

# Case Study - CCH Competency Development

Accountability through aligned competencies: Competency Development with CCH Asia Pacific

## Company Environment

A member of the Wolters Kluwer group, CCH is a leading publishing company across Asia Pacific. CCH Australia has spent over 30 years assisting professionals to establish and maintain their practices and businesses. CCH are determined to become the premium knowledge partner for Australian professionals.

## Business Challenge

With the significant industry shift toward technology driven processes, CCH identified the need to re-visit the competencies required to continue to succeed in the changing market. CCH HR Director, Rani Taylor engaged the support of Future Platform to work as an independent representative with the key business leaders across Asia Pacific. The brief was to discuss and identify the current and future knowledge, skills, abilities and attributes required to succeed at CCH at operational and management levels.

## Evolution in Partnership with Future Platform

Future Platform developed a behaviourally anchored interview structure and conducted sessions with each of the 11 representatives on the regional executive team. Each session explored the challenges the organisation faces and the performance expectations this creates for teams and business leaders. A comprehensive analysis of the feedback was conducted by Future Platform's organisational psychologists. Skill, knowledge and attribute clusters were then developed and a tailored competency dictionary produced. The profile developed for each competency incorporates an organisational values loading, a competency definition, behavioural descriptors and a series of quotes from the interviews, providing the flavour for how these competencies are applied in the workplace.

## Business Benefits

CCH were able to gain strategic alignment of performance expectations and Performance Management processes, plus:

- Clarity of performance expectations communicated consistently across teams
- Achieving the increased relevance and integration of the HRM platform, as the competencies form the basis upon which CCH recruits, performance manages and trains their staff