifications to be deployed in the construction of multiple ICT projects, applications or infrastructure improvements.
0% act on level: 4	
Acts with wide ranging accountability to define the strategy to implement ICT technology compliant with business need. Takes account of the current technology platform, obsolescent equipment and latest technological innovations.	
0% act on level: 6	
Provides ICT strategic leadership for implementing the enterprise strategy. Applies strategic thinking to discover and recognize new patterns in vast datasets and new ICT systems, to achieve business savings.	

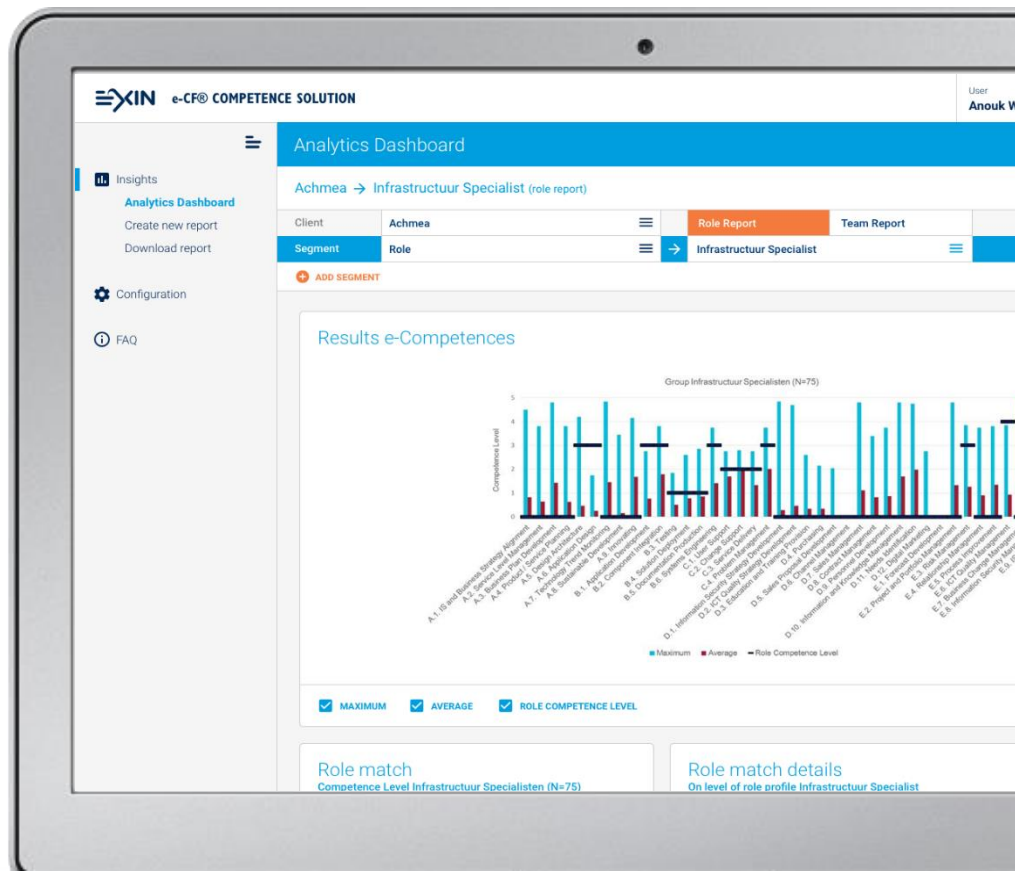
3. Top 5 gaps analysis

Analysis of the top 5 competence gaps of the group.

Roadmap e-CF Competence Solutions

Creating more value with the eCF

1. **E-Competence Analytics Dashboard:** analyse year on year results, team & role differences. // April 2017
2. **Mixing e-competences with skills:** measure and report on experience levels with different methodes (e.g. DevOps), technologies (e.g. Oracle) & languages (e.g. Javascript)
3. **Profiling training & certification programs:** measure in consistent way how learning activities are translated to eCF to match e-competence gaps

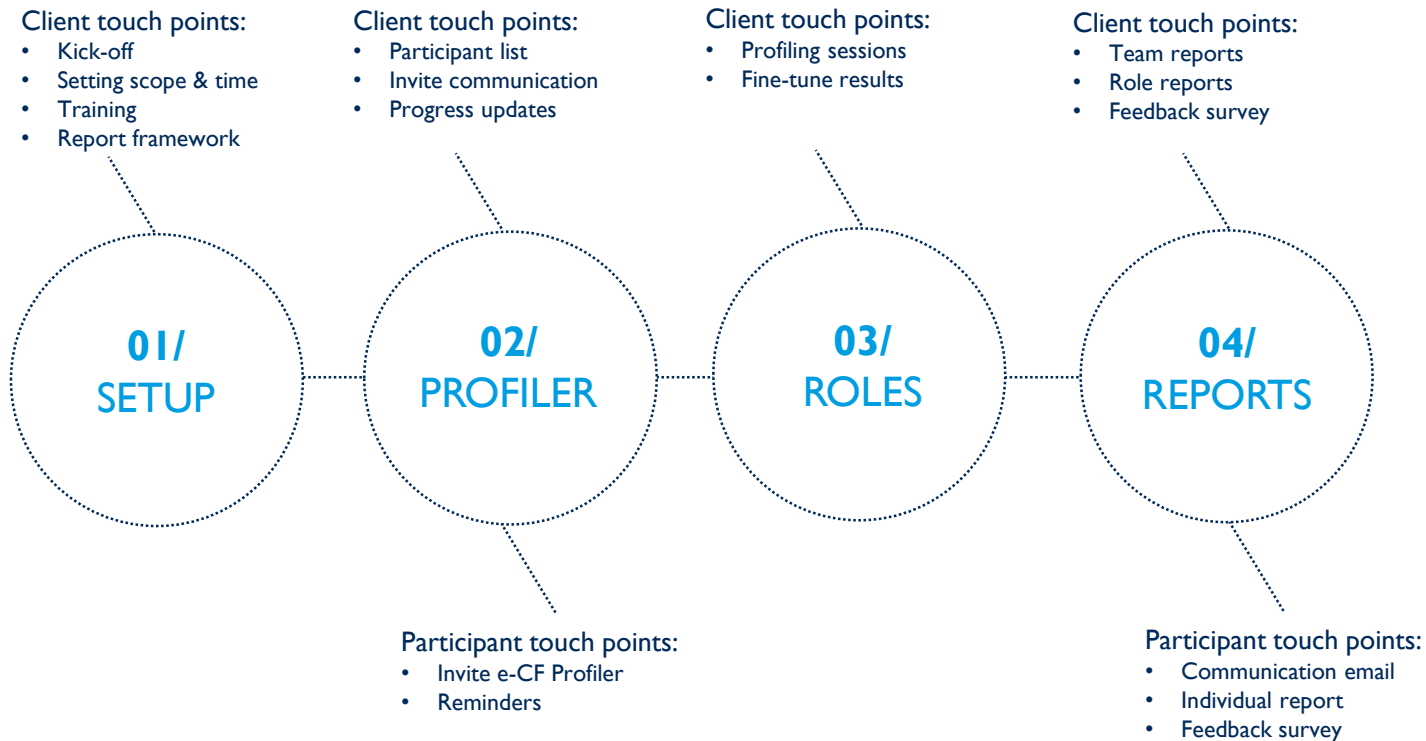


Why e-CF Competence Solutions

1. **Faster insight in your e-competences through our SaaS setup & automated processes.**
2. **Better insights through consistent measurements across professionals, roles & learning programs.**
3. **Trigger more actions by creating insightful reports with fit-gap analyses for management and tips for future growth for professionals.**



How to get started: project flow



Achmea is on a mission to become a **learning organization**

#measureable #predictable

About Achmea:

- One of the biggest financial service companies in the Netherlands
- Employer of 16.500 employees
- Based in 7 other European countries.



They believe in **competency-based development**, creating benefits for managers & employees

#productive #feedback
#strategy #satisfaction

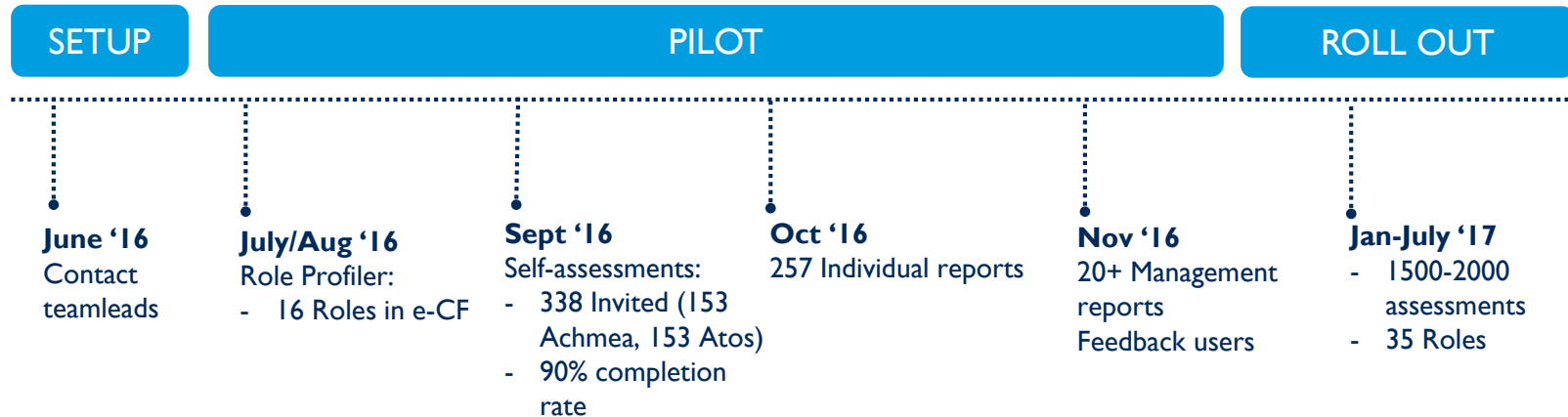


In need for a solution to
compare all their roles, processes
and education programs

#comparable #consistent

How did we go from pilot to roll-out

Key Facts and figures

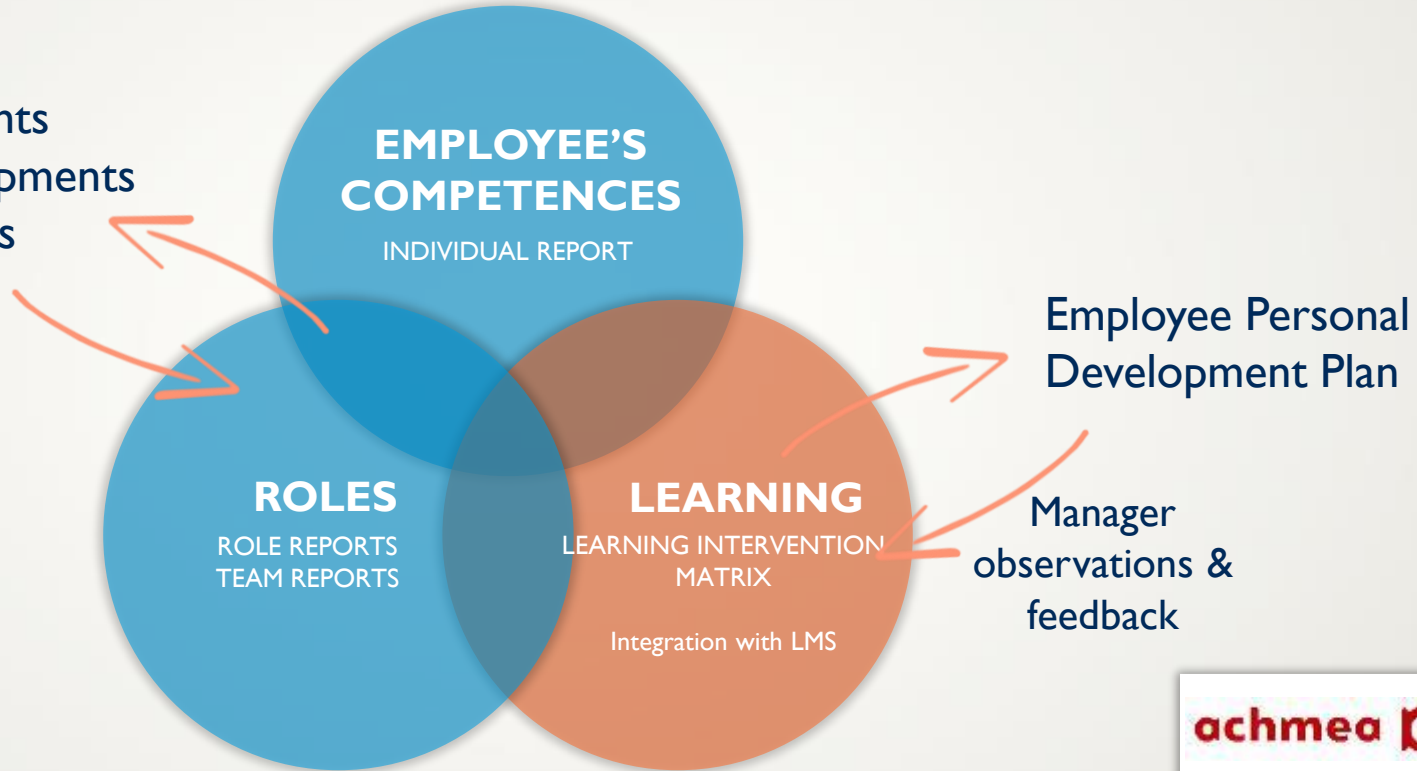


! Best practise:

We recommend to launch the initiative during period when employees are defining their personal objectives. When launching this initiative during time of evaluations, it might be perceived as 'evaluation'.

Embedding the e-CF[®] Competence Solution

Strategic insights
Future developments
Seniority levels



The results

1. Trigger the dialogue between employees & managers about **personal development**
2. Improve **internal mobility**
3. Increase **employee satisfaction**



Thank you!



Fabiana Nogueira de Freitas,
Regional Manager EXIN Spain & Portugal
Fabiana.nogueira@exin.com

