



To demonstrate excellence in the leadership and management of people.

Where we want to be . . .

Our managers will be recognised for providing confident leadership and exemplary actions in difficult situations. They will lead with empathy and demonstrate our values. Managers at all levels will have sufficient knowledge about what skills and abilities they have in their team to be able to plan how they will deliver business plans in the future.

In order to deliver this vision we need to ensure that we have the knowledge about the skills and competencies within the current workforce and know what skills, competencies and knowledge we will require in the future.

How we are going to achieve it . . .

Key actions

- Develop a **Leadership & Development Strategy** – a comprehensive programme to develop the future leaders of the FC; and
- This will include Management Development Programmes, Graduate Development and Succession Planning.

- Develop a **Learning & Development Strategy** – to develop employees to be competent in their current post to meet their promotional aspirations;
- This will include coaching, mentoring and externally delivered assessment; and
- Linked with our continuing investment in lIP development.

- Develop and maintain a **Competency Framework** that is appropriate to our business needs and is linked to the **Professional Skills for Government (PSG)**.

- Deliver a **Workforce Plan (WP)** – for each key business area covering the staff trajectory until 2010.

- Work with the business to more accurately determine what new skills will be needed to meet the business plans.

Success Factors

- A pool of potential applicants for key posts, as they become available, at all management levels;
- Ability to identify potential leaders at an early stage in their career and develop their potential; and
- People will be more engaged with the organisation as they feel there is an investment in them.

- All staff have a current and relevant personal development plan;
- Managers obtain accreditation for their learning and qualifications through a ‘passport’ to equip them to adequately manage staff;
- Comprehensive understanding of where the FC has learning needs; and
- lIP provides the lever for changing and improving the key development areas for the FC.

- A framework that becomes the reference document for people wanting to progress, develop and manage their careers; and
- People use PSG to improve their career prospects and gain leadership skills across the Civil Service.

- Clear picture and vision of natural attrition, gaps and development opportunities across the Commission for the next 3-5 years; and
- It will enable us to plan more effectively.

- We start to develop future skills now and have people in place at the right time.



Individual Commitment:

Senior Management will:

Demonstrate FC Values in daily work

Identify and articulate the skills needed in the future

Actively support the Competency Framework as the right model for the FC

Include within Performance Management System discussions the 'what' and 'how' elements of deliverables for the year

Embrace different and diverse views and people in their leadership teams

Seek 360° feedback on their leadership performance

Managers will:

Demonstrate FC Values in daily work

Seek to develop interpersonal management skills through personal development activity

Complete the necessary soft skills training to receive FC accreditation

Provide constructive and balanced feedback to managers on their leadership qualities

Encourage staff to develop their people management skills as well as technical capability

Employees will:

Demonstrate FC values in daily work

Take responsibility for their personal development, in line with the Competency Framework, Learning & Development Strategy and business needs

Provide feedback through participation in Opinion Surveys, liP assessments etc as requested

HR will:

Demonstrate FC Values in daily work

Provide the foundation stones for the evolving strategy through the Competency Framework and Workforce Management Data

Deliver the solutions to the gaps in skill and competence that are identified for technical knowledge, leadership and management ability

Deliver the Action Plans on time and within budget