

Management Board

Leading for Parliament Selection Process

Paper by Director of Business and Capability (DHRC)

Purpose

1. This paper sets out proposals for the delegate selection for 'Leading for Parliament' which will support the change management needed by the House to achieve its objectives by:
 - building leadership values and behaviours and reinforcing the culture needed to service a modern parliament, Members and the public
 - improving top level business skills
 - increasing efficiency and ability to execute projects and tasks more effectively.

Action

2. **The Management Board is asked to consider the proposals and agree the recommended selection criteria (paras. 15 and 16).** The recommendations are based on the need to support the programme's effectiveness, delivery of its objectives and the creation of a pool of senior leaders who will work to achieve the aims of the House of Commons Strategy.

Background

3. The previous senior management development programme (through Ashridge Business School), was attended by 144 Commons staff (44 at SCS and 100 at band A) over four years. The programme was open to all staff within those pay bands and selection was done through a simple application form, endorsed by senior departmental managers. Final decisions were mainly based on departmental quotas with gender, ethnicity and job role also contributing.

Leading for Parliament – the programme

4. 'Leading for Parliament' is a leadership programme consisting of mandatory and optional workshops and shorter topical sessions. A supportive framework of wider learning opportunities will also be available to embed knowledge and provide practical support. There will be an appropriate launch event which will set out the vision for change, as expressed by the Management Board.
5. There is a considerable time commitment; delegates will be expected to attend the launch event, four mandatory modules and five or six optional modules. A number of shorter sessions such as breakfast briefings and keynote speaker events will also be available, totalling around 13 learning days plus the time

needed to work on projects and other 'embedding activities'. Delegates must be prepared to give some of their own time to these activities.

6. Each delegate must complete an analysis (*PEARL* diagnostic) to assess their starting point and set goals for their learning within the programme. They will be given a personalised development plan to track their progress throughout the programme.
7. [s.36(2)(b) and s.36(2)(c)]. Originally numbers were estimated at around 200 over a three year period, but this could overstretch resources and dilute the overall objective. Westminster Business School will be as flexible as possible to fit in with the changing needs of the House, allowing the programme to be scaled up or down. It may also be decided that more intensive development becomes available to those demonstrating most leadership potential.
8. It is expected that the programme would be completed by the end of 2014, assuming a maximum of six cohorts with 25 to 30 in each. An additional half year of learning could be made available for those with the very highest potential (Annex 1).

Delegate selection

9. Delegate selection and prioritisation will be crucial to the success of the programme as the best selection decisions will increase and accelerate the impact of the programme.
10. The programme is intended to provide development for top management. It takes senior staff beyond the level achieved through the Ashridge programme and as such fits most naturally with SCS rather than staff in the lower bands. However, there will be capacity within the scheme for a number of band As and perhaps a few exceptional band B1s who have the motivation and ability to 'reach up'. Westminster Business School (WBS) suggest that the programme could be extended to a very small number of band B1 staff (say a maximum of ten over the life of the programme) in addition to SCS and promising band As. This would demonstrate that exceptional future talent is acknowledged while still focussing on the most senior individuals who will demonstrate the greatest impact. Those junior staff who are interested in applying are likely to be perceived as change agents. Whilst only some of these will lead substantial teams of people and parliamentary processes, they will influence the culture of the organisation in the longer term. Rigorous selection will be needed to ensure that all those selected have the commitment and ability to complete the programme.

Table 1: Current staff numbers:

	DCCS	DIS	DF	DHRC	DFin	PICT	Total	<i>Allocation (tbc)</i>		<i>Ratio</i>
								<i>%</i>	<i>Nos.</i>	
SCS	57	8	6	7	4	6	88	<i>90</i>	<i>80</i>	14%
Band A	89	89	37	26	9	42	292	<i>25</i>	<i>70</i>	48%
Band B1	80	36	29	26	10	53	234	<i>4</i>	<i>10</i>	38%
Totals	226	133	72	59	23	101	614	<i>26</i>	<i>160</i>	100%
Ratio	37%	22%	12%	10%	4%	15%	100%			

11. Key considerations for selection are shown below and additionally could be used to evaluate the programme and demonstrate its impact:

- Selection must be transparent and fair for the credibility of the programme.
- Selection should be targeted at staff who will deliver the best programme outcomes. Being a change agent could have an equal place in selection alongside seniority, current role and development potential.
- Selection should take into account the need to exclude those from participating in the whole programme, who might perpetuate aspects of the existing culture which are at odds with the Board's future vision for the organisation.
- 'Over-representation' of certain groups might be considered (see para 14 below).
- Selection for all cohorts should be carried out in one exercise as this is the most efficient and effective method.

12. Staff in the appropriate bands may apply to participate in the programme by submitting a business case stating the reasons why they should be selected. WBS would agree criteria in advance and undertake the assessment based on their wide experience. The final selection should be done via a senior panel, for example the Capability Programme Board¹ with the addition of two Management Board Members and a WBS representative.

13. Participation in the programme could be made mandatory for certain senior staff, e.g. SCS2 and above, directors and staff with broad roles who have responsibility for House wide strategies, policies and decision making. Examples are Heads of: the Office of the Chief Executive; Pay, Policy and Employee Relations and Visitor Services.

14. A number of places could be ring fenced and offered to individuals of under-represented groups, such as ethnic minorities and staff with disabilities.

Recommendations

15. The Board is asked to agree that participation in the programme is:

¹ The Capability Programme Board includes Jacqy Sharpe, Richard Ware and Heather Bryson

- mandatory for staff at SCS2 and above, including the Board itself², and directors in all departments;
- mandatory for staff in strategic House-wide roles;
- open to other staff at SCS, bands A and a limited number of exceptional B1s on the basis of commitment and ability.

16. Additionally that:

- selection will be done through submission of a business case which will be assessed by WBS and participation in the *PEARL diagnostic* – participants must demonstrate their potential to develop and lead change.
- participants for all cohorts are selected simultaneously with a process for re-allocating places for leavers and new starters
- a number of places for under-represented groups are ring fenced.

Janet Rissen
7 September 2011

With thanks to [s.40]

² Modules could be adapted specifically for the Management Board

ANNEX 1: Timescales

	2012			2013			2014				
Cohort	1	2	3	2	3	4	5	6	5	6	High potential
January				end					end		
February	start					start					
March											
April											
May		start			end		start			end	start
June											
July											
August											
September											
October	end					end					
November			start					start			end
December											