



People, Performance and Development Committee
19 March 2014

Career Development Framework

Purpose of the report:

To report back on the continued development of the career development framework tools and roll-out of real-life case studies.

This report is being brought to People, Performance and Development Committee under the Committee's remit to promote organisational development, skills and learning, and continuous professional development and training, according to the Scheme of Delegation.

Recommendations:

It is recommended that:

- a. Recent developments of the tools and information on real life case studies are noted.
- b. Support is given to the development and roll out of the remaining two job families for completion in April and July 2014 respectively.

Introduction:

1. The project continues to progress well and is approaching its final phase, due to complete in June 2014. The project roll-out by its very nature is an evolving cyclical process to launch each of five job families. Therefore:
 - a) Sections 2 and 3 are repeated from previous reports to provide a continuing context.
 - b) Sections 4 to 17 provide an update of progress on the development of tools for the five job families, roll-out of real life case studies and publication of profession schemes.
 - c) Sections 18 to 24 remain largely unchanged from previous reports.

Approach and underlying principles

2. Development of an overarching career development framework, providing information and resources to aid colleagues in their career development planning; complementing any functional and service based schemes.

Aims and Objectives

3. The aims and objectives of the career development framework are:
 - a) To provide an overall framework for career development across the organisation, so that the opportunity to plan and progress careers and build competence is shared more widely
 - b) To support staff development by providing tools to help employees map their careers and development through the organisation
 - c) To equip managers to have more meaningful career development conversations with their team members to enable employees to develop an active career development plan
 - d) To enable the organisation to grow more of our own talent, leading to a more skilled and motivated workforce and a better balance between internal and external appointments
 - e) To encourage more lateral movement across functional and service areas to help build a more flexible workforce
 - f) To support consistency and equity between services.

Continued roll-out of the Job Families, development tools and resources

4. Of the five job families planned, we have now published three and the last two are in draft, to be rolled out as indicated below.

Job Family	Completion	Status
Business Functions	July 2013	Published
Personal & Social Well-being	September 2013	Published
Customer Engagement	February 2014	Published
Regulation & Technical	April 2014	Final draft
Operational services	June 2014	Draft in progress

Tools and Resources

5. By June 2014, the last two job families on the website will also have the following tools:
 - a) Role summaries
 - b) Learning and development offer
 - c) Sample job profiles

Continued development of real life case studies

6. We now have a number of real life case studies, published on the My Career website and summarised in Annex 1. These demonstrate the variety of ways in which individuals are taking initiatives to develop their careers, and increasingly how the My Career tools are facilitating this process. The tools are also helping managers when considering service restructures and reviewing job profiles.

Communications and Engagement

Engagement

- 7) **Roadshows** - Since July 2013, we have conducted quarterly roadshows, attending Building User Groups to update them on the latest job families and resource developments. During this time we have seen over 200 people; all were surprised at how useful the tools were, wanting to take them away to read, ponder and find out more.
- 8) **Drop-in surgeries** - In the autumn 2013, we adapted the roadshows from a foyer display stand approach to drop-in surgeries and branched into District and Borough Offices throughout the winter. Alerting building users to our presence on the day elicited queues at the door in some locations, requiring appointments. Elmbridge Civic Centre asked us back three times. So few people know about My Career because they have their heads immersed in getting the job done. They seem delighted to have 15 minutes out, time just for them and leave with a brighter outlook.
- 9) **Liaison with District & Borough Council colleagues** - Tandridge District Council HR are very interested in what we are doing and want us to brief the Surrey personnel and training officers groups. They acknowledged they don't have the scale of resources to design this kind of resource and could learn a lot from what we are doing.
- 10) **Liaison with service colleagues** - we now have the HR & OD Pathway and CIPFA Training Scheme on the website, soon to be joined by the Procurement Progression Scheme. My Career links are currently being drafted into the Appraisal pages on SNet, to provide information for development discussions.

Communications

- 11) News items and web page visits have reduced after the initial high and spiking around publication of each job family.
- 12) We have been running SNet carousel articles monthly since July, running career journey stories between each of the three job families.

Conclusions:

- 13) Three of the five job families have been rolled out, with the last two due for completion by June 2014.
- 14) The 12 case studies, reported on demonstrate the rippling benefits from various tools and resources available.
- 15) Quarterly road shows continue, providing drop-in surgeries to major and some district and borough council offices. Discussions and coaching on the use of the tools and action planning have brightened the outlook of staff otherwise disconnected and unaware of these resources.
- 16) Tandridge District Council HR is very interested and has requested a briefing at Surrey personnel and training officers' groups.
- 17) HR & OD, Finance and Procurement have provided profession pathways, schemes and links for the My Career website.

Financial and value for money implications

- 18) If this initiative can help the council grow more of their own talent by assisting employees with career progression, there will be savings in recruitment, induction and training costs, and increased motivation leading to higher productivity.

Equalities and Diversity Implications

- 19) An Equality Impact Assessment is completed. There is the potential for positive impacts through wider communication of development opportunities so that progression opportunities are not restricted to pockets of good practice. It is available in accessible formats. Links are made to existing policies, reinforcing the council's continued commitment to promote equality and diversity and emphasising transferability to new roles through, for example, consideration of reasonable adjustments
- 20) We are using briefing sessions with managers to encourage them to think about how to create more flexibility, greater opportunities and choice for all e.g
 - a) To consider impacts of apprentices and staff having to jump several grades to secure permanency or progression.
 - b) To consider reducing gaps and create career ladders by taking lower end tasks to create intermediate roles and reducing higher level posts.
 - c) To consider if full time posts are always required and where more opportunities for part time or flexible ways of working can be achieved.

Risk Management Implications

- 21) More transparency may encourage more requests by employees for upgrades. However, there has not been a noticeable increase in such requests since the My Career launch.
- 22) Employees are being made aware that the use of career pathways does not guarantee either promotion or horizontal moves. Close working with Communications has helped to convey this more effectively.
- 23) No issues have been raised so far in relation to the irregular width of some of our grade bands evident in some of the role summaries.

Next steps:

- a) Continue dialogue with existing stakeholders, to keep them posted of developments and build in feedback.
- b) Engage services for development for remaining job families to ensure content is representative and resonates well with colleagues.
- c) Roll out remaining job families
- d) Publish more real life stories on the website and feature on SNet
- e) Develop programme of review of the My Career website content to ensure it is kept fresh and up-to-date.

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Sources/background papers:

Annex 1 – case studies

Annex 1 – Case Studies

a) Aspirations of a career in HR & OD – Jeremy Baker (Apprentice)

Jeremy first realised he wanted a career in HR when his Business Studies class were split into occupational groups at school! This inspired him to organise a 6 week volunteering placement at a charity to gain real life experience in a range of activities. Jeremy believes it was his keen attitude, love of this field of work and using his initiative to find work that secured him his apprenticeship with HR & OD.

He is grateful to his manager for allowing him to shadow different teams and he says the My Career tools are helpful in telling you what roles there are, what you need at each grade and to check what development opportunities there are, to help plan your career. His aim is to secure a CIPD qualification to advance his chosen career.

b) Promotion in Property – Libby Aldous (Facilities Team Leader)

Libby believes training has been the key to her career development and progression! Whilst in the leisure industry she realised she really enjoyed customer interaction. This led her to her successful application for the role of Customer Liaison Officer in the Council.

She attributes the transition to her current role to the support of her line manager, who has provided broader work experience for her to grow as a line manager and continued sponsorship for the formal qualifications she needs.

c) From the Bar to project management – Lizzie Owen (Project Manager)

Lizzie graduated with a First Class Degree in History, which she converted to Law, and with training became a Barrister. With a keenness to benefit society and improve her CV, she undertook pro-bono work for Street Law, leading to work for Howard League Penal Reform. Having been called to the Bar, she made the controversial decision to focus her career in serving people.

Whilst working for the Citizens Advice Bureau, Lizzie found the council graduate scheme, which promised to match her ambitions to make a difference to peoples' lives. She graduated from the scheme with the Council, having gained a wide range of project management experience. Lizzie recently secured a project manager role with a charity and has high hopes of returning to the Council, bringing more skills and experience with her.

d) Outstanding young carer – Russell Minns (Apprentice)

From the Surrey Young Careers Forum, as a young carer himself, Russell secured a level 2 apprenticeship in youth work, providing time out events for young careers. Russell has since moved on to level 3, supporting Action for Carers Surrey. He regularly raises the profile of young carers, including chairing a national conference. He says the apprenticeship programme has built his confidence in communication skills. He intends to continue in youth work, perhaps combining university study with part-time working.

e) From Cleaner to ATM - Dawn Lambert (Assistant Team Manager)

Dawn used to live across the road from Rodney House, residential home and started her career there as a cleaner, for two hours every fortnight. Appointed to the position of carebank waking night staff initially, she soon moved on to part-time residential support worker. She enjoyed her work so much she went full time, completing her NVQ Levels 2 and 3 and trained as an NVQ assessor. She progressed through the grades until an opportunity to act up for the Assistant Team Manager role became available. After nearly five years, she was made permanent in her role at Langdown residential home for adults with learning disability.

She has since completed NVQ Level 4 and is working through the Management Pathway - Institute of Leadership and Management. Dawn believes that Surrey County Council gave her this opportunity and without the support and encouragement and training, she would not be where she is now. She loves her job and enjoys supporting and encouraging other staff to progress within their role and take on new challenges.

f) Work experience in art therapy – Amanda Carpenter & Lizi Knivett

Lizi is an experienced residential worker, currently working in one of Surrey Children's Services community homes, as well as working at HOPE, a tier four specialist CAMHS (Child and Adolescent Mental Health Service) provision.

Having just qualified as an art therapist from Goldsmith's University, Lizi was eager to continue her professional development in a voluntary capacity. After discussion and recommendation from her line manager, she approached Amanda Carpenter, Manager of ACT, (a community based therapeutic service for children and young people) about developing her clinical skills and experience, to help her transition to paid work as a practitioner.

Amanda was only too happy to oblige, as it was clear ACT would benefit as much from Lizi's previous experiences as she would from being at ACT. As well as the team's willing support, Lizi is receiving line management and clinical supervision to support her in her role there.

g) Using My Career tools for appraisals – Facilities Team Leader

Libby was one of the first to see the benefits of using My Career tools for development discussions. Through one-to-ones, she has demonstrated how looking at the role summaries can help people see options and start developing a good quality, focused conversation.

She has also used the Learning and Development Offer as a visual aid to show the opportunities to further develop and gain qualifications. For example a conversation about the CV and Interview course was started from this aid, explaining that in addition to training for a role, being able to write a good CV to get the interview is instrumental for progression.

h) My Career – case studies from drop-in surgeries

i) Newly qualified social workers in Children's Services are keen to know the wider landscape within their profession. They were in the long term needs team and wanted to know what services and roles exist to progress on to eg adoption, fostering, safeguarding, children with disabilities. They were very interested in the role summaries for Personal & Social Wellbeing and the continuing professional development summarised on the Learning and Development Offer, especially with the emphasis placed on their continuing professional development portfolios.

ii) Assistant Practitioners in Adults Social Care, are keen to see what other roles exist with similar skills sets and are particularly keen to find out more about accredited learning opportunities and funding, to aid career progression.

iii) A chef explained how he was funding his own training to work with Children with Disabilities. He had even organised his own criminal records check. In addition to volunteering at youth clubs, he was enquiring which teams he could volunteer with to build his knowledge, skills and experience, to help his employment chances.

iv) A Customer Liaison Officer similarly had funded her own training to become a Contact Supervisor, and was volunteering to hone her skills and build experience.

i) Using role summaries for succession planning - Dave Sargeant, Head of Service for Personal Care and Support

At Continual Improvement Board, Dave explained how the role summaries had been very helpful during their recent structural review. The summaries had provided a blue-print from which to create job profiles for the new structure, saving time, searching through job profiles and re-writing them.

j) Using role summaries for benchmarking job profiles – Geoff Joddrell, Children, Schools and Families HR Relationship Team Adviser

Since the publication of the My Career pages, Geoff has directed managers to the role summaries. He has found them excellent for managers to use a basis for creating new job profiles, as they set out the general expectations for each level of job.

Geoff also uses the role summaries himself as a benchmarking comparator. Previously it was difficult to find suitable profiles in our archives. Having immediate access to a diverse range of job profiles has meant he can find the relevant evaluation score line quickly and easily. Reviewing profiles from managers who have used the role summaries has been much easier and has almost always required minor adjustments, rather than the time consuming and frustrating back and forth changes to the majority of the profile.

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