

ICW Collaborative Competencies & Skills Framework (People)



Overview

The adoption and integration of systemic approaches for collaborative operations highlights the need to consider a range of competences beyond specific technical capabilities. The attached profiles have been developed to provide organisations with a guide to identifying and developing these competences in their staff.



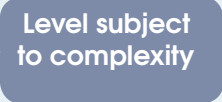






The basic elements have been defined within the structure of the Maturity Assessment Programme (MAP) to align individual competences with those aspects of organisational maturity e.g:

- **Attributes:** Those professional and learned capabilities (knowledge) which are based on academic, institutional, or corporate training programmes.
- **Abilities:** Those skills that may be acquired through operational experience and or developed over time through coaching and mentoring programmes,
- **Attitude:** Those characteristics which influence the behaviours of self, others, team and organisation as they interface with others in a collaborative venture.

It is recognised that roles and responsibilities will vary by organisation and function, and that in some circumstances these may be specifically delegated or assigned in the case of specific relationships. As such the generic profile of competences only includes high level considerations of function and is defined within the following categories:

- **Operatives (Working Level):** Members within collaborative business relationships where they will not necessarily need detailed knowledge of the systems and processes that underpin such arrangements but where their individual behaviours may impact outcomes.
- **Members of Joint Management Teams (JMTs) (Delivery Level):** Those individuals who are members of management teams, internal or jointly within collaborative business relationships.
- **Commercial and Supply Chain Team Members (Delivery & Practitioner Level subject to complexity):** Those individuals responsible for developing procurement and contracting strategies where collaborative business relationships has been identified as key to delivering desired outcomes.
- **Business Development Team Members (Delivery & Practitioner Level subject to complexity):** Those individuals responsible for marketing, developing, capture/sales, and implementing engagement strategies for collaborative programmes.
- **Senior Operational Leaders (Practitioner Level):** Portfolio/Programme Management, Members of Joint Partnering Boards (JPB) - Operational Champions and Leaders responsible for implementation and day to day operation of the Collaborative Business Relationship Management System (CBRMS) within organisations and collaborative business relationships.
- **Senior Executive Responsible (SER) (Governance):** Accountable and responsible for the development, implementation, maintenance, and leadership of the CBRMS and the performance of collaborative business relationships. Identifying strategic relationship, the scope and boundary of the CBRMS, developing policy, internal management systems, support, leadership, and oversight of operational activities. At appropriate level own, implement and maintain the Collaborative Business Relationship Policy, Corporate Relationship Management Plan (CRMP) and Joint Relationship Management Plan (JRMP)
- **Assessors / Auditors (Expert Level):** Internal compliance teams and third-party auditors with responsibility to validate operational implementation of the organisation's CBRMS against the requirements of ISO 44001 and defined operational processes.
- **Facilitators & Trainers and Consultants (Expert Level):** Those supporting the organisation's assigned relationship managers and SERs in the implementation of CBRMS programmes. Facilitates supporting ongoing collaborative activities and developing JMTs, and designs and implements collaboration training programmes. Third-party consultants engaged to support collaborative programmes.

Generic Roles mapped to level of competence

Level	Inside Organisation	External
Working		
Delivery		
Practitioner	  	
Governance		
Expert		 

<p>Role: Operatives <i>Members within collaborative business relationships where they will not necessarily need detailed knowledge of the systems and processes that underpin such arrangements but where their individual behaviours may impact outcomes</i></p>	<p>Working Level Basic knowledge and limited or no experience</p>
<p>Attributes:</p> <ul style="list-style-type: none"> • Appropriate technical/functional qualifications, competence levels and experience 	<ul style="list-style-type: none"> • You understand how it can be applied • You can describe the benefits and importance • You may have applied it in a low complexity project under supervision or assisted others in delivering it • Understand the principles for collaborative working, e.g. as defined in ISO/TR 44000
<p>Ability:</p> <ul style="list-style-type: none"> • Understands organisation's Visions & Values • Proactive and effective team participation • Risk awareness & impact on relationships • Cultural awareness • Stakeholder awareness • Communication & listening skills • Promote ideas for improvement 	
<p>Attitude:</p> <ul style="list-style-type: none"> • Appreciating the nature of the relationship and its environment • Focused on team goals & objectives • Recognise the needs of others • Creative approach to challenges • Able to contribute to improvement • Problem solving & focused on solutions • Empathetic • Ethical • Open to sharing • Non adversarial • Not opportunist • Trustworthy 	

<p>Role: Members of Joint Management Teams (JMTs) <i>Those individuals who are members of management teams, internal or jointly within collaborative business relationships.</i></p>	<p>Delivery Level Working knowledge and practical experience</p>
<p>Attributes: As Operatives Plus:</p> <ul style="list-style-type: none"> • Working knowledge of the principles of collaborative business relationship management frameworks (e.g. ISO/TR 44000/ISO 44001). • Recognised team leadership • Functional training for Risk Management, Project Management, Commercial/ Contract /Procurement & Financial Management competencies aligned to seniority e.g., Prince 2, Association for Project Management (APM), International Project Management Association (IPMA), Institute for Risk Management (IRM), International Association for Contract and Commercial Management (IACCM), Chartered Institute for Purchasing and Supply (CIPS), etc • Required experience time in the role to achieve competency level (typically >1 year) 	<ul style="list-style-type: none"> • You understand how it can be applied • You can describe the benefits and importance • You may have applied it in a low complexity project under supervision or assisted others in delivering it • Understand the principles for collaborative working, e.g. as defined in ISO/TR 44000
<p>Ability: As Operatives Plus:</p> <ul style="list-style-type: none"> • Operational management • Understands benefits of collaboration • Foster team working & management • Knowledge of the organisation’s collaborative policy and processes • Influencing skills • Issue and conflict management 	
<p>Attitude: As Operatives Plus:</p> <ul style="list-style-type: none"> • Focused on outcomes • Good listener • Transparent • Motivator • Innovative. Focused on value creation • Problem solving 	

<p>Role: Commercial and Supply Chain Team Members <i>Those individuals responsible for developing procurement and contracting strategies where collaborative business relationships has been identified as key to delivering desired outcomes</i></p>	<p>Delivery Level Working knowledge and practical experience</p>
<p>Attributes: As Operatives Plus:</p> <ul style="list-style-type: none"> • Working knowledge of the principles of collaborative business relationship management frameworks (e.g. ISO/TR 44000/ISO 44001) and its integration into the organisations management system • Recognised collaborative leadership • Typical qualifications: CIPS Levels 4+ and IACCM or similar recognised procurement and contract management training • Supply Chain/Partner Segmentation – Supply chain strategy development – key account and category management training. • Membership of ICW • Required experience time in the role to achieve competency level (typically >1 year) 	<ul style="list-style-type: none"> • You have a good understanding of this competence • You have applied this independently in low complexity projects and/or under supervision in more complex projects <p>Note: Leaders in Complex projects / programme would need to be at</p> <p>Practitioner Level:</p>
<p>Ability: As Operatives Plus:</p> <ul style="list-style-type: none"> • Detailed understanding of the organisation’s collaborative policy and processes and Procurement procedures from the development of the business case, through to contract award, handover, and into mobilisation, and contract change and management through to termination and exit, where collaboration aspects need to be defined and managed • Understanding the organisation’s sponsor /customer/ stakeholder requirements to ensure procurement business cases reflect the collaboration type and relationship management strategy to achieve the business objectives. Stakeholder management • Understanding partner drivers • Detailed understanding of different collaboration types/models – Transactional through to Incorporated JVs or joint and several alliances • Understanding of the impact of procurement strategies, and contracting and pricing models, and associated terms and conditions (T&Cs) on collaboration types • Understanding of the methods to assess collaborative culture and behaviours in partner selection • Understands collaboration substantive aims (outcomes) and subordinate aims (objectives) and how they are linked to benefits. • Influencing skills • Issue and Conflict management 	<ul style="list-style-type: none"> • You have a deep understanding of this competence • You have applied this independently in medium and/or highly complex projects • You advise and may supervise others in the delivery of this competence • You can adapt/ tailor your approach to meet the requirements of the project
<p>Attitude: As Operatives Plus:</p> <ul style="list-style-type: none"> • Open minded and focused on joint outcomes • Transparent. Good listener • Motivator • Innovation. Focused on value creation • Trustworthy and building relationships 	

<p>Role: Business Development Team Members <i>Those individuals responsible for marketing, developing, capture/sales, and implementing engagement strategies for collaborative programmes.</i></p>	<p>Delivery Level Working knowledge and practical experience</p>
<p>Attributes: As Operatives Plus:</p> <ul style="list-style-type: none"> • Working knowledge of the principles of collaborative business relationship management frameworks (e.g. ISO/TR 44000/ISO 44001) and its integration into the organisations management system • Recognised team leadership • Recognised Capture/Bid Life Cycle Gated approval models e.g. Shipley, and their integration in collaboration key approval requirements • Market Impact (PESTLE or similar) and segmentation models. • Detailed understanding of different collaboration types/models - Transactional through to Incorporated JVs and joint and several alliances • Required experience time in the role to achieve competency level (typically >1 year) 	<ul style="list-style-type: none"> • You have a good understanding of this competence • You have applied this independently in low complexity projects and/or under supervision in more complex projects <p>Note: Leaders in Complex projects / programme would need to be at</p> <p>Practitioner Level:</p>
<p>Ability: As Operatives Plus:</p> <ul style="list-style-type: none"> • Detailed understanding of the organisation’s collaborative policies and processes and Capture/Bid procedures from the development of the Business Strategy/Plan and market segmentation through to contract award, handover, and into mobilisation, and where collaboration aspects need to be defined and managed • Understanding the organisation’s Business Planning requirements to ensure capture/bid strategies reflect the collaboration type and relationship management strategy to achieve the business objectives • Understanding stakeholders’ and customers’ drivers • Understanding of the impact of procurement strategies, and contracting and pricing models, and associated T&Cs on collaboration types • Understanding of methods to assess collaborative behaviours in partner selection • Understands collaboration substantive aims (outcomes) and subordinate aims (objectives) and how they are linked to benefits • Influencing skills • Issue and conflict management 	<ul style="list-style-type: none"> • You have a deep understanding of this competence • You have applied this independently in medium and/or highly complex projects • You advise and may supervise others in the delivery of this competence • You can adapt/tailor your approach to meet the requirements of the project
<p>Attitude: As Operatives Plus:</p> <ul style="list-style-type: none"> • Focused on joint outcomes – win/win • Good listener • Transparent • Motivator • Focused on value creation. Innovator 	

<p>Role: Senior Operational Leaders <i>Portfolio/Programme Management, Members of Joint Partnering Boards (JPB) - Operational Champions and Leaders responsible for implementation and day to day operation of the Collaborative Business Relationship Management System (CBRMS) within organisations and collaborative business relationships.</i></p>	<p>Practitioner Level Detailed knowledge and significant experience</p>
<p>Attributes: As Members of JMTs Plus:</p> <ul style="list-style-type: none"> • Understands and practices Collaborative Leadership and the general role and duties of a Senior Executive Responsible (SER) • Knowledge of the organisation's collaborative policy and processes – maintenance and implementation of the JRMP • Knowledge of Total Quality Management (TQM) & Lean approaches • Collaborative Negotiation skills • Knowledge of 'Alternative Dispute Resolution' (ADR) processes • Applicable Portfolio/Programme/Project Management Skills – e.g., Managing Successful Programme (MSP), Prince 2, APM, IPMA etc. • Recognised team coaching training • Required experience time in the role to achieve competency level (typically >2 year) 	<ul style="list-style-type: none"> • You have a deep understanding of this competence • You have applied this independently in medium and/or highly complex projects • You advise and may supervise others in the delivery of this competence • You can adapt/ tailor your approach to meet the requirements of the project
<p>Ability: As Members of JMTs Plus:</p> <ul style="list-style-type: none"> • Operational planning • Application of team coaching techniques • Principles of SRM/CRM • Proven practical experience of Risk management. Project Management, Commercial/ Contract/Procurement & Financial management • Change & Transformation management • Business case development and review • Process and systems engineering • Relationship Management experience • Delegation 	
<p>Attitude: As Members of JMTs Plus:</p> <ul style="list-style-type: none"> • Strategic mindset (Begin with the end in mind) • Individual and Team Coaching & Mentoring approach • Focused on joint goals & outcomes. Open to sharing • Promotes innovation • Active communicator • Imaginative • Emotional and social intelligence 	

<p>Role: Senior Executive Responsible <i>Accountable and responsible for the development, implementation, maintenance, and leadership of the CBRMS and the performance of collaborative business relationships. Identifying strategic relationship, the scope and boundary of the CBRMS, developing policy, internal management systems, support, leadership, and oversight of operational activities. At appropriate level own, implement and maintain the CBR Policy, CRMP and JRMP</i></p>	<p>Governance Level Detailed knowledge and significant experience</p>
<p>Attributes: As Senior Operational Leadership attributes plus:</p> <ul style="list-style-type: none"> • Knowledge of the Roles and Responsibilities of a Senior Executive Responsible (SER) • Good understanding of the ISO 44001 family of Standards • Deep knowledge and understanding of the organisation’s CBRMS • SER owns the CRMP and develops and implements the CBR Policy • Operational leaders own the JRMP • Strategic planning skills preferably supported by a recognised qualification • Required experience time in the role to achieve competency level (typically >2 year) 	<ul style="list-style-type: none"> • You have a deep understanding of this competence • You have applied this independently in medium and/or highly complex projects • You advise and may supervise others in the delivery of this competence • You can adapt/ tailor your approach to meet the requirements of the project
<p>Ability: As Senior Operational Leaders plus:</p> <ul style="list-style-type: none"> • Demonstrable collaborative leadership • Defining the initial and potential evolution of the Scope and Boundaries of collaborative business relationship programmes, including the implication for incorporated and unincorporated JVs, and pure (joint and several) and partial Alliances/ clusters/ networks. • Long term strategic vision • Business strategy development • Stakeholder management • Investment planning • Organisational development • Value based focus • Proactive oversight • Benefit Realisation & Management • Management Review reporting • Proactive oversight of the performance of collaborative business relationships 	
<p>Attitude: As Senior Operational Leaders plus:</p> <ul style="list-style-type: none"> • Promotes benefits of collaboration • Proactive communicator • Motivates and supports innovation • ‘Walks the Talk’ • Active encouragement of the partners participation 	

<p>Role: Assessors/Auditors <i>Internal compliance teams and third-party auditors with responsibility to validate operational implementation of the organisation's CBRMS against the requirements of ISO 44001 and defined operational processes.</i></p>	<p>Expert Level Expert knowledge and experience</p>
<p>Attributes:</p> <ul style="list-style-type: none"> • Qualified Lead auditor / senior auditor with Annex SL management standards particularly ISO 9001 and ISO 44001 • Knowledge of ISO 17021-1 and ISO 17021-12 for Certifying Body Auditors • Detailed knowledge of ISO 44001 family of standards • Awareness of the Chartered Quality Institute (CQI) Competency Framework and the role of the Quality Professional • Root Cause analysis tools and approaches • The company system for managing audits and the non-conformity recording and corrective action management arising • Required experience time in the role to achieve competency level (typically >2 year) <p>Note: for internal auditors' knowledge of the conduct and behaviour as described in ISO 19011</p>	<ul style="list-style-type: none"> • You are considered an expert within government, an industry or voluntary sector, or in the wider profession • You have applied this competence in multiple complex projects • You have been responsible for developing unique variations to suit specific situations • You champion capability development in this area
<p>Ability:</p> <ul style="list-style-type: none"> • Appropriate knowledge of the organisation's CBRMS (Internal Auditors) • Sufficient knowledge of the applicable business sector • Process management • Experience of Executive level meetings • Experience of Management standards • Experience of organisational development • Business planning • Risk management processes • Procurement & contract management • Supply chain management & operations • Multi-party contracts experience / Alliances/JVs • Provides improvement advice and guidance (internal Auditors) • Questioning, listening and Interviewing skills 	
<p>Attitude:</p> <ul style="list-style-type: none"> • Open minded • Outcome based focus • Increased focus on improvement • Confidentiality and impartiality • An enthusiastic communicator • Behaviours as defined in ISO17021 and ISO 19011 	

<p>Role: Facilitators & Trainers, Consultants <i>Those supporting the organisation’s assigned relationship managers and SERs in the implementation of CBRMS programmes. Facilitates supporting ongoing collaborative activities and developing JMTs, and designs and implements collaboration training programmes. Third-party consultants engaged to support collaborative programmes.</i></p>	<p>Expert Level Expert knowledge and experience</p>
<p>Attributes:</p> <ul style="list-style-type: none"> • Detailed knowledge of the ISO 44001 family of standards including Annex SL aims & requirements • Detailed knowledge of the organisation’s CBRMS • Appropriate business sector and functional experience and understanding • ICW ISO 44001 Leaders programme (baseline course) • Collaborative champion focused on value • Recognised Individual and Team Coaching Course or Facilitation Course • Conflict Management • Understanding of or experience with Psychometric Personality and Team Profiling models and their application and limitations • Lecturing/Presentation skills or recognised lecture/training experience • Required experience time in the role to achieve competency (typically >2 year) 	<ul style="list-style-type: none"> • You are considered an expert within government, an industry or voluntary sector, or in the wider profession • You have applied this competence in multiple complex projects • You have been responsible for developing unique variations to suit specific situations • You champion capability development in this area
<p>Ability:</p> <ul style="list-style-type: none"> • Leading change programmes • Cross industry best practice research • Understanding relationship, team performance measurement and development tools • Presenter & workshop facilitation • Improvement and re-engineering of Systems and Process • Innovation programmes • Dispute & Conflict resolution – Mediation tools • Risk & Contract management • Business case evaluation • Stakeholder schemes & RM tools 	
<p>Attitude:</p> <ul style="list-style-type: none"> • People orientated • Team builder • Cross sector knowledge sharing and skills transfer • Listening to others /Empathetic • Problem solver • Innovator • Outcomes based focus 	



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