

The Capability Framework

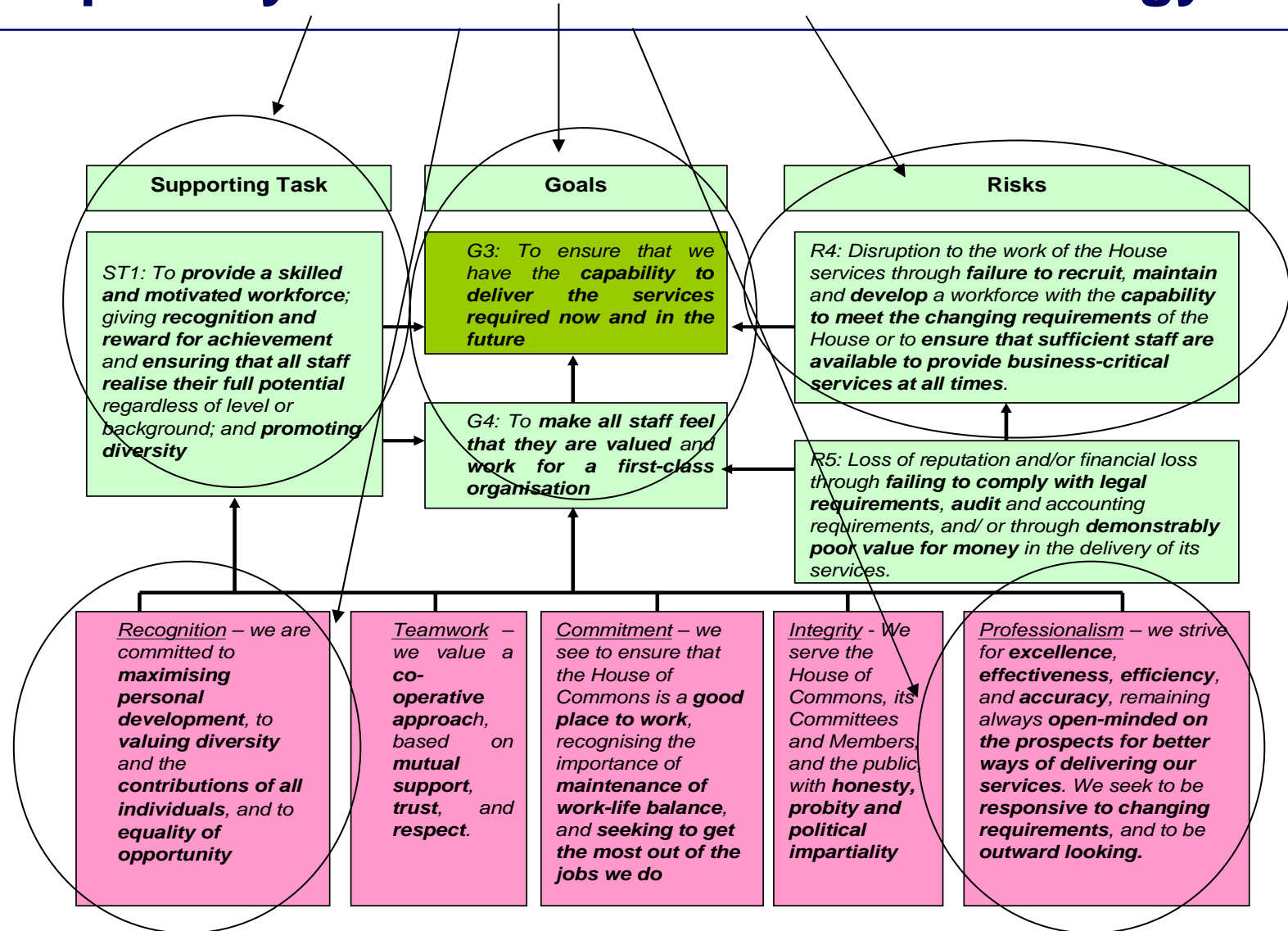
The proposed way forward

July 2009

Agenda

- How Capability fits with the House Strategy
- Who we have worked with to date
- What we are trying to achieve
- What the benefits are
- What the costs will be
- What the route map looks like
- What the next steps are
- The decisions we are seeking

Capability and fit with the House Strategy



Extracted from Corporate Plan

What we are trying to achieve

Our Overall Goal

to develop and maximise performance of all staff, and to provide accelerated development for those who demonstrate enhanced potential

- To develop a pool of senior staff who are genuinely rounded candidates for the leadership roles of the House
- To develop a depth of management and leadership capability at all levels of the House from first line supervisors through to Director Generals
- To address under-representation, particularly of women and ethnic minorities in the management and leadership levels of the House.
- To develop a gradually rising level of House wide occupational competence at all levels in the organisation regardless of personal circumstances, potential or performance.
- To contribute to the development of a more unified culture

What we are trying to achieve

- **To develop a pool of Senior Staff who are genuinely rounded candidates for the leadership roles of the House**
- by “genuinely rounded” we mean that people have:-
 - Leadership skills based on broad experience
 - A clear and detailed understanding of the work of the whole House administration and how all the different functions fit together
 - A strong combination of strategic management and professional skills
 - A clear and detailed understanding of the role that people management and performance management play in the successful operation of the business of the House

What we are trying to achieve

- **To develop a depth of management and leadership capability at all levels of the House from first line supervisors through to Director Generals.** This means:-
 - Leaders and managers will have set clear goals and ambitions for their areas
 - Leaders and managers will have a firm grasp of the people and performance issues in their areas
 - Leaders and managers will be seen to actively develop their teams through thoughtful recruitment, patient communication and visible leadership
 - Staff in the area will report (through the Staff Survey) that they see growing evidence of effective management of performance, fair treatment, clear direction and an understanding of the direction of the House and how they fit into it.

What we are trying to achieve

- **To address under-representation, particularly of women and ethnic minorities in the management and leadership levels of the House.** This means that :-
 - Development and accelerated development programmes will be designed to be accessible to all.
 - Women and ethnic minorities will be encouraged to take up development and progression opportunities
 - We will see the emergence of more leaders and managers from these groups.
- **To develop a rising level of House-wide occupational competence for all people at all levels in the organisation.** This means that:-
 - We will have a clear view of the skills needed for all roles in the House
 - Every member of staff will have access to training and development that brings them up to and maintains the occupational standards required
 - Programmes will be designed to address the needs of a diverse workforce regardless of background, language, previous educational attainment etc.

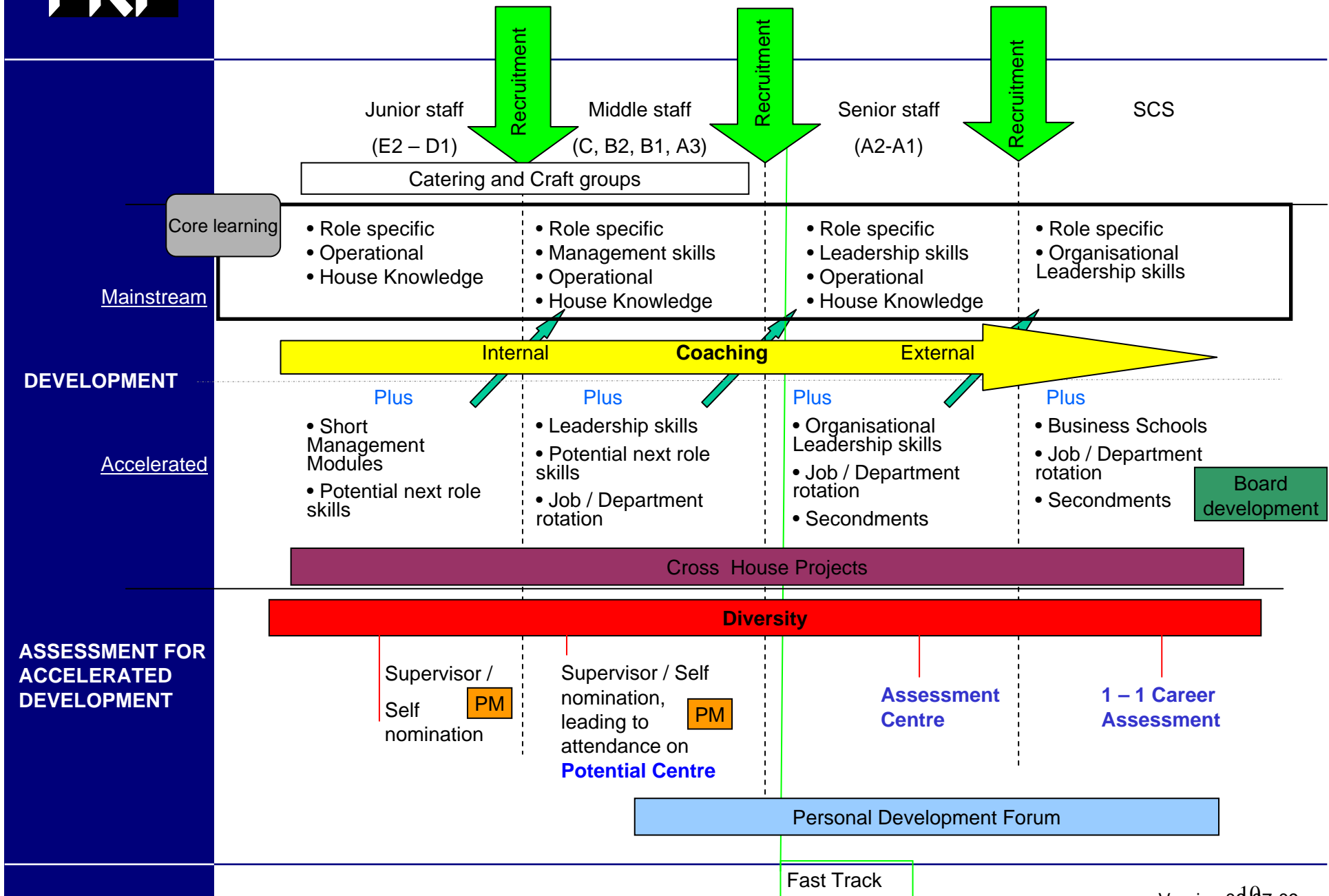
What we are trying to achieve

- **To contribute to the development of a more unified culture.** This means that the Capability Framework will:-
 - Ensure that every member of the House workforce has been trained to understand how the whole House works and what other functions contribute to its operation.
 - Ensure that all professional, managerial and leadership staff build much stronger cross-House networks and understanding at an earlier stage through working together on cross-House projects or job rotation and sharing important development activities.
 - Create a common language of values, heritage, pride, leadership and direction for the House through shared development.

Principles of our proposed solution

- **It is envisaged that the framework will differentiate between training needs for:**
 - Junior (E-D1 staff and equivalent Catering and Craft staff)
 - Middle staff (C – B1 and equivalent Craft staff)
 - Senior Staff (A bands)
 - SCS
 - Some further sub-division might be required (eg differentiating new-entrant fast stream requirements from wider band A needs, or Board requirements from other SCS requirements)
- **Learning and development activities will be considered in four quadrants**
 - Role-specific (including professional and specialist training)
 - Operational (including office skills such as knowledge of IT packages, and soft skills such as assertiveness or time management training)
 - House knowledge (including Induction)
 - Supervisory / management / leadership skills (depending on the level)
- **The expected level of competence and training provision for each staffing level will then be set out against these quadrants.**
- **Accelerated development will also be provided in terms of “early access” to the training provision of the level of staff above.**
 - This is envisaged as access to additional training opportunities and not as a guarantee to early promotion, which will still be done through competition.
 - Selected staff would be subject to reselection from time to time – perhaps annually for junior staff, and bi-annually for senior staff.

How we propose to achieve this



Consultation to date

- We have worked with PKF to develop our thinking
 - They have worked with the House before
 - They are currently working with PICT
- We have held a consultation forum with representatives from across the two Houses
- In May and June a series of meetings were held with DGs, and the Director of PICT, to discuss their initial views on the Framework. The general response to the draft Framework has been encouraging but each of the DGs had their own concerns which we will take in consideration in the further development. These have been built in to the proposition. In particular DGs asked that:
 - it was clear that the Framework could be used to both maximise performance for the majority of staff, and to provide accelerated development for those with enhanced potential;
 - consideration be given to the impact on those recruited through the Fast Stream, who may have an expectation that they would all be provided with accelerated development, and that no further differentiation would be made
 - the Framework could be used to support line managers in tackling poor performance
 - it was made clear how the Framework could be used to support staff at more junior levels who, for instance, may have English as a second language, and to support greater access to career development in the House.

Benefits to the House

- **Improve the cost effectiveness of learning and development spend by:-**
 - Managing this against a single framework that is transparently and effectively governed against clear business benefits.
 - Streamlining HR and development spend to ensure that it is effectively focussed on our key priorities, eliminating duplication and low added value activities.
 - Allowing for greater evaluation of value for money and return on investment.
- **Increase organisational effectiveness by:-**
 - Developing a stronger leadership and management cadre across the House
 - Deepening the skills of the House management and leadership team
 - Creating a greater sense of common purpose across the House
 - Developing stronger cross working and cross-House adaptability
- **Increase performance of all staff by:-**
 - Improving the occupational competence of all staff in their roles
 - Increasing the levels of flexibility, and thus cost effectiveness, of staff by developing more agile and adaptable people at all levels
 - Increasing levels and quality of output at all levels by securing stronger management of activity and better leadership communication
 - Increasing resilience and adaptability of staff
- **Strengthen the organisational vitality of the House by:-**
 - Increasing the number of talented leaders and managers capable of taking on wider roles
 - Building strong pool of potential at every level
 - Opening up a wider talent base through the conscious “reaching out” to under-represented groups
 - Providing clear and transparent understanding of career paths

Initial costings (orders of magnitude only)

Leadership and Management training

Development Offer	Population	Year 1	Year 2	Year 3
PB1+ and A Grades				
Days per year	3	350	105	105
Groups	10	35		
Cost	£1,500			
Design	£45,000	£157,500	£157,500	£157,500
Total	£517,500			
B and C Grades				
Days per year	4.33	100	43.3	43.3
Groups	10	10		
Cost	£1,250			
Design	£45,000	£54,125	£54,125	£54,125
Total	£207,375			
Non-Mgt B and C Grades				
Days per year	2	740	98.67	98.67
Groups	15	49.33		
Cost	£1,250			
Design	£45,000	£123,333	£123,333	£123,333
Total	£415,000			
Coaching for SCS				
Days per year	1	85	85.00	85.00
Groups	1	85.00		
Cost	£1,500			
Design	£15,000	£127,500	£127,500	£127,500
Total	£397,500			
Totals	£1,537,375	Year 1	Year 2	Year 3
	Delivery	£462,458	£462,458	£462,458
	Design	£150,000		
		£612,458		

Assessment Centre costs (Accelerated Development)

Assessment	Population	Year 1	Year 2	Year 3
B and C Grades				
Assessment days	1	200	20	20
Groups	10	20		
Cost	£1,500			
Design	£30,000	£30,000	£30,000	£30,000
Total	£120,000			
A Grades				
Assessment days	1	100	12.5	12.5
Groups	8	12.5		
Cost	£1,500			
Design	£30,000	£18,750	£18,750	£18,750
Total	£86,250			
SCS				
Assessment days	1	80	80	80
Groups	1	80		
Cost	£1,500			
Design	£30,000	£120,000	£120,000	£120,000
Total	£390,000			
Totals	£596,250	Year 1	Year 2	Year 3
	Delivery	£168,750	£168,750	£168,750
	Design	£90,000		
		£258,750		

Priorities for early attention

- **Drawing up senior competences and required skills, knowledge and experience**
- **Senior management development: successor to SMDP**
- **Further roll-out of management skills training**
- **Design of accelerated development components and assessment centres.**

Appendix

Detailed notes on the proposed framework

Leadership and Management Development Options

Management skills

- This programme would cover:
 - Personal effectiveness: time management, prioritisation, presentation skills and basic influencing;
 - Effective management of performance: basic motivation theory, setting objectives, giving and receiving feedback, coaching and challenging under-performance ; and
 - Team building programme: how teams develop and how to accelerate their development.

Leadership skills

- This programme would cover:
 - Personal awareness: understanding and working with psychometric / 360 degree feedback;
 - Leading people: winning hearts, creating alignment and functional vision;
 - Shaping the future: setting direction, shaping strategy and creating change; and
 - Implementation: making things happen in complex organisations, distributed teams.

Organisational leadership skills

- This programme would focus on leadership OF the organisation rather than leadership IN the organisation. Specifically it would cover:
 - Levels of leadership – understanding the different focus, skills and behaviour required of senior leaders; how to plan for complexity, change and turbulence;
 - Strategic Leadership – using vision, values and systems to affect change and performance improvement; and
 - Strategic execution – positive politics; stakeholder influencing; linking strategy, operations and people to build high performing organisations.

Development Options

Coaching

- For the most senior staff coaching would be provided by external coaches.
- As part of the talent identification process, those with an aptitude for coaching would be encouraged to coach / mentor more junior staff as part of their own personal development. Internal coaches, after suitable training, would be supported through a coaching clinic (a day where an external coach would visit and deliver senior 1:1 sessions, team coaching ALS, and provide drop in 1:1 coach mentoring).

Cross-House projects

- As part of the talent development options we would encourage involving the talent stream in addressing cross House issues. This would consist of a team of say three or four talent stream members, drawn from various departments led by an SCS talent tackling significant current House challenges with their recommendations being presented to the executive team. The project meetings would be observed by the SCS's coach who would provide feedback and coaching on the organisational leadership skills and behaviours demonstrated by the SCS lead.

Board development

- We noticed that the ratings for the executive team in the recent staff survey were quite low. While this is not uncommon in government departments PKF have worked with, we would still recommend that consideration be given to running some top team development events for the Board. These would be attended by all the Board members and would comprise elements of the Organisational Leadership programme combined with team development interventions to help to develop the Board further as a highly effective senior team.

Accreditation

- We are not sure what the current attitude to development is, however, we would suggest that accreditation options are provided for development so that those staff wishing to have their development accredited can do so easily.

Career and Talent Management

Junior talent

- Talent identification at the Junior level would be through recommendation by line manager. We are aware that there may be instances where a member of staff and their line manager may disagree on suitability so we would also propose allowing staff to self nominate themselves into the talent stream. The final decision would be made by HR based on evidence submitted.
- Numbers, gender, race, etc. of nominees, both via HR and line managers can be scrutinised to monitor for bias. In addition this provides an effective means of resetting expectations between staff and line where significant discrepancies occur between line and self nominations.
- Development options would include core management skills and next role operational and role specific skills as well as additional house knowledge should this be required.

Middle talent

- Identification would be through a high volume potential assessment centre (these can be designed for up to 100 people in a day). Nominations would be either from line or self nomination. As before differences in the nominations can be monitored for bias etc. Successful applicants would be confirmed by HR.

Potential Development Forum (PDF)

- We would recommend that a talent forum be created – the PDF, which will actively manage the development of identified middle to SCS talent and, where possible, make available work experience opportunities and job rotations to accelerate the development of talent.

Senior talent

- Identification would be through a structured assessment centre. The PDF would invite senior staff to attend. Line managers and individuals would also be able to apply to the PDF for inclusion. Successful applicants would be confirmed by the PDF.
- Development would include next level development options and job rotations as before, but also include secondments to other government departments as well as participation in cross House special projects.

Career and Talent Management

SCS talent

- Nomination and identification would be as with senior talent, but instead of an assessment centre staff would be put through an intensive one to one career assessment process.
- Development options would be as for senior talent but SCS talent will lead cross House projects and the options would be extended to include sponsorship through business schools and/or other appropriate formal qualifications.