



A Taste of What's Cooking at US Foods

US Foods' Utilization of the IIBA Competency Model

March 6, 2014

Agenda

1. Assessment of Current State of US Foods Competency Model
 2. Gap Identification Between US Foods Competency Definition and IIBA Model
 3. Competency Model Needs in Organization
 - a. Standardization of Language, Terminology, Consistency of Levels of Experience with IIBA Model
 - b. Provide Template for HR Screening of Experience for All Levels of Business Analyst Applications
 - c. Provide Managers with Measures for Evaluating Business Analyst Performance
 4. Draft Presentation to IT Senior Leadership and Incorporation of IIBA Competencies and Techniques
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Assessment of Current State of US Foods Competency Model



Review of Existing Competencies Across All Defined Business Analyst Professional Levels:

1. Very Little Differentiation Between Levels of Experience in US Foods Model (7 experience levels)
2. 'Clumping' of Business Analyst Resources Between Three Levels With Very Little Differentiation of Accountabilities (BA, Sr BA, Lead BA; outlier of Business Designer)
3. Tenure at US Foods Drives BA Promotion 'Up Through Ranks'
4. Motivation to Continue Status Quo of Existing Model For 'Most Experienced'
5. Little to No Knowledge (or interest) of the IIBA Competency Model
6. Reluctance to Endorse IIBA Competency Model for 'Most Experienced.'

Gap Identification Between US Foods Competency Definition and IIBA Model



1. BACoE Needed to Add a Better Understood ‘Competency’ Definition Within US Foods
 - a. Tenure may be an indicator of Competency, but Behavioral / Knowledge / Experience indicators and other soft skills are needed.
2. (Chapter 2 – BA Analysis Career) – The IIBA Competency Model was used to review the US Foods BA Role Definitions, Grade Ranges, Deliverables, Supervisory Expectations, Self Motivation, IT knowledge / experience, Business knowledge / experience, Education, Years of Experience, Certifications, and Skills and Abilities.
3. Evaluated IIBA Business Analyst Role Categorization in Chapter 2, and Customized it to the Role Categories at US Foods

Competency Model Needs in US Foods Organization



1. Standardization of Language, Terminology, and Consistency of Competency Levels of Experience with IIBA Model
 2. Develop and Provide Template for HR Screening of Experience for All Levels of Business Analysts Being Considered for Hire.
 3. Provide Project Managers and Other Managers With Information and Measures for Evaluating Business Analyst Performance.
 4. Assist US Foods Business Analysts with a Roadmap for Goals to the next Salary Band level.
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Draft Presentation to IT Senior Leadership and Incorporation of IIBA Competencies and Techniques



1. Reviewed the Dreyfus Model and Levels of Skill Development as Detailed in Chapter 3, discussed it as a CoE, and determined that the Dreyfus assessment (novice, advanced beginner, competent, proficient, expert) should be determined by the BA manager.
 2. Reviewed all IIBA Competencies as outlined in Chapter 4 and Behavioral Characteristics in Chapter 8;
 3. Collaborated to finalize the competencies and characteristics for each BA salary grade.
 4. BACoE created a list of the most critical competencies and characteristics to present to the Sr. IT Leadership Team.
 5. SLT reviewed and selected approx. 8 core competencies they decided would be most critical for the BA role in project management.
 6. Once US Foods BA competency model is approved, recommend an electronic self-assessment for the US Foods BA community. Results will be used as a basis for performance discussion with managers.
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Wrap - Up

Questions

