

The right skills in the right roles

Environment Agency – Steve Watkins

PA Consulting – Phil Rice

Environment Agency

We are the leading public body for protecting and improving the environment in England and Wales. Our key job is to make sure that air, land and water are looked after so that tomorrow's generation inherits a cleaner healthier world

CIS – Corporate Information Services, the IT Department

MBF – More better faster, the



Drivers

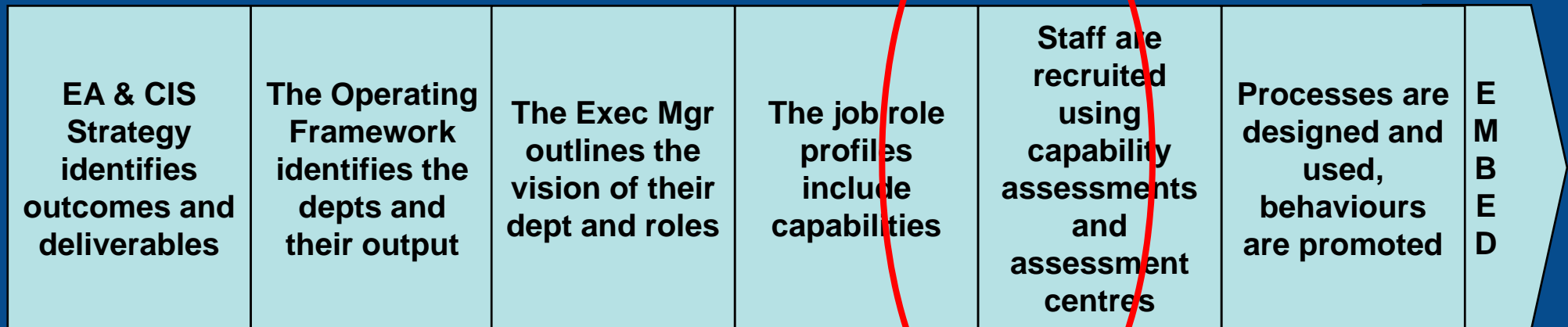
- To provide a better service to the Environment Agency

Right operating framework, right people, right skills, right processes, right behaviours

- To manage our workforce better
 - develop our staff for improved service and delivery; succession planning; personal development
 - value for money



Step by step...



Job roles and levels

- Make use of sound job design principles
- Consider the alignment to grading
- Concept of work levels (Director, Managing, Specialist, Administrative)
- Creating
- Workshop
- Iterations (make sure the vision is captured)
- Sign off


Principles guiding definition of competencies



1. Limit the number of competencies
2. Seek to differentiate in 1 or 2 key areas
3. Ensure that skills are mutually exclusive
4. Seeks to use competencies that are at a common level of granularity
5. Recognise the different nature of technical and managerial roles

Adaptation

- Environment Agency Capability Dictionary
 - corporate
 - behaviour based
 - non IT roles e.g. Procurement
- Government IT Competency Framework
 - Professional and Technical
 - IT Portfolio Management – added
- Levelling across the function & disciplines



CIS More Better Faster Job Roles Skills & Capabilities Mapping
Version 11.6 (3rd March 2018)
Subject Matter Experts and CISMT

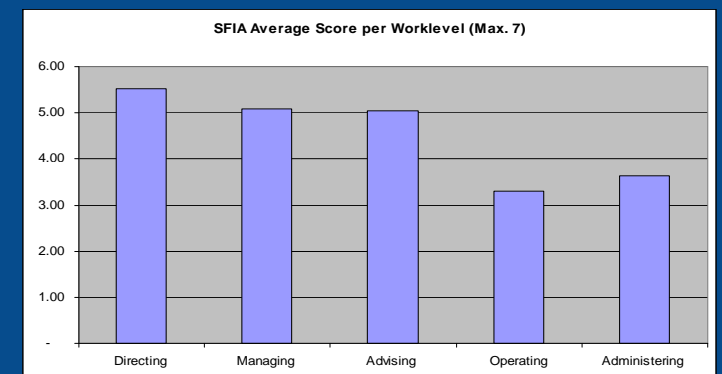
Please refer to:

1. The role must be defined in terms of the job performed, not in terms of personalities or what the person in a similar role does now.
2. Technical skills versus Environment Agency Capabilities. The Technical skills (specialisms) should decrease with seniority, while the EA capabilities (behaviours) should increase with seniority.
3. Limit number of capabilities to 12 by priority.
4. Compare the ratings - challenge any that are way above or way below the others in the broad band roles of directing, managing, advising, operational or administrative

Role Types

Directing	This level sets the vision and direction of the organization. They will focus and possibly be rewarded on the timeframe of 24 years.
Managing	This level leads the definition, planning, organizing and controlling work activity. They will focus on delivering activity on the timeframe of 4-6 years in one annual budget cycle.
Advising	This level responsible co-ordinating delivery and advising on the delivery of activities as defined by plans or set objectives. They may be a specialist in their discipline. They will focus on delivery within the annual cycle to deliver no quarterly or half yearly objectives.
Operational	This level is responsible for operational delivery of services and products. They are responsible for the completion of activities, normally under supervision. They focus on delivery within the annual cycle to deliver monthly objectives.
Administrative	This level is responsible for delivery of tasks under instruction and supervision. They focus on delivery to deliver weekly cycles.

SFIA		Environment Agency	
1 Follow	1	1 Average	1
2 Assist	2	2 Basic	2
3 Apply	3	3 Capable	3
4 Enable	4	4 Distinguished	4
5 Innovate/Advise	5	5 Expert	5
6 Strategic Influence	6		
7 Set Strategy/Innovate/Advise	7		



The assessments

- Used a tool, so:
 - timely assessments
 - consistent and auditable
 - data centrally collected, analysed, reported
 - easier to manage and administer
 - initially for recruitment
 - on-going workforce capability management

All Teams > CIS 2008 > CISMT > Customer Services and Solutions > Senior Business relationship Manager Operations and Functions >

Legend: Confirmed level Assessed Returned, please re-assess Previous assessed level

	Skill level				
	Aware	Basic	Capable	Distinguished	Expert
	1	2	3	4	5
Framework: Environment Agency Capabilities					
Personal Effectiveness					
▶ Achieves Results (Core)					
▶ Builds and Sustains Relationships (Core)					
▶ Focuses on Customers and Partners (Core)					
▶ Networks (Core)					
Cross Functional Know-How					
▶ Business of the Environment Agency (Core)					

	Skill level							
	None	Follow	Assist	Apply	Enable	Ensure	Initiate	Strategy
	0	1	2	3	4	5	6	7
Framework: Government IT Competency Framework(v1)								
Architecture, Information and Innovation								
Advice and guidance								
▶ Consultancy (Core)								

Lessons learned

- Get all job profiles completed up front
- Assess on key capabilities (six)
- Consistency - candidate and verifier; especially with similar teams
- Ensure processes are in place for internal and external candidates
- Keep HR and Trade Unions engaged

Outcomes - improved performance



- Proactive and strategic workforce development
- Leading and inspiring
 - Professional Communities of Practice
 - Managers
- Staff drive their own development
- Easier to manage changing requirements of workforce

What next? embed and build



Creating a better place

