

## Case Study No.3



**Ridgehill Housing Association** is a well established housing association that employs over 180 personnel and was undergoing a reorganisation at the time we worked with them



## CTS helps Ridgehill introduce a competency framework

“This could have been a contentious and difficult process but you managed to introduce the framework with the minimum of fuss and maximum commitment”.

**HR Manager.**

### Background

Ridgehill wanted to ensure that managers were clear about levels of performance expected from all individuals across the association. This would enable them to recruit, set objectives and review performance in a consistent and professional manner.

### Objective

We were asked to develop a competency framework for the whole business. This needed to be seen as something designed by the business for the benefit of the business – not shoe horned in by an external consultant.

### Methodology

To gain commitment from the top we first spent time with directors and senior managers in one to one interviews and half day workshops. We then set up working parties to devise the competency framework. These working parties were made up of interested and knowledgeable individuals from across the association. They came from all levels of seniority.

Once the framework was designed we ran a series of two day workshops with managers to cover how it could be used by them to help them in their role. Finally the framework was rolled out to all staff in the association in a series of half day sessions.

### Outcomes

The implementation went successfully with one director commenting on how well we had bought along the more sceptical individuals through our inclusive approach.