

The Aspire programme for Local Government

James Ailward
ICT Group Manager
Dorset County Council



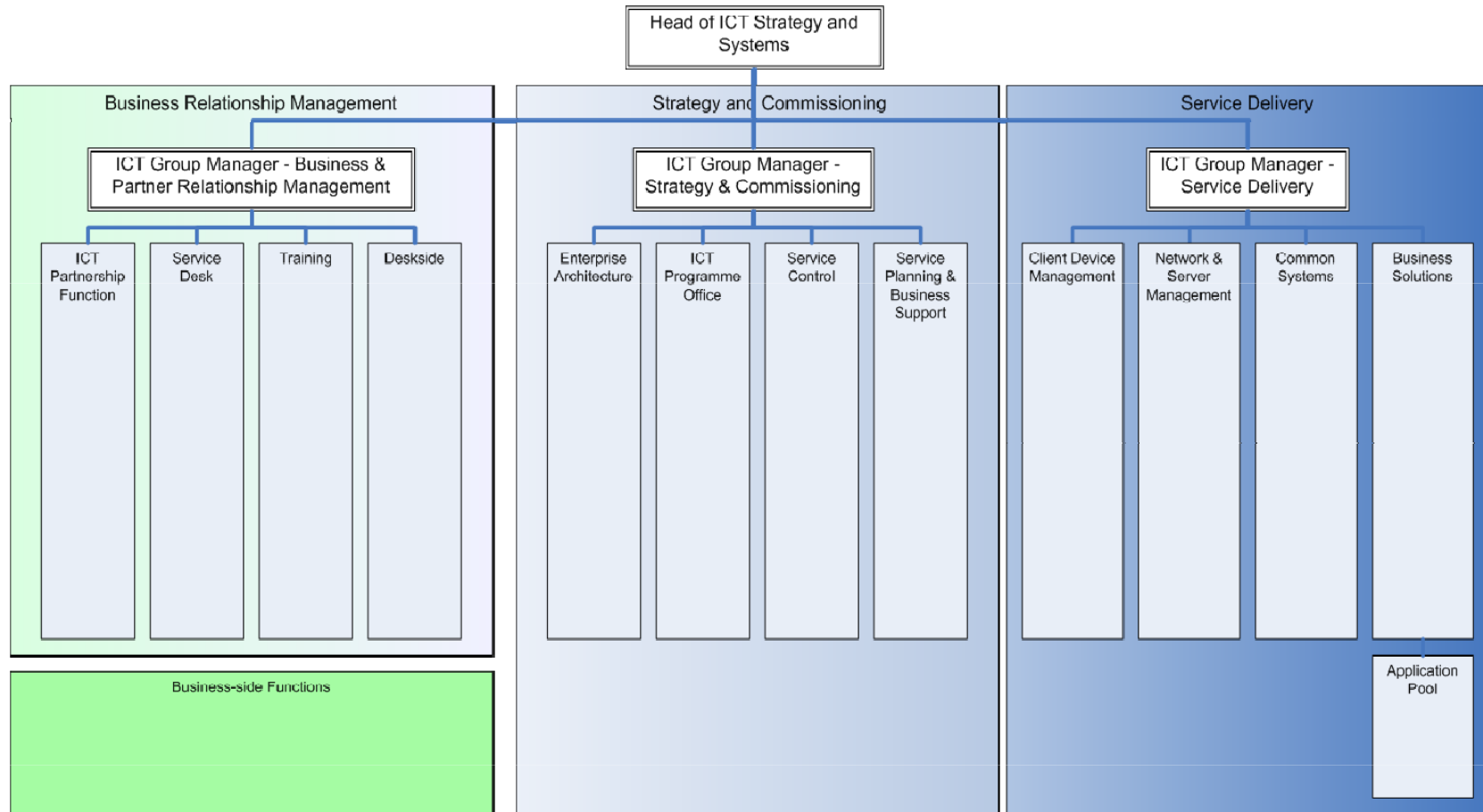
Workforce planning - strategic objectives



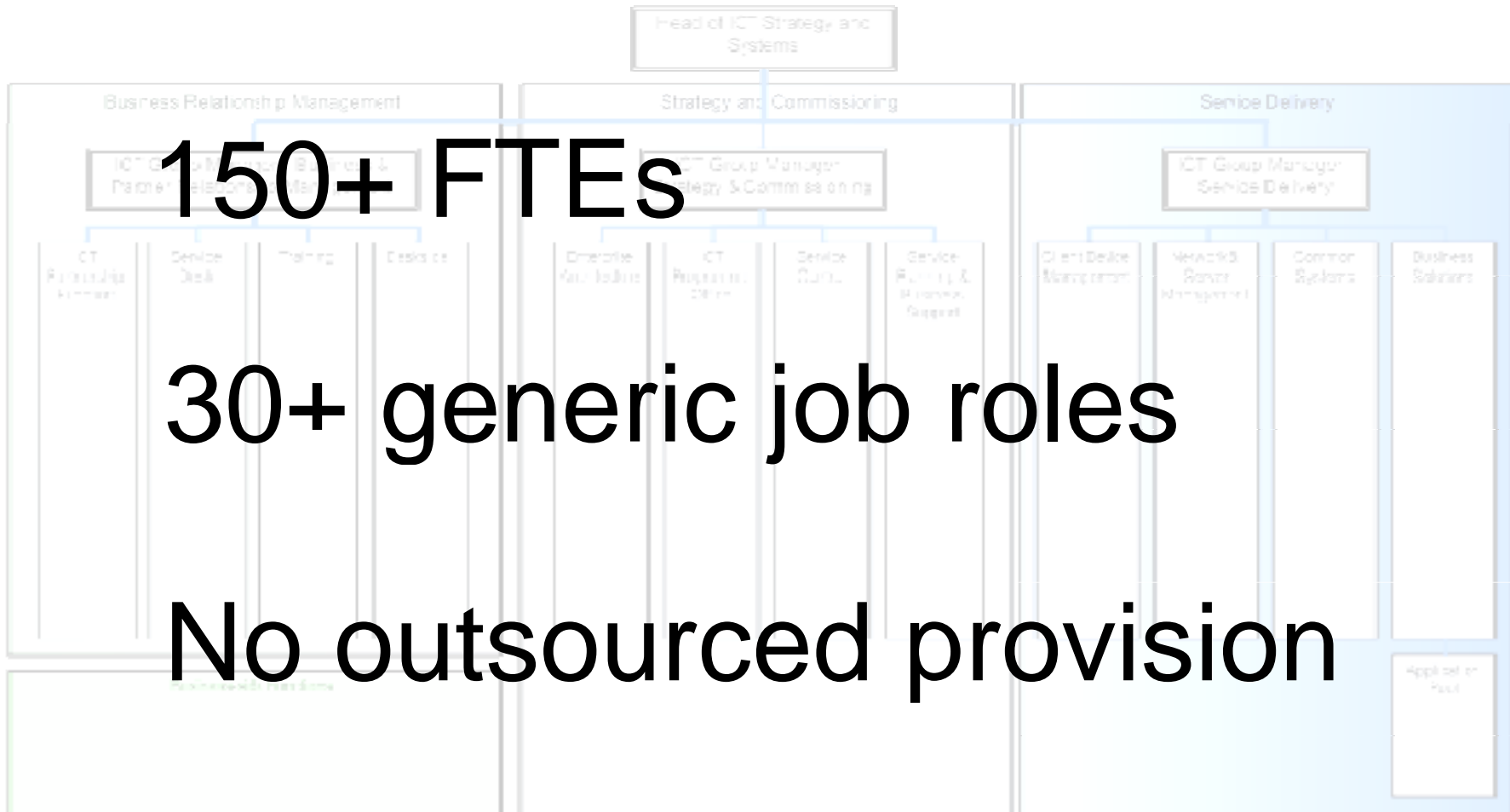
- To enable individuals to **target learning and development activity** to ensure that
 - (i) they have the knowledge and skills for their current role; and
 - (ii) to improve employees' abilities to develop their careers and attain other roles;
- To improve our ability to **manage and schedule resources**;
- To provide clear **career pathways**;
- To understand current and future skills requirements to ensure that the **skills base is developed in a timely fashion** to meet the organisation's needs;
- To **improve the outcomes from any external recruitment** to the ICT function;
- To use a national skills framework to give assurance that **ICT roles are valued appropriately** in comparison to other roles within the organisation, and to ensure that any testing for market value for those skills is accurate;
- To provide **evidence of professionalism** within the ICT service.



ICT review structure



ICT review structure



150+ FTEs

30+ generic job roles

No outsourced provision



Use of SFIA at restructure



SFIA level	Job title	Grade
Level 7: Set strategy, Inspire, Mobilise	Head of ICT Strategy and Systems	18
Level 7: Set strategy, Inspire, Mobilise, Level 6: Initiate, Influence	ICT Business & Partner Relationship Manager	16
Level 7: Set strategy, Inspire, Mobilise, Level 6: Initiate, Influence	ICT Strategy and Commissioning Manager	16
Level 6: Initiate, Influence, Level 5: Ensure, Advise	Business Solutions Leader	12
Level 6: Initiate, Influence, Level 5: Ensure, Advise	Enterprise Architecture & TDA L2	12
Level 6: Initiate, Influence, Level 5: Ensure, Advise	ICT Project Manager	12
Level 5: Ensure, Advise, Level 4: Enable	Change, Problem & Release Mgmt	10
Level 5: Ensure, Advise, Level 4: Enable	Enterprise Architecture & TDA L1	10
Level 5: Ensure, Advise, Level 4: Enable	Security Officer	10
Level 4: Enable	Common Systems Engineer L2	8
Level 4: Enable	Deskside Engineer L3 (Site & Visit)	8
Level 4: Enable	Server Engineer / DBA L1	8
Level 3: Apply	Developer L2	6
Level 3: Apply	Service Agent L1	6
Level 3: Apply	Network & Server Officer	5
Level 2: Assist, Level 1: Follow	ICT Project Support Officer	4
Level 2: Assist, Level 1: Follow	Stock Mgmt	4
Level 2: Assist, Level 1: Follow	Data Prep Operator	2



Use of SFIA at restructure



Role ID	Role	Description	SFIA \ DCC Code	SFIA Level
IT07	C.P.A.C.	<p>The management of the capability and functionality of hardware, software and network components to meet current and predicted needs in a cost-effective manner.</p> <p>The overall control and management of services and their availability to ensure that all services meet all of their agreed availability targets.</p> <p>The provision of service continuity planning and support.</p>	CPMG	4-6
			AVMT	4-6
			COPL	4-5
			COPS	4-5
IT49	Network Engineer L3	<p>Voice and data network design, provision & 3rd level support and contribution to Problem Management. Proactively managing the voice & data network estate, switches, firewalls, Websense, ISP mgmt. Product R&D, testing, approval, firmware updates and releases. Interface to Client Devices and Servers. External testing of security (Intruder detection). End to end Quality of service monitoring. Coaching & Training of 2nd line support, together with development of operational processes / procedures</p>	NTDS	6
			NTAS	4-5
			NTPL	6
			NTOP	5-6
IT35	ICT Project Manager	<p>Provide programme and project control capabilities and project quality assurance. Works with the IPF, Business Solutions Teams and Development Pool to ensure projects are on time, on budget.</p>	CIPM	5-6
			PRMG	6-7
			PROF	3-5
			COMP	
			HFIN	
	QUAS	6		



ASPIRE project objectives



- Demonstrate the suitability of SFIA for profiling DCC ICT job roles and employees;
- Demonstrate the suitability of the ASPIRE solution for profiling the roles and individuals;
- Use SFIA profiling as part of the corporate Personal Development Review process;
- Test the effectiveness of SFIA to inform clear career pathways;
- Explore the value of using SFIA to articulate the DCC ICT job roles in an assessment against market value;
- To seek improve recruitment outcomes from the inclusion of SFIA profiling within the job information.



Scope



- **Enterprise Architect team**
 - Chief Enterprise Architect & Enterprise Architect
- **Service Control Team (ITIL)**
 - Manager & 4 officers
- **ICT Business Solutions**
 - 4 developers
- **Role profiles for purposes of developing career pathways**
 - ICT Systems Analyst
 - ICT Business Analyst
 - ICT Project Manager
 - ICT Project Officer



Pilot role definition



- Management led
- Based on re-structure work
- Identified “core” skills and highest level expected within role
- Average of 6 skills per role (min. 3, max. 10)
- Reliance on level descriptions to ensure consistency – sore thumbing



SFIA – practical experience



1. It is important to build a clear and consistent understanding of the SFIA descriptions and terminology – plain English
2. In some cases SFIA skill descriptions only partially applied to job roles – need to understand the boundaries
3. There is a trade-off between broad (generic) role profiles with many skills and maintaining a larger number of job specific roles with fewer, more focused skills
4. It can be hard to relate a higher level skill to day-to-day activities and therefore it can be hard to identify evidence.
5. “Having been recently promoted, it has helped focus my development through the identification of strengths and weaknesses”
6. SFIA is complimentary to, rather than a replacement for, the use of behavioural competencies



ASPIRE – practical experience



1. Intuitive, very easy to use for system administrator, manager and employee
2. Effective training
3. Simple functionality allowing profiling of skills core to the job role, as well as wider additional skills
4. Useful ability to maintain evidence over time, reducing burden
5. Other useful functions – matching self against aspirational posts

BUT

6. Don't underestimate the time required to produce the initial evidence
7. Some minor technical issues with the solution – Aspire team at Leeds City Council helpful in support
8. Avoid the temptation to approve poor quality evidence because you "know your people and what they are capable of" – reliant on management practice



Next steps



- Immediate and longer-term approaches to using separate technical/professional and behavioural skills frameworks in parallel
 - How can we more formally integrate SFIA into corporate processes?
 - What is the role for a tool such as ASPIRE in the ERP context?
- Generate role profiles for all posts
- Development of effective guidance on the provision of evidence – more sample evidence would have been useful
- Further exploration of value of SFIA
 - To ensure ICT roles are appropriately valued in the organisation
 - To improve outcomes of recruitment



Thank you

Questions?

