



Skills And Competencies Log

Skills/competencies are rated as General Awareness (GA), Medium-level Knowledge (MLK) or Practical Expertise (PE). The individual's current skills/competency level and the target level of the specific role should be identified – along with development strategies to close any identified gaps.

Note: the ideal skill/competency level will depend on the individual's role and career aspirations, i.e. PE is not necessary in all areas or for all participants engaged in benefits management. If benefits management represents a substantial part of someone's duties, that person will require at least GA in most, if not all, areas and should aim to acquire MLK within a relatively short period. PE is likely to take longer, as it will depend on extensive practical experience across the areas identified. The assessment should be updated on at least an annual basis – to assess the impact of experience and training on the development of skills and competencies, and to inform the training and development plan of team members.

The Team Leader may also use these assessments to:

- A. Ensure an appropriate spread and depth of skills across the team and across all areas.
- B. Develop target profiles for each role to assist in job planning, recruitment and career development.

Areas of skill and competency	Current skill/competency level (GA/MLK/PE*)	Target skill/competency level (GA/MLK/PE*)	Strategies to close skills gaps		
			Formal training	Practical/work-based experience	Other – reading, CoP membership etc.
Benefits management context					
Driver-based analysis to articulate strategic objectives in measurable terms.					
Designing benefits-management governance arrangements and the respective roles of: Portfolio Direction Group; Portfolio Progress Group; Portfolio Director; Portfolio Benefits Manager; Senior Responsible Owner (SRO); Programme Manager; Benefits Managers; Business Change Manager; and Benefit Owners.					

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Designing a strategy to implement more effective benefits management, including effective, ongoing participative stakeholder engagement.					
Undertaking benefits-management maturity and health-check assessments.					
Undertaking assessment of benefits management impact.					
Benefits management practice 1 – Identify & Quantify					
Facilitating benefits workshops.					
Benefits mapping.					
Customer insight.					
Baselining current performance.					
Preparing accurate and reliable benefits forecasts utilizing both 'inside'- and 'outside'-view approaches.					

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Benefits management practice 2 – Value & Appraise					
Valuing cashable efficiency benefits.					
Valuing non-cashable efficiency benefits.					
Valuing non-financial benefits.					
Application of cost-benefit analysis.					
Application of cost-effectiveness analysis.					
Application of real options analysis.					
Application of multi-criteria analysis.					
Application of value management techniques.					

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Benefits management practice 3 – Plan					
Benefits validation.					
Benefits prioritization.					
Managing pre-transition activity.					
Selecting appropriate benefits measures.					
Designing and applying a framework for benefits risk management.					
Designing and applying a framework for benefits opportunity management.					
Planning stakeholder engagement strategies.					
Preparing Benefit Profiles.					

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Benefits management practice 4 – Realize					
Transition management.					
Tracking and reporting benefits realization, including applying the techniques of ‘management by exception’, ‘one version of the truth’ and ‘clear line of sight’ reporting.					
Designing and conducting staff, customer and management surveys.					
Designing and applying strategies to identify emergent benefits.					
Designing and applying strategies to mitigate dis-benefits.					
Designing and applying strategies to engage stakeholders in benefits realization by winning hearts and minds. This includes: designing measures that engage, and narrative leadership.					

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Benefits management practice 5 – Review					
Participating in benefits reviews at start gate.					
Participating in a pre-mortem.					
Participating in benefits reviews for ‘in flight’ initiatives.					
Participating in post-implementation reviews.					
Developing reference class data.					
Designing and applying strategies to engage stakeholders in benefits realization by winning hearts and minds. This includes: designing measures that engage, and narrative leadership.					

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Portfolio-based benefits management					
Preparation of, and testing for adherence to, benefits eligibility rules.					
Preparation of a portfolio-level Benefits Realization Plan.					
Review of benefits at stage/phase gates and applying the technique of 'staged release of funding'.					
Managing benefits post-initiative closure.					
Monitoring benefits realization, including via a Portfolio Dashboard Report.					
Participating in post-investment reviews.					
Preparation of a Benefits Management Framework.					