

## CASE STUDY: DRAX GROUP

### SFIA IT Competency Framework & Career Pathways project

#### What?

I was tasked with implementing **SFIA** (Skills Framework for the Information Age) - a global standard that defines and manages skills and competencies for digital and IT professionals, providing a common language for roles, responsibilities, and career development in technology-related fields including AI, data science and cybersecurity.

#### Why?

A previous consultant had been brought in to execute the project but had not been successful. Therefore, Drax needed a consultant with extensive experience in competency frameworks to re-scope and deliver the project which would provide clarity over skills and competencies, and career development for the IT function. My prior extensive experience of leadership frameworks such as Korn Ferry and developing bespoke competency frameworks meant that I could move with pace.

#### How?

Sponsored by the CTO and working in partnership with the Head of Change & Engagement, IT Transformation and senior IT leadership team, I started with understanding the aim of the project, expectations and what success would look like. I was then able to reverse engineer this and rescope the project plan, key deliverables and timelines.

I also collaborated with an external SFIA partner to understand the competency framework, check prior competency mapping, test competency mapping with managers and individual contributors, map career pathways and training and development interventions.

As well as working with COE to amend employee lifecycle processes where the competencies would be incorporated / amended. I also recommended incorporating behavioural competencies in line with the organisation's core values.

When it came to implementation planning, I proposed recruiting change champions and developed and co-delivered training sessions for change champions and line managers which included an introduction to the purpose of implementing SFIA, how it was being incorporated into recruitment, performance and development processes, a demonstration of the external partner platform and an opportunity for feedback before go live.

I also developed a robust communication plan which included updates for all hands call on key project milestones and in preparation for launch, including developing FAQ. The implementation was successfully launched and access to change champions throughout proved critical.

## Outcome



*“Gemma did a fantastic job implementing career pathways and the SFIA framework for Drax IT function. She hit the ground running very quickly and worked exceptionally hard to deliver this project in a challenging timescale. I can highly recommend Gemma who was exceptionally strong in:*

- creativity / translating the brief and getting to grips quickly with the technicalities*
- project and programme management*
- collaborating and building key relationships quickly*
- identifying and appointing champions and delivering engaging workshops”*

**Claire Bearcroft, SVP Business Partnering & Central Services - Drax Group**



*“It was an absolute pleasure working with Gemma on the Career Pathway deployment for Drax IT. She brought solid experience and real insight which helped us to get great engagement with key stakeholders, the wider IT function and importantly our Career Pathway champion community; who were empowered and enabled to drive awareness of the value that comes from putting time into one's development and adoption of the actual career pathways capability that we integrated into the HR systems. I'd wholly recommend Gemma and welcome the opportunity to work with her again!”*

**Ricardo Miller, Head of Change & Engagement, IT Transformation - Drax Group**



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