

CAREER DEVELOPMENT PROJECT**Annex 3****Issue 1**

There is currently no HSE wide strategic approach to identifying organisational needs and skills, both now and in the future, which will in turn inform career development decisions.

Rationale

This was a particular concern of some Board members and Heads of D/Ds. We understand a new planning process is being considered that will link to the HSC long-term strategy and allow resources to be allocated to defined programmes of work. It seems sensible that D/Ds should identify the skills and competences necessary to deliver programmes and that this could form the basis of a system of workforce planning. This could in turn inform decisions on recruitment, staffing moves and training

Proposed action	Scope and what this means in practice	Lead and links with other work
<p>Primary recommendation 1.1 D/Ds to draw up workforce plans identifying the staffing and skills disciplines required to deliver agreed programmes and other work. First plans to be complete by March 2004 and as far as possible to cover the 3 year CSR period.</p>	<p>The exact scope of these plans will be informed by the workforce strategy project commissioned by the Board. This strategy will address issues such as the size and shape of the workforce, and the competences required. This should provide a good basis to inform career development decisions.</p>	<p>D/Ds to take forward as part of the workforce strategy project.</p>

Issue 2

Lack of coordinated or managed process to move staff around organisation. This would make it difficult to deliver any agreed strategic workforce plans or fulfil agreed career aspirations.

Rationale

There was an almost unanimous view that there should be a more managed and coordinated approach to staff moves. Many Board members and managers flagged up the need line managers to be more proactive in developing and moving staff. There was some support for limiting time in post, or as a minimum having a periodic review of time in post. It was, however, accepted that there would be cases where it makes sense for people to remain in post for longer periods – perhaps to obtain a return on training investment. The mechanism for managed moves should be forward looking to address future business needs and linked with succession planning.

The notion of managed moves, both within and across Directorate boundaries, was reasonably well received by staff though it was stressed by some that staff should not be forced into a move. Any system should be open and transparent.

A number of barriers to moving staff were identified - mainly premium pay issues for inter Directorate moves and geographical barriers. The need to encourage managers to think about career development opportunities outside their Directorates and to recognise the long-term benefits of developing staff was highlighted.

Proposed action	Scope and what this means in practice	Lead and links with other work
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<p>Primary recommendations</p> <p>2.1 Each D/D should establish a career development review group to plan and coordinate staff moves. By March 2004.</p> <p>2.2 There should be a corporate career development review group to facilitate inter Directorate moves for staff identified for wider career development</p>	<p>Proposed career review groups should:</p> <ul style="list-style-type: none"> • cover all job bands, locations and disciplines; • address moves within D/D's and allow as far as possible interchange between D/D's; • Identify and consider secondment/attachment opportunities outside of HSE; • make use of and link with existing career development mechanisms e.g. appraisal and development reviews and DAPs; • keep new paperwork to a minimum; • be open and transparent; and • be capable of handling moves between operations, policy, technical and administrative. 	<p>Career Development Project to lead.</p> <p>Links to Your Performance Matters project and workforce strategy project.</p>
<p>Other recommendation</p> <p>2.3 There should be a conscious decision to review the length of time in post at a fixed period e.g. in general staff should not stay doing the same thing for more than 3 to 4 years and thereafter their position should be reviewed annually. The mechanism for this should be in place in all D/ds by March 2004.</p>	<p>Although this is already recommended in existing guidance it does not appear to be widely known or used. Consideration could be given to mandatory career development moves at fixed review points – although recognition that in some cases it may be appropriate for individuals to remain in current posts.</p>	<p>Career Development Project to provide guidance. D/ds to implement procedures to ensure staff are reviewed and to implement changes as necessary.</p>

Issue 3

There is a lack of available information to enable staff and managers to plan and make decisions on career development and moves.

Rationale

The majority felt there was insufficient information about the range of jobs, opportunities and skills needed to be effective in current and future job bands. Views ranged from the need to provide a structured career path or ladder showing essential skills and how to gain them, the identification of essential blocks of competencies linked to the core framework, to a more informal goal setting which people can work towards. It was acknowledged that in reality the mapping and variations in career paths would be too complex to produce and follow. A few looked to a return to the career development advice provided by Personnel Division.

Proposed action	Scope and what this means in practice	Implementation lead and links to other work
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<p>Primary recommendations</p> <p>3.1 D/Ds to produce broad generic pen pictures to illustrate the nature of the main job types and skills within the D/D by December 2003. This should provide an initial source of reference to inform career development decisions.</p>	<p>This will need to cover all job bands and will require the development of an appropriate intranet site to ensure it is paper free and capable of being accessed by job or skill.</p>	<p>D/Ds to lead on pen pictures, Career Development Project to lead on development of appropriate intranet site.</p>
<p>3.2 By December 2003, Information on future vacancies and attachments opportunities to be made available by D/Ds.</p>	<p>This will require D/Ds to identify vacancies much earlier than present – perhaps as part of the managed moves process described at 2. above. The current mid year development review could provide a suitable opportunity to discuss possible moves with staff. This information could then feed into the consideration of the proposed career review groups or be advertised more widely – see below.</p> <p>Post Filling are currently taking forward a project to improve the Personnel News vacancy site to allow easier access and real time update. The feasibility of allowing D/Ds direct on-line access as a quick and simple way of publicising level moves will be included in the scope of the project.</p>	<p>D/Ds to lead</p> <p>PD, Post Filling team to lead</p>
<p>Other recommendations</p> <p>3.3 Internal job adverts to include information on the career development benefits of that post. This could be implemented almost immediately with Board approval.</p>	<p>Cover all job bands, locations and disciplines.</p>	<p>PD, Post Filling team lead. D/D's to career development benefits are identified and describes in adverts.</p>

Issue 4

Lack of an effective line management role and management skills in career development.

Rationale

Of particular concern to members of the Board and staff was the role of line managers in career development. The view was the need for a more proactive role in discussing development opportunities, managing expectations and knowing when to move people on. Other respondents felt that the role of line management was important to career development but not all managers have the necessary skills to develop the careers of staff.

There also appeared to be a lack of understanding by staff of the role of the Core Framework in career development and little evidence of the use of “on the job” development opportunities. Although the existing DCT arrangements provide guidance this is considered unwieldy and complex.

Proposed action	Scope and what this means in practice	Implementation lead and
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		links to other work
<p>Primary recommendations</p> <p>4.1 Appropriate training for all managers to be included in the Essential Training for Managers programme.</p>	<p>4.1 To link with existing training on appraisal and be met within existing resources. Should the Board agree to this recommendation in principle then further work will be necessary before an achievable timetable can be finalised.</p>	<p>Links to Your Performance Matters project.</p>
<p>4.2 Consider ways to increase the understanding of the role of the Core Skills Framework and “on the job” opportunities in reviewing and discussing career aspirations and development needs. E.g. Promote existing DCT arrangements through real examples, case studies to demonstrate key aspects</p>	<p>Utilise Your Performance Matters project roll out.</p>	<p>PD, Learning and Development team lead</p>
<p>Other recommendations</p> <p>4.3 The DCT guide be re-presented in a more user friendly way that will also benefit delivery of issues identified at 2.</p>	<p>The new format should identify and retain key principles underlying DCT and emphasise the message about the value/ benefit of level moves, other “on the job” opportunities to assist career development.</p>	<p>Links to Your Performance Matters project</p>

Issue 5

Need to increase opportunity for interchange and movement and give staff exposure to different types of work. In particular, there is a need to take greater account of potential in level moves.

Rationale

There was strong support for more interchange generally and in particular greater use of secondments and attachments – both internally and externally. It was thought that this would bring a number of benefits including:

- It would enable managers to give individuals exposure to other types of work and encourage more cross D/D moves for staff with the necessary skills and experience;
- It would help keep staff fresh and motivated;
- The use of short-term attachments and secondments would overcome some of the barriers thought to be hampering career development such as family commitments associated with geographical moves.
- The use of secondments and attachments offers more flexibility and may help encourage those with family commitments to take part; and

- It would help build relations with external organisations and in particular those we regulate.

A number of possible constraints to increased interchange were identified including vacancy holders wanting the 'finished article' and reluctance by D/Ds to consider alternative locations and remote management.

A number of risks were highlighted with secondments, most importantly the risk of losing people to external organisations. There are also difficulties in filling gaps left by staff on secondment or attachment, particularly for specialists. There is a need to plan the return of secondees better.

Of all the points raised this is one where there are already a number of established mechanisms in place. The issue would appear to be partly how we increase awareness and commitment.

Proposed action	Scope and what this means in practice	Implementation lead and links to other work
<p>Primary recommendations 5.1 The current process for level moves be streamlined and made as paper light as possible. By December 2003.</p>	<p>Cover all job bands, locations and disciplines and remove unnecessary bureaucracy. This should include the option for advertising vacancies for shorter periods and allow expressions of interest to be made verbally or by email with selection decisions to be based on dialogue and discussion.</p>	<p>PD, Post Filling to lead</p>
<p>5.2 As part of their Career Development Review Group activities D/Ds should produce secondment and attachment plans by March 2004 setting out planned secondment/attachment activity and including planned return arrangements.</p>	<p>Cover all job bands, locations and disciplines. Consideration be given to targets for secondment/attachment activity and to identifying 'development' posts.</p>	<p>D/Ds to lead</p>
<p>Other recommendations 5.3 There should be more flexibility on location of work. Introduce immediately.</p>	<p>The Post Filling team already discuss the possibility of alternative locations with vacancy holders but greater commitment from D/Ds is needed to accept issues such as remote management. There may also be cost implications relating to IT or accommodation requirements.</p>	<p>D/Ds and PD Post Filling team to lead.</p>
<p>5.4 A pilot exercise allowing selected attachment opportunities to be open to staff in any job band. By March 2004.</p>	<p>This would be a relatively low risk experiment to introduce more flexibility in filling posts and allow staff with potential the opportunity to demonstrate their capabilities. The Board may wish to consider limiting the range of posts to which this is initially applied. For example should this apply only to attachments of less than 6</p>	<p>Career Development Project team to lead</p>

Proposed action	Scope and what this means in practice	Implementation lead and links to other work
	months duration and should SCS be included.	
5.5 For level transfer, D/Ds to stipulate qualifications and job related experience only when absolutely necessary when advertising vacancies. More consideration should be given to potential to do the job where this is appropriate. Action immediately.	The Post Filling team already challenge this but in many cases vacancy holders insist on the finished article. This works against potential and restricts the opportunities for interchange.	D/Ds and Post Filling team to lead.
5.6 Develop guidance for career review groups on how to factor potential into decisions on level moves.	Criteria may need to be established to enable managers to identify potential in a structured and consistent fashion.	Career Development Project team to lead