



NEWS

The Development Partnership : Management Consultants : DP NEWS 02 : DECEMBER 2005



HR in the Public Sector faces challenges

HR in the public sector currently faces some real challenges. The pressure for organisations to achieve delivery, maintain service quality as well as reduce overheads and improve efficiency means that HR has to enable teams and individuals to perform, whilst reforming itself. So the big question is: how should HR tackle this agenda?

The Development Partnership has recently facilitated an action learning project sponsored by the CIPD, Employers Organisation and National School of Government. 9 public sector organisations set about tackling these challenges. The organisations were: Department for Work and Pensions, Derbyshire County Council, Food Standards Agency, Gateshead Council, Health and Safety Executive, Ministry of Defence, Planning Inspectorate, Royal Borough of Kingston Upon Thames and Somerset Council.

The report of the study: *Fit for Business - Building a Strategic HR function in the*

public sector, just published by the CIPD, draws together the learning on how to build a strategic HR function and addresses 7 themes (see top right box).

We drew upon the practical experiences of the consortium organisations to assess different approaches to restructuring the HR service model, improving HR business partnership working, improving HR capability or measuring the impact of HR on the business. For example:

Physique: We worked with the Health and Safety Executive as part of their HR Service Transformation project to determine the organisation and role of a new strategy and policy team for HR. The outcome was a project based team focused on HR strategy and implementation.

Teamwork: As part of our review of the role and size of the Ministry of Defence corporate HR function, senior stakeholders wanted the HR function to add value

through focus on six strategic issues: Long term workforce and skills - capacity planning and development. Talent identification and development - especially project managers. Support for culture transformation. Dialogue with the Management Board and business units on people issues. Development of integrated HR policies, aligned with the organisation's goals. Support to enable line managers to manage. *Continued over...*

Goals

How to define the strategic role of the HR function in the organisation?

Physique

How to build and organise a strategic HR organisation

Technique

How to ensure HR is adding value?

Fitness

How to develop the capability and confidence of the HR function to deliver?

Teamwork

How to build an effective working relationship with other organisational players?

Performance

How to enable managers to be effective and release the performance of their people?

Results

How to measure the impact of HR activities in the organisation?

What's Inside?

Editor's Message	2
Building the Capability of Managers	2
Assessment Centres	3
Professional Skills for Government	4
Measuring HR Performance	5
Highlights and Current Projects	6
Clipper Round the World Yacht Race	6
PLUS.. Focus on DP Partners and Staff	

Building the Capability of Managers

The capability and commitment to operate in a changed HR environment

One significant challenge in the transformation of the HR function has been to ensure that line managers have the capability and commitment to operate in a changed HR environment and provide better management for their teams. The Government Office network has recently restructured its HR organisation by centralising many of its functions from the individual Offices leaving only a small business partner team in each Office.

To ensure that managers were equipped with the skills to handle all the people issues in their teams, we worked with the GO HR team to design an Excel based self assessment tool to enable managers



to identify development needs and suitable development options. Managers, in discussion with their own boss, assess themselves against 6 management capability areas: Providing Direction, Building Relationships, Valuing Diversity, Managing Performance,

Developing People and Implementing HR Policies.

In parallel to this, we designed a management development template - Goldprint© - which sets out the range of development options available for managers and provides the basis for Government Offices to commission management development programmes.

Managers who complete their self assessment are being asked to mail them to a confidential mailbox from which we will undertake a development needs analysis for the GO HR team. Contact Amanda Maclean at: amandam@the-dp.co.uk

Editor's Message

Welcome to the latest issue of our newsletter - DP News.

The delivery agenda continues to stimulate continuing change in government and in this issue we explore how we are working with clients to support it.

We start by sharing the results of a recent consortium project to help build more strategic HR in the public sector. The project, *Fit for Business*, was launched on 6 October.

HR departments are expected to show that they are adding value and we have been working with the Food Standards Agency to build a balanced HR scorecard to measure HR impact.

Better delivery starts with ensuring leaders and managers have the capabilities to get the best from their teams. We have worked with several clients in this area, including the Land Registry.

We hope you enjoy this issue and we would be delighted to talk to you further about the things we have been doing and our future plans.

Continued from front page...

Fitness: We worked with the Department for Work and Pensions to design and run a development programme for business partners to work with their line counterparts to develop their working relationship in the context of the new HR operating model for the DWP. This enabled each pair to work together on a common HR issue for the business unit and to devise a suitable strategy to address each issue.

Strategic HR Diagnostic

Following the study, we have developed a simple diagnostic based on the lessons of the consortium project to help you assess where HR needs to develop to contribute better to the business. This enables you to review each of the 7 themes from the research, assess the degree to which you are adding value and where to improve your HR fitness.

Fit for Business Diagnostic: Example
2. PHYSIQUE. Organisation of the HR function

<input checked="" type="checkbox"/>	Is the HR organisation designed to align and work with the business?	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Has an effective HR delivery model been established, derived from the best balance of HR expertise, business focus, service quality and technology?	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	If the structure has changed, how far have the HR function and its customers in the line adapted to their new roles?	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Is HR close to the line and does it understand line managers' needs?	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Is HR out and about in the business and does it understand what the business issues are?	<input checked="" type="checkbox"/>

Please see Page 3 for details of our Fit for Business Seminar!

Assessing the Leaders of the Future

Questions to consider when running an Assessment Centre

We have a strong track record working with organisations across the Civil Service to support the recruitment and promotion of staff and we have proven capability in the design and delivery of assessment centres for staff at a range of levels and specialisms. From our experience we have identified 7 criteria which underpin successful development and assessment centres:

Specify clearly the competences against which participants will be assessed, linked to the demands of each post to be filled.

Create a robust selection process, including exercises which reflect typical job activities. These need to cover the competences being assessed and reflect the culture of the organisation. A structured process for integrating the results from exercises and any psychometric tests is also essential.

Ensure tests and exercises are drawn directly from the work in a range of posts at the selection level. In this way, the

selection process best simulates the real life organisational context and engages candidates emotionally as well as intellectually.

Ensure that each competence is tested in at least three different exercises and different contexts - for example, leadership could be tested in a presentation, one to one meeting and a group exercise.

Ensure the assessment process is transparent so that candidates are clear at the outset what is being assessed in each exercise or activity and how the results of this assessment will be translated into a feedback report after the assessment centre. We work with each client to agree the classification of evidence against the set competence criteria and the approach by which performance will be rated.

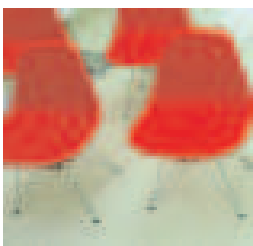
Provide high quality, comprehensive assessor training which covers the skills of observation, which behaviours constitute



effective performance, moderation and practise on the exercises themselves, as well as emphasising key aspects such as impartiality, consistency and diversity. Follow-up the centre, providing feedback to all internal and external candidates and validate the process, through pilot testing and evaluation.

If you would like to access our expertise in this area contact Julia Duncan at juliad@the-dp.co.uk

Fit For Business Seminar



We are running a seminar to share the results of the Fit for Business project (detailed on pages 1 & 2) with our clients. Speakers will include Mike Emmott from CIPD who led the project and Jacquie Heany from DWP, one of the participating organisations. The seminar will be held on **Tuesday 13th December** starting at 4.30pm. If you would like to attend please email David Vere at davidv@the-dp.co.uk

DP launches its new look website in the New Year to keep you up to date on the services that we offer and latest developments.

<http://www.the-dp.co.uk>

DP Focus...

Amanda Maclean



book. Cycling is a favourite pastime, especially now her children are old enough to join in. Amanda finds Yoga classes are great for keeping her sane!

Amanda has been enjoying her coaching assignments so much that she's started studying (again!) for a diploma in performance coaching. She's still pursuing her aim of becoming a Chartered Psychologist but the lure of Kent's gardens and beaches sometimes get the better of her intentions to crack on with her log

David Wilson



coast to coast cycling record from Whitehaven to Newcastle, where his arthritic knees just about held out.

David continues his quest for enlightenment in his Open University studies and is focusing on political, cultural and economic developments in 19th century Europe this year. The highlight so far has been a trip to see the Whistler, Turner, Monet exhibition at the Tate. On the sporting front he completed an assault on the

Professional Skills for Government

A key part of the Government’s delivery agenda

Professional Skills for Government aims to increase significantly the level of professional skills for civil servants at all levels across Departments and Agencies. This is a key part of the Government's delivery agenda and means changes in the way civil servants develop their careers, improve their skills and their performance is assessed.

This initiative is founded on a professional skills framework which has four components:

1. Leadership - a set of behavioural indicators that represent what the vision for Civil Service leadership will look like in practice.
2. Core skills - skills that are required in all civil service jobs: People Management, Financial Management, Project & Programme Management, Analysis & Use of Evidence, Strategic Thinking, and finally Communications & Marketing.
3. Professional expertise - the particular expertise required in different roles in the main areas of civil service delivery: Policy Delivery, Operational Delivery and Corporate Services Delivery.
4. Broader experience - of work in the other career groupings.

HR teams in Departments and Agencies are now working to implement the framework and to address the following key questions:

What are the implications for the roles and responsibilities of individuals, line managers and HR departments?

How should we best communicate the changes to managers and staff?

How to meet the demands for a range of new personal development activities to enable people to develop professional skills? How best to capture staff’s priority development needs?



How best to align HR processes such as selection, performance management and promotion to the new framework?

What is needed to develop new career and talent management processes to enable people to acquire the experience and skills expected in the future?

The Development Partnership is working with the Institute for Employment Studies to support PSG implementation. We are already working with the Food Standards Agency on a review of the competencies for non SCS staff, to take account of the PSG requirements. We have also helped the Government Offices develop a manager self assessment tool to help them develop People Management skills.

PSG Seminar
In partnership with the Institute for Employment Studies, we are running a free seminar on **25th January** in central London to help people in HR work through the action needed to implement PSG; if you would like to attend please email us at: mailbox@the-dp.co.uk

DP Focus...

Lindsay Beaton



Lindsay has been extending her interest in growing plants into ecology and is now studying for a diploma in ecology and conservation. She is combining this with some practical work in woodland management, involving the use of a number of vicious sharp implements. What remains of her time is much occupied with

the merger of Horizon Housing Group (where she serves on a number of boards and committees) with the Amicus Group.

Julia Duncan



In the last year, Julia has moved up country from Cornwall to Devon, so still enjoys the benefits of living in the West Country with her family. With Dartmoor on the doorstep, there are lots of opportunities to get wind swept and wet walking the dog and admiring the Dartmoor ponies. Julia and her daughter Lizzie improve their horse riding

capabilities on a weekly basis and given the chance Julia would have another horse in the back yard if only space and time permitted!

Measuring HR Performance

In the new environment of delivery, how do we ensure HR is itself delivering?

How do we know if we are adding value and contributing to improved organisational performance? In the CIPD consortium, several of the organisations sought to establish where and how HR could add value to the organisation. They adapted a Balanced Scorecard model tailored to the public sector context. This defined the 'stakeholder' rather than 'customer' perspective and outcomes that included 'value to society'. We did some initial work with the Food Standards Agency to map the organisational and HR strategies to identify where HR added value.

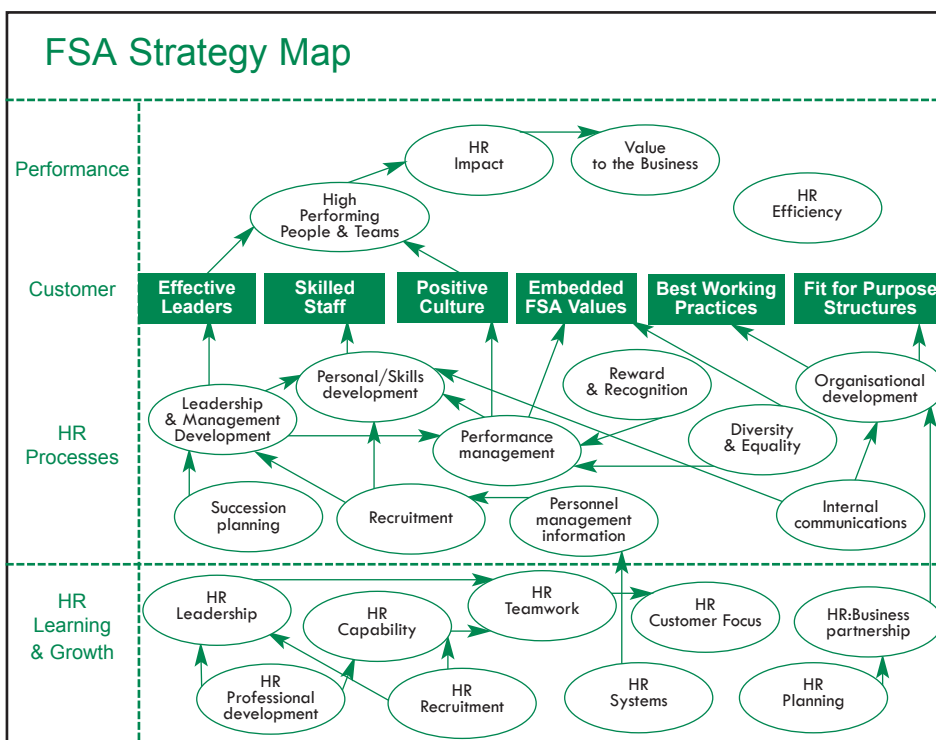
The approach to strategy mapping involved seven stages:

1. Identifying the strategic goals of the organisation from the business strategy.
2. Defining the outcomes for stakeholders: food producers, consumers, local and central government
3. Defining the internal processes required to deliver those outcomes for the organisation.

4. Drawing out the learning and growth elements that underpin these processes and then defining these as HR deliverables to the organisation: leadership, core competencies, organisational culture, teamwork etc.
5. Mapping the HR processes that need to be in place to deliver those outcomes for the organisation.
6. Setting out the learning and growth perspective for the continued development of HR capability to deliver to the organisation.
7. Highlighting the top level performance measures for HR efficiency and HR effectiveness.

An illustration of the initial strategy map is below. We are now working with the FSA HR team to define a set of performance measures to capture delivery of these outcomes and assess the processes required to deliver them.

Contact:
David Vere at davidv@the-dp.co.uk



Improve your Coaching Skills

Developing an effective coaching style can make a huge difference to the motivation, performance and development of direct reports.

We have been running one or two day coaching skills training programmes for a range of current clients including the Land Registry, Scottish Executive and Citizen's Advice. These are open to managers across the organisation or run to develop team coaching skills.



The essential elements include using MBTI to assess style preferences, practice using the GROW coaching model to help fellow participants improve specific aspects of their performance and follow up coaching sessions with each individual manager.

Participants find the programme especially valuable for their own development and for building a more effective team.

If you would like to hear more about our programmes please contact Julia Duncan.

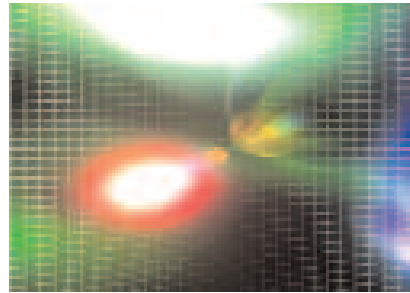
juliad@the-dp.co.uk

Highlights of the Year

We designed and are now well on the way to delivering a Management Development Programme for all senior managers in Citizens Advice - the organisation that supports the Citizens Advice Bureaux network. This consists of 360 degree feedback; two 2-day modules on Building Relationships and Managing Results; coaching; action learning; and modules on priority topics for managers.

We designed a 360 degree feedback process for voluntary sector leaders for the Association for Chief Executives in Voluntary Sector Organisations (ACEVO). This has now been piloted and is open to all senior leaders in the sector to obtain feedback against leadership behaviours we developed to suit the demands of work in this area. You can sign up to take part on the ACEVO website at www.acevo.org.uk

We designed and ran a pilot course in distance leadership for the



Veterinary Laboratories Agency.

We designed and ran a new assessment process for the Land Registry aimed at selecting those with the potential to be 'future leaders'.

David Vere and David Wilson wrote the CIPD report Fit for Business: Building a strategic HR function on the public sector.

The Development Partnership was also appointed to design assessment centres and development centres for the Land Registry for the next 3 years.

Current Projects

Current DP projects include:

Evaluation of a trial of work-based assessment in making decisions on promotion to the ranks of sergeant and inspector for the Home Office, in partnership with Symbia

Management development programmes for Citizens Advice, Office of Fair Trading and the Veterinary Laboratories Agency

Review of performance management and competences for the Food Standards Agency

Coaching modules for the Senior Civil Service in the Scottish Executive and Land Registry regional team leaders

Assessment centres for selection of senior managers in the Land Registry

Executive coaching for senior managers in the Cabinet Office and the ODPM

360 degree feedback programmes for OFGEM, ACEVO, Patent Office, Scottish Executive, DWP and Child Support

DP Focus...

Clipper Round the World Yacht Race



As heralded in the last newsletter, David Vere has signed up to take part in the Clipper Round

the World Yacht Race 2005-2006.

The race is for amateur crews on ten 68 foot Dubois yachts, each named after a city on or close to the route.

The race started in Liverpool in September, with the yachts due to return

to Liverpool in early July 2006. David will be one of the Victoria, Canada crew and will be joining the race in Fremantle on 1 January 2006 and sailing all the way to Victoria with his 17 crewmates where he is due to arrive in early April. Follow their experiences at:

<http://www.victoriaclipper.org>



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