KENT BUSINESS COLLEGE

EMPLOYER CAPABILITY STUDIO

Project management

Capability & competence report

Northbridge Engineering Group

Fictional employer demonstration
Full diagnostic | 02 October 2026

FROM INSIGHT TO ACTION

A differentiated profile.
Evidence to test.
A practical 90-day plan.

ILLUSTRATIVE ONLY - ALL EMPLOYER DETAILS, RATINGS AND OBSERVATIONS ARE FICTIONAL.

01 / EXECUTIVE INTERPRETATION

Make the organisation easier to deliver in.

A sample of the detailed report an employer can receive after completing the diagnostic.

The central finding

The sample profile points to three linked priorities: realistic capacity decisions, trustworthy reporting and more complete cost forecasting. Practitioner strength in planning and communication should be used to implement these changes. Learning is most useful where finance, risk, benefits or reporting tasks need observed improvement.

01 PLANS & CAPACITY

Experienced project leads can interpret dependencies and propose recovery options, yet specialist capacity is repeatedly committed to several projects. The large organisational gap is not matched by a skills deficit at the selected target.

Starting response: Organisation first. **Accountability:** Project manager and resource/portfolio owner.

02 DATA & RESPONSIBLE AI

Reports are assembled from inconsistent sources and checked manually without a stable definition of completion. Practitioners need practice tracing measures and verifying automated outputs before expanding AI-assisted reporting.

Starting response: Organisation + development. **Accountability:** Project reporting owner with IT/data governance lead.

03 FINANCE & SUPPLIERS

Actual invoices are visible, but commitments and remaining work are not consistently combined into a forecast. The example practitioner group needs supported practice in explaining total cost exposure.

Starting response: Organisation + development. **Accountability:** Project manager with finance/commercial lead.

Decision for the next management meeting

Agree the three workstreams, name accountable owners and release time to gather a reliable baseline. Confirm the role targets before commissioning learning. Review progress at 30, 60 and 90 days.

Interpretation is provisional. These results illustrate a research-informed pilot; they are not an external benchmark, audit opinion or competence certification.

02 / ASSESSMENT CONTEXT

What this report covers

The quality of the interpretation depends on the scope, roles and evidence behind the responses.

Context	Fictional sample specification
Employer and unit	Northbridge Engineering Group / Business change and delivery portfolio
Respondent	Operations Director (fictional respondent)
Operating context	A fictional UK engineering and services employer with 240 staff, 12 active internal projects and a group of eight project leads.
Reported challenge	Shared specialists are overcommitted, cost forecasts omit some commitments, and reporting requires repeated manual reconciliation.
Assessment period	Illustrative review of the preceding three months; no real employer data were collected.
Assessment route	Full diagnostic: 50 ratings
Coverage	All selected questions are answered. All ten domains have hypothetical evidence notes. No evidence has been independently reviewed.

THE ASSESSMENT LAYERS

Organisational capability
Authority, priorities, practices, resources and information that enable effective work.

Observed competence
What the practitioner group can demonstrate in relevant work. The employer rating is a proxy to be tested through authentic tasks and evidence.

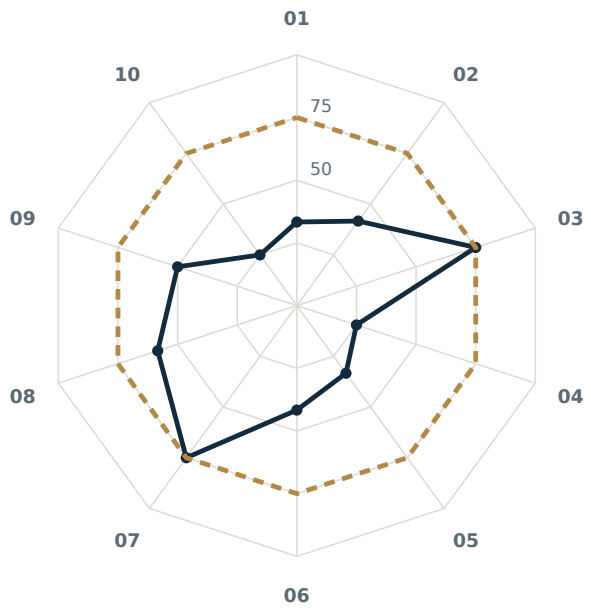
Outcomes
Delivery, customer or commercial measures tracked alongside the diagnostic. They are not mixed into the capability indices.

Assessment results should support a development conversation. They should not be used alone for recruitment, redundancy, promotion or a formal qualification decision.

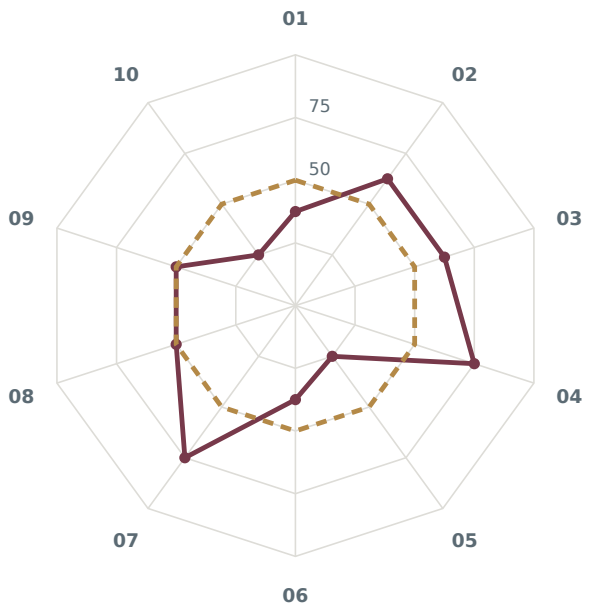
03 / CAPABILITY PROFILES

See the shape of the opportunity

Separate profiles preserve the distinction between organisational conditions and demonstrated role competence.



Organisational capability



Practitioner competence

Navy: organisation | Burgundy: practitioner | Gold dashed: target

No.	Dimension	No.	Dimension
01	Value & benefits	06	Risk & resilience
02	Governance	07	Stakeholders
03	Scope & quality	08	People & leadership
04	Plans & capacity	09	Adaptation & learning
05	Finance & suppliers	10	Data & responsible AI

How to read the charts

Each axis runs from 0 to 100. The index is 25 times the mean of valid 0-4 ratings. A score of 50 is not "50% competent". The targets are editable design references: organisation 75 and routine role competence 50. They are not industry norms.

Read the exact values on the next page. Do not compare polygon area, infer a company league-table position or treat a small score difference as a proven performance difference.

04 / EXACT SCORECARD

Where to focus first

All indices use the original model scoring engine. Figures are rounded to one decimal place for display.

Dimension	Org.	Pract.	Response
Value & benefits	33.3	37.5	Organisation + development
Governance	41.7	62.5	Organisation first
Scope & quality	75.0	62.5	Sustain and verify
Plans & capacity	25.0	75.0	Organisation first
Finance & suppliers	33.3	25.0	Organisation + development
Risk & resilience	41.7	37.5	Organisation + development
Stakeholders	75.0	75.0	Sustain and verify
People & leadership	58.3	50.0	Organisation first
Adaptation & learning	50.0	50.0	Organisation first
Data & responsible AI	25.0	25.0	Organisation + development

PRIORITY IS A TRANSPARENT SORTING AID

Priority = largest positive gap to a selected target x business relevance / 3. Relevance is set from 1 to 3. It does not estimate loss, return on investment or the causal importance of a weakness. Ties should be resolved through business judgement.

Leading calculated priorities	Priority index	Relevance
Plans & capacity	50.0	3/3
Data & responsible AI	50.0	3/3
Finance & suppliers	41.7	3/3
Governance	33.3	3/3

The three executive workstreams reflect these scores plus dependencies and management judgement. All evidence notes in this sample are fictional and remain unverified.

05 / DOMAIN 01 OF 10

Strategy, business case & benefits

Select and sustain projects that address a clear need, create worthwhile economic, social or environmental value, and have accountable benefit owners.

ORGANISATION

33.3

Target 75 | gap 41.7

PRACTITIONER

37.5

Target 50 | gap 12.5

Organisation + development | Business relevance 2/3 | Priority index 27.8

INTERPRETATION

The fictional portfolio has business cases at approval, but the team does not consistently revisit benefit assumptions after delivery. Practitioners can describe project outputs more readily than measurable operational outcomes.

EVIDENCE TO VERIFY

Business cases exist, but dated baselines and benefit-review records have not been supplied. The sample ratings represent an interview assumption, not a file audit.

Request: A current business case, a benefit measure with baseline and owner, and a recorded decision showing how the evidence was used.

FIRST PRACTICAL MOVE

Choose one customer-service improvement and connect its operational measure to a named benefit owner. Ask what else could explain the outcome before attributing the change to the project.

Owner: Executive sponsor and benefit owner.

30 / 60 / 90 DAYS

Days 01-30
Define one measurable outcome, its starting point, owner and review date for each priority project.

Days 31-60
Review the assumptions and remaining value of current projects; change or stop work through authorised decisions where justified.

Days 61-90
Review early outcome evidence with benefit owners and revise the benefit forecasts without overstating attribution.

MEASURE PROGRESS

Share of active projects with a named benefit owner and an agreed baseline; benefits reviewed when due.

LEARNING AND SUPPORT

A confirmed practitioner gap could justify supported learning in PMP preparation: establish the project; Portfolio management (catalogue: Management of Portfolios). Apply it to an agreed workplace task and review the resulting output.

Management consideration

Sponsor-led prioritisation and benefits ownership may be more important than additional training.

05 / DOMAIN 02 OF 10

Governance, sponsorship & ethical assurance

Make accountable decisions, maintain proportionate oversight and surface concerns without concealment.

ORGANISATION

41.7

Target 75 | gap 33.3

PRACTITIONER

62.5

Target 50 | gap 0.0

Organisation first | Business relevance 3/3 | Priority index 33.3

INTERPRETATION

Sponsors are identified, but urgent decisions compete with routine meetings. The example team can prepare options and escalate appropriately; its principal constraint is access to timely authority.

EVIDENCE TO VERIFY

A sponsor list and example decision log are assumed to exist. Review unresolved decisions as well as completed ones, because completed-only reporting can disguise the longest delays.

Request: A sponsor mandate, decision and escalation log, and a recent assurance or challenge record showing the response.

FIRST PRACTICAL MOVE

Introduce a decision request with a deadline, accountable decision-maker and consequence of delay. Give sponsors a short route to decide between meetings.

Owner: Sponsor and governance/PMO lead.

30 / 60 / 90 DAYS

Days 01-30
Confirm the sponsor, decision rights, escalation route and required decision dates for live projects.

Days 31-60
Run a proportionate decision and assurance review; resolve overdue decisions and record the rationale.

Days 61-90
Examine repeat escalation causes and adjust authority, availability or governance rather than adding unnecessary meetings.

MEASURE PROGRESS

Median age of overdue decisions, with reporting period and denominator; completion of agreed assurance actions.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Missing authority, sponsor availability or integrity controls cannot be repaired by a project-management course alone.

05 / DOMAIN 03 OF 10

Requirements, scope & quality

Agree what is needed, control changes and demonstrate that outputs are fit for their intended use.

ORGANISATION

75.0

Target 75 | gap 0.0

PRACTITIONER

62.5

Target 50 | gap 0.0

Sustain and verify | Business relevance 2/3 | Priority index 0.0

INTERPRETATION

The fictional team uses agreed acceptance criteria and change records consistently. This is a relative strength within the sample; maintaining the discipline matters as work expands across more teams.

EVIDENCE TO VERIFY

Acceptance records and a closed corrective action are hypothetical examples. Test whether the documentation reflects actual decisions rather than records completed retrospectively.

Request: A requirements/acceptance record, a traced change decision and a quality issue with completed corrective action.

FIRST PRACTICAL MOVE

Sample one successful handover and one reworked deliverable. Compare when acceptance criteria were agreed and whether late changes were authorised.

Owner: Project manager and product/quality owner.

30 / 60 / 90 DAYS

Days 01-30
Agree acceptance criteria and a named acceptance owner for the next important deliverables.

Days 31-60
Pilot a simple change-impact and authorisation record; investigate the main recurring defects.

Days 61-90
Check first-pass acceptance and rework against the baseline; retain only controls that improve decisions.

MEASURE PROGRESS

First-pass acceptance rate and avoidable rework, using a consistent definition.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Unclear customer decisions or unsuitable technical designs may require a business analyst or quality/technical specialist.

05 / DOMAIN 04 OF 10

Integrated planning, capacity & delivery

Connect dependencies, commitments and available capacity to a realistic and adaptable delivery plan.

ORGANISATION

25.0

Target 75 | gap 50.0

PRACTITIONER

75.0

Target 50 | gap 0.0

Organisation first | Business relevance 3/3 | Priority index 50.0

INTERPRETATION

Experienced project leads can interpret dependencies and propose recovery options, yet specialist capacity is repeatedly committed to several projects. The large organisational gap is not matched by a skills deficit at the selected target.

EVIDENCE TO VERIFY

The example assumes separate project schedules and a manually assembled resource view. No utilisation percentage or delay cost has been inferred.

Request: A linked plan, confirmed resource assumptions and a recovery or prioritisation decision based on the plan.

FIRST PRACTICAL MOVE

Create one shared view of scarce specialist commitments. Require the portfolio owner to choose which work moves when demand exceeds realistic capacity.

Owner: Project manager and resource/portfolio owner.

30 / 60 / 90 DAYS

Days 01-30
Identify critical dependencies and confirm capacity for the next delivery window.

Days 31-60
Create a shared resource-conflict review and test feasible recovery options.

Days 61-90
Compare forecasts with actual milestones and improve assumptions; commission deeper controls work only where needed.

MEASURE PROGRESS

Milestone forecast error against a recorded forecast date; unresolved resource clashes.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Overcommitment usually needs a prioritisation or resourcing decision as well as any scheduling development.

05 / DOMAIN 05 OF 10

Financial & commercial management

Understand whole-project cost exposure and manage supplier commitments within commercial authority.

ORGANISATION

33.3

Target 75 | gap 41.7

PRACTITIONER

25.0

Target 50 | gap 25.0

Organisation + development | Business relevance 3/3 | Priority index 41.7

INTERPRETATION

Actual invoices are visible, but commitments and remaining work are not consistently combined into a forecast. The example practitioner group needs supported practice in explaining total cost exposure.

EVIDENCE TO VERIFY

A finance extract and supplier tracker are hypothetical inputs. Check timing, purchase commitments, scope and forecast assumptions before describing apparent underspend as a saving.

Request: A reconciled cost forecast, documented assumptions and a supplier comparison or contract-delivery review.

FIRST PRACTICAL MOVE

Start with one live project: reconcile budget, actuals, commitments and remaining forecast with finance. Document double-counting checks and uncertainty.

Owner: Project manager with finance/commercial lead.

30 / 60 / 90 DAYS

Days 01-30
Reconcile a sample of project budgets, actual costs, commitments and remaining forecasts.

Days 31-60
Review supplier acceptance, dependencies and change arrangements with the commercial owner.

Days 61-90
Compare forecast accuracy with the baseline and adjust review triggers and estimating assumptions.

MEASURE PROGRESS

Forecast-at-completion error and material unrecorded commitments; no invented savings estimates.

LEARNING AND SUPPORT

A confirmed practitioner gap could justify supported learning in PMP preparation: coordinate and control; Earned Value Management. Apply it to an agreed workplace task and review the resulting output.

Management consideration

Contract disputes, financial approvals and procurement controls may require commercial, finance or legal specialists.

05 / DOMAIN 06 OF 10

Risk, complexity & resilience

Anticipate uncertainty and interdependencies, act on warning signs and prepare proportionate responses.

ORGANISATION	PRACTITIONER
41.7	37.5
Target 75 | gap 33.3	Target 50 | gap 12.5

Organisation + development | Business relevance 3/3 | Priority index 33.3

INTERPRETATION

Risk registers are maintained, but responses to connected risks are uneven. Practitioners need to move from listing individual risks to explaining the effect of a disruption across dependent activities.

EVIDENCE TO VERIFY

The fictional evidence note refers to a risk log without a recent scenario rehearsal. It does not establish whether contingency resources or decision rights are adequate.

Request: A live risk/assumption record, completed response actions and a tested contingency or scenario review.

FIRST PRACTICAL MOVE

Rehearse a supplier delay affecting acceptance, training and rollout. Identify the earliest warning signal and the person authorised to release contingency resources.

Owner: Project manager and risk owner.

30 / 60 / 90 DAYS

Days 01-30
Refresh the most material risks, assumptions, owners and trigger points.

Days 31-60
Run a practical scenario review on a critical dependency and test the contingency decision route.

Days 61-90
Review which warning signals were useful and whether responses reduced exposure; revise assumptions.

MEASURE PROGRESS

Overdue high-priority response actions; time between warning signal and an authorised response.

LEARNING AND SUPPORT

A confirmed practitioner gap could justify supported learning in PMP preparation: coordinate and control; Risk, Issue & Quality Management. Apply it to an agreed workplace task and review the resulting output.

Management consideration

Some exposures require technical redesign, contingency resources, insurance or specialist assurance rather than training.

05 / DOMAIN 07 OF 10

Stakeholder engagement & communication

Understand different interests and enable timely, accurate and two-way project decisions.

ORGANISATION	PRACTITIONER
75.0	75.0
Target 75 | gap 0.0	Target 50 | gap 0.0

Sustain and verify | Business relevance 2/3 | Priority index 0.0

INTERPRETATION

Stakeholder communication and two-way discussion are relative strengths. The example team can explain options and confirm understanding, so further introductory communication training is not the immediate priority.

EVIDENCE TO VERIFY

Meeting notes and feedback actions are hypothetical. Validate with affected operational colleagues, including those who rarely attend formal project meetings.

Request: A stakeholder conversation, decision-focused communication and a feedback item traced to an action or reasoned response.

FIRST PRACTICAL MOVE

Preserve a short feedback-to-action record. Test whether concerns reach decision-makers early and whether the response is understood by the people affected.

Owner: Project manager and stakeholder/business owner.

30 / 60 / 90 DAYS

Days 01-30
Identify the key stakeholder decisions and hold short conversations to verify needs.

Days 31-60
Replace activity-only updates with decision-focused communications and a feedback/action record.

Days 61-90
Check whether concerns, decisions and acceptance are being resolved earlier; adjust engagement.

MEASURE PROGRESS

Stakeholder actions resolved by agreed dates; a repeated, clearly worded understanding/acceptance check.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Conflicting executive objectives need sponsor-level alignment, not just better presentation skills.

05 / DOMAIN 08 OF 10

Leadership, teamwork & competence development

Enable collaborative, inclusive and sustainable performance while developing the competence required for the work.

ORGANISATION

58.3

Target 75 | gap 16.7

PRACTITIONER

50.0

Target 50 | gap 0.0

Organisation first | Business relevance 2/3 | Priority index 11.1

INTERPRETATION

The group can delegate routine tasks and support colleagues, but critical work remains concentrated in a small number of people. Organisational capacity and cover should be examined before assuming a leadership skills problem.

EVIDENCE TO VERIFY

The example includes a role map and informal mentoring. Review whether development tasks are actually observed and completed within realistic workloads.

Request: A competence/role discussion, an observed conflict or delegation example and a development action with follow-up.

FIRST PRACTICAL MOVE

Identify one critical task without adequate cover. Assign a supported practice opportunity with explicit quality checks and a named reviewer.

Owner: Line manager and project leader.

30 / 60 / 90 DAYS

Days 01-30
Discuss critical task competence, workload and safe escalation with the team.

Days 31-60
Introduce mentoring, supported practice and feedback on one specific capability gap.

Days 61-90
Review demonstrated independence and critical-role cover; correct workload or management barriers.

MEASURE PROGRESS

Critical-role cover and completion of observed development tasks; aggregate team feedback without individual health profiling.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Workload, incentives, exclusion or harmful management behaviour may require management/HR action or specialist support.

05 / DOMAIN 09 OF 10

Adaptive delivery, transition & learning

Choose a fitting delivery approach, learn from evidence and transfer outputs into sustainable operational use.

ORGANISATION	PRACTITIONER
50.0	50.0
Target 75 | gap 25.0	Target 50 | gap 0.0

Organisation first | Business relevance 2/3 | Priority index 16.7

INTERPRETATION

Teams use some feedback cycles, but operational ownership is sometimes established late. The example indicates a process and transition gap rather than a demonstrated deficit in routine practitioner competence.

EVIDENCE TO VERIFY

A lessons log and handover checklist are assumed. Test whether a learning item changed a subsequent decision and whether operational readiness was reviewed before release.

Request: A tailored lifecycle decision, a learning/change record and operational readiness/acceptance evidence.

FIRST PRACTICAL MOVE

Agree the operational owner at the start of the next delivery window. Run a short readiness review covering support, training, capacity and acceptance.

Owner: Project manager and operational owner.

30 / 60 / 90 DAYS

Days 01-30
Identify which parts of the work need early feedback and who will own outputs in operation.

Days 31-60
Pilot a short learning cycle and an operational-readiness check suited to the project.

Days 61-90
Review adoption and repeat issues; update the delivery approach and transition arrangements.

MEASURE PROGRESS

Operational readiness actions completed when due; repeat issues; adoption against a defined baseline.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Operational capacity, product usability or conflicting policies may be the real barrier to adoption.

05 / DOMAIN 10 OF 10

Data, reporting & responsible AI

Use trustworthy information and appropriate tools to improve decisions while retaining human accountability.

ORGANISATION	PRACTITIONER
25.0	**25.0**
Target 75 | gap 50.0	Target 50 | gap 25.0

Organisation + development | Business relevance 3/3 | Priority index 50.0

INTERPRETATION

Reports are assembled from inconsistent sources and checked manually without a stable definition of completion. Practitioners need practice tracing measures and verifying automated outputs before expanding AI-assisted reporting.

EVIDENCE TO VERIFY

The scenario uses a hypothetical status pack with manual reconciliation. No actual security incident, privacy breach or AI deployment is asserted.

Request: A report traced to source data, documented checks and an approved tool-use or non-use decision with accountability.

FIRST PRACTICAL MOVE

Trace one material status measure from its source to the sponsor report. Test blank, missing and contradictory values; reject unsupported explanations and document human approval.

Owner: Project reporting owner with IT/data governance lead.

30 / 60 / 90 DAYS

Days 01-30
Agree the source and definition of key project measures; check one report end to end.

Days 31-60
Pilot a bounded reporting improvement using authorised data, explicit tests and human approval.

Days 61-90
Compare error rate and preparation/review time; retain, change or stop automation based on the evidence.

MEASURE PROGRESS

Material reporting errors, source traceability and preparation/review time measured together.

LEARNING AND SUPPORT

A confirmed practitioner gap could justify supported learning in AI in Project Controls and Management; Stakeholder Management & Reporting. Apply it to an agreed workplace task and review the resulting output.

Management consideration

Fix source data, access and accountability before buying tools or training users in automation. Deliberate, justified non-use of AI can be a strong result.

06 / IMPLEMENTATION ROADMAP

A 90-day plan with decision gates

The aim is changed practice and better evidence. Completion of a course or a new template is not the endpoint.

Window	Management work	Evidence and decision gate
Days 01-30 Establish	Confirm owners, scope and targets. Select the three workstreams. Reconcile source data, observe real tasks and collect a baseline before changing the process.	Approve a short baseline pack. Record assumptions and unresolved evidence gaps. Decide which organisational actions and learning tasks are justified.
Days 31-60 Apply	Pilot the operating changes on a bounded piece of work. Pair relevant development with supervised application. Keep exceptions and failed tests visible.	Review actual decisions and work outputs. Continue, change or stop each intervention based on evidence; resolve authority and capacity blockers.
Days 61-90 Review	Repeat the evidence review using consistent definitions. Compare like periods and explain changes in work mix. Share practices that helped and retire unnecessary controls.	Assess whether work is more reliable and whether independence has improved. Agree the next cycle without claiming causal proof from a simple before-and-after comparison.

PLANS & CAPACITY

Accountable lead: Project manager and resource/portfolio owner.
First decision: Create one shared view of scarce specialist commitments. Require the portfolio owner to choose which work moves when demand exceeds realistic capacity.

DATA & RESPONSIBLE AI

Accountable lead: Project reporting owner with IT/data governance lead.
First decision: Trace one material status measure from its source to the sponsor report. Test blank, missing and contradictory values; reject unsupported explanations and document human approval.

FINANCE & SUPPLIERS

Accountable lead: Project manager with finance/commercial lead.
First decision: Start with one live project: reconcile budget, actuals, commitments and remaining forecast with finance. Document double-counting checks and uncertainty.

Resource the plan explicitly. The employer should agree participant time, access to authorised evidence and a reviewer who can make decisions. Targets and dates are proposed until accepted by the accountable owners.

07 / LEARNING INVESTMENT

Connect development to a business task

KBC learning is most valuable when a confirmed competence need, workplace opportunity and review mechanism are present together.

PMP PREPARATION: COORDINATE AND CONTROL

Why it fits this sample: Finance and risk tasks.
Applied output: Reconcile a full-project cost forecast and explain a connected risk response.
Value to test: Stronger cost visibility and earlier, more informed decisions.

AI IN PROJECT CONTROLS AND MANAGEMENT

Why it fits this sample: Reporting and data assurance.
Applied output: Trace a status measure, test missing data and document a governed reporting pilot.
Value to test: More dependable reporting, with review effort and errors measured together.

RISK, ISSUE & QUALITY MANAGEMENT

Why it fits this sample: Risk, issue and quality practice.
Applied output: Rehearse a critical dependency and evidence the response owner, trigger and contingency decision.
Value to test: A clearer path from risk identification to action.

PMP PREPARATION: ESTABLISH THE PROJECT

Why it fits this sample: Benefits and business-case practice.
Applied output: Define an outcome, baseline, benefit owner and a review that could change a decision.
Value to test: A closer connection between delivery effort and intended business value.

A proportionate development conversation

Ask KBC to review authentic work, existing learning and actual role responsibilities before recommending a programme. An apprenticeship may be suitable where the role supports sustained development; a narrower intervention may better suit a specific gap. Confirm eligibility, delivery arrangements and the current written offer separately.

These are conditional curriculum matches from the recovered KBC model. They are not a booking offer, a guarantee of business benefit or an implication that every module is available independently.

08 / EVIDENCE-LED REVIEW

Test competence through real work

Use these practical tasks to challenge the ratings before drawing conclusions about an individual or commissioning significant learning.

FINANCE & SUPPLIERS

Practical task: A project reports a saving because invoices have not arrived, but a major supplier commitment remains unpaid. Explain how you would correct the forecast and advise the sponsor.
Review for: Separates spend from commitments and remaining forecast; checks scope and date; does not label timing differences as savings; involves finance/commercial authority.

DATA & RESPONSIBLE AI

Practical task: An AI-generated status report says all tasks with blank completion dates are finished and gives unsupported explanations for delays. Explain how you would correct it and decide whether the workflow is safe to use.
Review for: Checks source definitions and calculations; removes unsupported claims; controls access; adds human review and fallback; measures quality as well as time saved.

PLANS & CAPACITY

Practical task: Two projects need the same specialist next week. Explain how you would assess the effect on each project and propose an authorised, feasible allocation.
Review for: Checks dependencies and capacity; distinguishes local activity from completion-date effects; presents options and consequences; seeks the appropriate prioritisation decision.

An evidence conversation, not an automatic certificate

Ask the practitioner to explain choices and limitations. Review an authentic output and seek contextual confirmation from a manager or colleague. Record whether the person performed independently, needed guidance or adapted appropriately to complexity. Keep practitioner, manager and assessor views distinguishable.

Use relevant, authorised examples and minimise personal or commercially sensitive information. Do not use personality or interest tests as substitutes for demonstrated professional competence.

09 / PERFORMANCE REVIEW

Measure what changes in the work

Establish the baseline during days 1-30. This sample deliberately contains no invented outcome figures, savings or return-on-investment estimate.

Measure to establish	Definition and review discipline
Plans & capacity	Milestone forecast error against a recorded forecast date; unresolved resource clashes.
Data & responsible AI	Material reporting errors, source traceability and preparation/review time measured together.
Finance & suppliers	Forecast-at-completion error and material unrecorded commitments; no invented savings estimates.
Observed independence	Record the quality of a defined task, assistance needed and reviewer judgement. Repeat an equivalent task; a higher self-rating alone does not demonstrate improved competence.
Implementation fidelity	Record whether the agreed practice was used, who used it and important exceptions. A policy issued or a workshop attended does not prove application.
Unintended effects	Monitor added review time, workload, customer friction and new errors. Do not count time saved in one team while ignoring effort transferred to another.

REVIEW QUESTIONS FOR DAY 90

- Which decisions or work outputs improved, and what is the evidence?
- Were definitions, reporting windows and populations comparable?
- What else changed: staffing, demand, seasonality, scope or customer mix?
- Which actions should continue, change or stop, and who owns the next decision?

A repeated diagnostic can show how respondents describe practice over time. Causal claims about business improvement require a stronger design and appropriate independent evidence.

10 / METHOD AND LIMITATIONS

Transparent scoring. Calibrated claims.

The report explains its rules so that the employer can challenge assumptions and reproduce the results.

Rule	Application
Question coverage	Full PM: 30 organisational + 20 competence ratings. Full Marketing, both roles: 30 organisational + 20 Executive + 20 Manager ratings.
Scale	0-4 behaviourally anchored ratings. Organisation: absent, ad hoc, repeatable, established, deliberately improved. Competence: below basic requirement, substantial guidance, routine independence, appropriate adaptation, enabling others.
Domain index	25 x arithmetic mean of valid ratings, separately by domain and layer. No combined company score is calculated.
Minimum evidence for a score	In the full route, at least two organisational ratings and both role-competence ratings per domain. Unknown, not applicable and unanswered are not zero.
Targets	Organisation level 3 / index 75; routine role competence level 2 / index 50. These are editable starting assumptions, not benchmarks or universal expectations.
Recommendations	Compare each layer with its target. Distinguish organisational change, role development, combined action, sustain-and-verify or insufficient information.
Evidence confidence	Self-entered notes do not verify a claim or increase a score. In this sample all details, ratings and evidence notes are fictional.
Validation status	Research-informed pilot, version 0.1.0. No psychometric validation, certification equivalence or predictive accuracy is claimed.

The dimensions describe a broad capability profile; they are not assumed to be interchangeable indicators of one trait. Validation should examine content coverage, interpretation, rater agreement, contextual fairness and independent outcomes. A single reliability coefficient across all questions would not establish validity.

11 / SOURCE NOTES AND NEXT STEPS

Research-informed, ready for dialogue

Source mapping is inherited from the recovered KBC model dated 1 October 2026. This sample does not independently re-verify the cited publications or their current availability.

01 Project Management Institute. PMBOK Guide, Eighth Edition - official public overview (2025).
Open source: www.pmi.org

02 Association for Project Management. APM Competence Framework and overview (current online framework, checked 1 October 2026).
Open source: www.apm.org.uk

03 International Project Management Association. Individual Competence Baseline - official overview (ICB4).
Open source: ipma.world

04 International Project Management Association. Organisational Competence Baseline (current official overview, checked 1 October 2026).
Open source: ipma.world

05 International Organization for Standardization. ISO 21502:2020 - public scope and abstract (2020).
Open source: www.iso.org

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Turn the profile into an agreed improvement plan

Use the employer review to confirm scope, evidence, targets and priorities. Where a competence need remains, ask KBC to map a suitable learning route to the workplace task and the evidence of progress. Begin with a bounded application and a clear review date.

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Original assessment wording and scoring: KBC pilot models. Referenced frameworks remain the property of their owners; no external endorsement is implied.