Executive Summary

Civil Service High Potential Stream

A Talent Strategy for the Civil Service 2013/14 – 2016/17
Foreword by Sir Bob Kerslake, Head of the Civil Service

Strong and effective talent management is integral to any high performing organisation. Identifying, growing and developing our best talent to be the leaders of tomorrow is an important responsibility for any manager. Historically we have not always been consistent in how we develop talent across the Civil Service and all too often this has been with a departmental focus until people have reached senior leadership roles. We have not always sought to actively manage the careers of our very best people so that they build a wide portfolio of skills and experience necessary to lead the Civil Service through future challenges. The Civil Service Reform Plan set out an aspiration to be a more unified and skilled organisation. How we manage our most talented people is crucial to achieving that ambition. It is for that reason we have established the Civil Service High Potential Stream (CSHPS) a corporate talent pool for the Civil Service. It will allow the best talent to be deployed against organisational priorities and will be the route by which internal candidates develop their skills and capabilities so that they can be considered for future Director General or Permanent Secretary roles. In developing the stream we have incorporated external best practice and expect participants to both move between departments whilst in the stream and go out on secondment to external organisations.

The CSHPS provides a strong corporate development offer but will only be successful if leaders across the Civil Service view talent identification and development as a key priority and have a clear accountability in this area. Growing the next generation of leaders requires a significant investment of time and effort. It also means at times putting aside short-term resourcing needs to do the right thing for the individual’s development and the wider Civil Service needs. However developing talent is also deeply rewarding and we look forward to meeting participants on the stream and supporting their development.

Sir Bob Kerslake
Head of the Civil Service
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Developing our most talented to deliver

The most talented civil servants with high potential need to be developed, managed and deployed corporately across the Civil Service. The Corporate Talent Team work with senior leaders in departments and professions to broker moves to ensure that our most talented individuals are placed in business critical roles. Departments continually work to identify these posts, balancing the needs and priorities of the Department and the development needs of individuals who will be future leaders of the Civil Service.

With enhanced investment and improved long term promotion prospects, participants on the CSHPS with no prior private sector experience, will be expected to spend time on secondment outside of the Civil Service to gain an understanding of the challenges faced by organisations in other sectors and bring new experience and skills back into the Civil Service. Participation in managed moves and a secondment will be a consideration as to whether a participant continues on the stream.

In addition, CSHPS participants will:

- Take ownership of their development as well as accept active management of their career to help the Civil Service meet its priorities;
- Undertake all core skills training and be an active participant of the corporate development schemes involving formal modules as well as stretching roles, mentoring and networking;
- Take an active role in identifying and developing future talent as well as selecting participants for the CSHPS development schemes.

Civil Service High Potential Stream – Developing future leaders of the Civil Service

For the first time we are implementing a Corporate Talent Strategy for the Civil Service. In developing this strategy we have reflected external best practice where talent identification and development is a business priority and a clear accountability for all organisational leaders. The Civil Service High Potential Stream (CSHPS) is the central focus of our strategy and establishes a corporate talent pool for the Civil Service – bridging the gap between the Fast Stream and the ’Top 200’. It will allow the most talented individuals to be deployed to meet organisational priorities and in the future, it will be the route through which internal candidates develop their capability, so that they can be considered for Director General or Permanent Secretary roles.
Corporate Talent Strategy

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Why are we doing this?

Across the Civil Service, departments have tended to manage talent independently of one another. We have developed leaders for the benefit of individual departments, agencies and devolved administrations rather than for the benefit of the Civil Service as a whole. This way of managing talent is no longer sustainable if we are to create the strongest pool of successors for future Director General and Permanent Secretary roles within a challenging context of financial constraints and a reducing workforce. We have often had to look to the external market to fill our most critical roles because we have lacked credible successors and this is something we need to address through this strategy.

What have we done so far?
The CSHPS was launched on 17th July 2013 to ensure our most talented Civil Servants are identified and supported to fulfil their potential and meet business needs. To achieve this we have:

- Integrated the talent development offer for Directors (High Potential Development Scheme (HPDS)) with two new offers for Deputy Directors (Senior Leaders Scheme (SLS)) and Grades 6/7s (Future Leaders Scheme (FLS)). The development offers are targeted at high potential individuals on the top row of the 9 box grid;
- Published a Civil Service Talent Management Toolkit to provide consistent language and tools to help identify talent;
- Provided a Common Standard for Promotion through the new Civil Service Competency Framework;
- Published a new Civil Service Loans and Secondments Policy to support increased movement of talent between departments and out into other sectors;
- Established corporate governance for the CSHPS through two boards that will support development of high potential, cross departmental career management and succession planning;
- Ensured Permanent Secretaries are taking a leading role in talent management by incorporating it into their objectives.
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What more do we need to do?

Our ambition over the next five years is to build a sustainable pipeline of leaders; ensure that we are identifying our highest potential people and developing them by managing their careers and placing them in business critical roles across government. We will achieve this by clearly identifying and nurturing the leaders of the future and actively managing their careers. This requires a cultural change in nurturing talent more corporately across the Civil Service looking more widely than individual departments. We need leaders at all levels in departments, devolved administrations, professions and CSHPS participants to identify talent at every opportunity and especially where they show up as exceptional potential further on in their careers. We recognise we may still need to go to the external market for some of our most senior roles. Finally, to achieve our ambition, for this talent management strategy to succeed we will need our leaders to be championing talent through identifying individuals, prioritising the most critical roles and inspiring future potential leaders to follow them.
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2. Strategic Objectives
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8. Indicators of Success
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1. Context

The Civil Service faces unprecedented challenges. The budget deficit means that departments are implementing substantial reduction in administration costs and headcount. At the same time they are supporting the Government’s far-reaching economic and public service reforms. The Civil Service Reform Plan sets out a series of specific actions to create a Civil Service fit for the future: smaller, more unified while less bureaucratic and more capable. Central to achieving this ambition is the need to attract, nurture and develop the best talent – those who have the potential to be the future leaders of the Civil Service with the right breadth and depth of skills and experience to meet future challenges.

2. Strategic Objectives

To be successful we therefore need to create a more unified and focussed approach to talent management. To achieve this, for the first time, we are publishing a Corporate Talent Strategy. It sets out our ambition to develop and embed a corporate approach to talent management. Our overall objective is to build succession strength for our most critical leadership roles by attracting and developing the best talent from our entry level talent streams (the Fast Track Apprenticeship Scheme and the graduate Fast Stream) through to the ‘Top 200’*. Our aim is to grow a diverse pool of exceptional leaders with the right skills and experience to lead the Civil Service in the future. We will ensure that individuals who are not initially identified as talent are picked up when they show exceptional potential further on in their careers.

3. Our focus

As defined in the Civil Service Reform Plan, we will focus on two aspects of talent management:

1. For the Civil Service High Potential Stream (CSHPS), we will identify and develop high-potential employees on the top row of the 9 box grid of potential and performance (please see Annex A for the 9 box grid definitions and interventions) who have the potential to become Director Generals and Permanent Secretaries;

2. In partnership with departments and professions, we will establish robust talent management tools and systems to support talent identification, succession planning and promotion. This will enable us to build our capability and identify individuals with the highest potential for the CSHPS.

* Director General and Permanent Secretary roles
4. What have we done and what more are we going to do?

The Civil Service Reform and Capabilities Plans set out the need to develop the future skills of the Civil Service differently and we have introduced the CSHPS as part of this broader strategy. The CSHPS is a corporate talent pool that offers an integrated and corporate approach to managing our highest-potential talent across the Civil Service. It draws together previous talent offers and fills gaps by adding two new cross Government schemes at middle management (Grade 6/7) and Deputy Director levels. The CSHPS integrates all of these into an end to end career offer and will allow active career management of those employees with the ability, aspiration and potential to progress into the Top 200 at a more accelerated pace. The CSHPS will deploy talent to meet business needs across the organisation. Annex B shows a visual of the CSHPS operating model and Annex C shows the principles underpinning the model.

We are using the 9 box grid and SCS Indicators of Potential as a benchmark to identify people for the CSHPS. Strong emphasis will be put on leadership capability and we will use the Civil Service Competency Framework (please see Diagram 1 above) in developing those on CSHPS. We recognise that people’s careers are more varied and that aspirations can change over time. We will therefore seek to attract participants from Grade 7 to SCS pay band 2. We will also put in place appropriate measures to support people to leave the stream if they no longer meet the requirements or their aspirations have changed.
We will make significant investment in our top talent in order to ensure that they have the skills and competencies to lead Civil Service programmes of change. We will offer them the necessary support to progress their careers, whilst remaining committed to the principles of fair and open competition and appointment on merit.

Through a combination of formal learning and work experience those within the stream will acquire skills in the priority areas identified by the Capabilities Plan. Talented individuals will be expected to role model a corporate mindset that moves away from a departmental focus and allows us to build organisational capability and share talent across the Civil Service. As a result participants will be expected to gain a range of experiences by both moving between departments and through secondments outside of the Civil Service.
5. How are we going to do it?

5.1. Tools and structures supporting talent management

We have developed appropriate tools and structures to support effective talent management which have been benchmarked against external organisations. The tools, which include the talent toolkit (a consistent set of tools and guidance), the 9 box grid and the SCS indicators of potential, will help leaders identify critical roles in their organisation, deploy talent and build adequate succession strength to mitigate risk and improve performance.

We will maintain and improve the movement of talent between departments as well as outside of the Civil Service. We have already worked with Civil Service Employee Policy on the launch of a new Civil Service wide Loans and Secondments Policy and commissioned protocols to allow more managed moves of talented individuals. The launch of the Civil Service Competency Framework has provided a common standard of promotion across the Civil Service and we will continue to strengthen the quality and consistency of promotion decisions, starting with the SCS. We will now focus on improving collaboration between departments around moving and deploying talent.

We will develop a talent partnering service for departments, agencies, devolved administrations and the professions. The service will become an additional resource to support them in identifying and deploying talent to meet their specific business requirements.
5.2. Expectations of CSHPS participants and leaders in departments and professions

For this Strategy to be successful there will need to be a change in culture where talent management is viewed less as a process and more as a day to day activity. The Corporate Talent Team will provide the tools and infrastructure to support talent management; in return we expect the following:

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**Diagram 2: Talent in Departments/ Devolved Administrations and the Professions**

<table>
<thead>
<tr>
<th>CSHPS Participants</th>
<th>Leaders in departments, devolved administrations and professions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• You will be developed, managed and deployed corporately across the Civil Service. The Corporate Talent Team work with senior leaders in departments and professions to broker moves to ensure you are placed in business critical roles.</td>
<td>• Continually work to identify business critical posts, balancing the needs and priorities of the Department and the development needs of individuals who will be future leaders of the Civil Service.</td>
</tr>
<tr>
<td>• If you have no prior private sector experience, you will be expected to spend time on secondment outside of the Civil Service to gain an understanding of the challenges faced by organisations in other sectors and bring new experience and skills back into the Civil Service.</td>
<td>• Be proactive in identifying and developing talent.</td>
</tr>
<tr>
<td>• Participation in managed moves and a secondment will be a key consideration as to whether you continue on the stream.</td>
<td>• Think corporately about deploying people outside of the organisation for the long-term benefit of the Civil Service.</td>
</tr>
<tr>
<td>• Take ownership of your development and accept active management of your career to help the Civil Service meet its priorities.</td>
<td>• Build the capability of managers to identify and manage talent.</td>
</tr>
<tr>
<td>• You will be expected to undertake all core skills training and corporate development schemes involving formal development modules as well as stretching roles, mentoring and networking.</td>
<td>• With assistance from your HR Directorates, ensure talent development is part of the day-to-day business agenda.</td>
</tr>
<tr>
<td>• Take an active role in identifying and developing future talent as well as selecting participants for the CSHPS development schemes.</td>
<td>• Seek direction and support from the Corporate Talent Team and maintain an active dialogue between departments and the professions to ensure that talent is developed appropriately to meet the corporate business needs (please see Diagram 2 above). If it becomes clear that talent within a profession has the potential to progress to its most senior leadership roles, you should identify these individuals and nominate them for the CSHPS.</td>
</tr>
</tbody>
</table>
6. Talent Governance

Talent Governance Boards (see Diagram 3 right) play a crucial role in ensuring talent is managed corporately. They do this by using their collective strategic view to deploy talent and assess the maturity of the talent management culture across the Civil Service.

The Senior Leadership Committee (SLC) focuses on talent at Permanent Secretary and Director General levels. It ensures the Civil Service has the right leadership capability to deliver current and future priorities by the effective management of talent and improvement of leadership.

The Directors Talent Review Board (TRB) supports the SLC in managing senior talent. The TRB takes a strong role in developing immediate successors for the Top 200. The Board works with departments to review the most talented Directors (SCS PB2) and identify opportunities to support their career management through personal development and managed moves.

We have established a new Civil Service Talent Board (CSTB), which, together with TRB, supports the SLC. The CSTB is accountable for talent development activity up to and including Deputy Director level (SCS PB1) and ensures that identification systems are in place across the Civil Service. This includes oversight of the Senior Leaders Scheme and Future Leaders Scheme and steering and governance for the Generalist Fast Stream.
7. Establishing a firm foundation

Although out of scope of the CSHPS both the Fast Stream and Fast Track Apprenticeship Programmes provide an opportunity to identify and develop early talent for the Civil Service. We will ensure that individuals demonstrating the highest potential on these Programmes are tracked through.

Fast Track Apprentices will have a structured training programme for at least two years. They will be expected to develop a range of skills and on completion of the scheme will be able to apply for the Fast Stream as internal candidates.

The Generalist Fast Stream has been strengthened and re-focused as part of the Civil Service Reform Plan. It is now a four year scheme managed centrally across the Civil Service offering both breadth and depth of experience of working in a variety of departments, agencies and devolved administrations. It also gives future leaders experience in digital service redesign, leading and managing change, commercial skills, negotiation and project delivery.
8. Indicators of Success

To ensure our strategic objectives are met, we have developed the following indicators of success:

- For every critical leadership role each department will be required to have developed a planned succession pool from across the Civil Service and strive for 75% of the most senior leadership roles to be filled, through the normal processes, from these pools by 2020.

- We will track CSHPS participants and expect to see fast paced progression (promotion within three years), their selection into the most senior and strategic leadership roles and increased movement between departments and into external organisations through secondments.

- To match resources to the Civil Service’s most important priorities, senior leaders will be set performance objectives (with quantifiable metrics) on nomination for CSHPS and talent moves of high potential individuals out of their department.

- There will be a notable change in the culture of the Civil Service. Corporate talent management will become an integral part of a manager’s role and a key business priority. Greater corporate ownership for the development of talented people will be evident with leaders being recognised for it. Departments and devolved administrations will use ‘Talent Health Checks’ to measure the level of culture change. We also expect an improvement in overall leadership capability within the Civil Service as evidenced through employee engagement scores and 360 degree feedback.

- We will attract, develop and promote people from different backgrounds and groups. We will aim to ensure balanced representation and measurement of numbers of women on our talent programmes as well as those from minority groups and people with disabilities.
9. Diversity

The Civil Service is committed to improving the delivery of public services for everyone in society. Respecting and valuing differences will help ensure that our policies and services reflect the diverse needs and experiences of the people we serve. To do this we need a workforce with the very best possible mix of existing and future talent at all levels of seniority to ensure effective decision making.

It is critical that the CSHPS is accessible to all those who show the ability, aspiration and engagement to make a difference to the Civil Service.

9.1. The Current Civil Service Diversity Profile

The Civil Service already has a good record on diversity, but there is more we can do. The 2012 ONS statistics are showing:

- Since 2001 the representation of disabled staff in the Civil Service has more than doubled with 8.3% of staff (1 in 12) now declaring a disability;
- The proportion of people with disabilities in the SCS increased from 1.85% in 2003 to 3.6% in 2011, followed by a slight dip to the current level in 2012 of 3.4%;
- Female staff continue to make up the majority of Civil Servants, with representation seven percentage points higher than the economically active population;
- Compared with senior women in other organisations, women in the SCS are better represented with women now representing more than a third of the total SCS population (37.1% in 2012 compared to 26.4% in 2003), however there have been notable losses at Permanent Secretary level over the past 18 months;
- The proportion of BME staff in the Civil Service has increased by over half since 2001 and now stands at 9.3%, which is broadly representative of the current economically active population (10.3%);
- After nearly doubling between 2003 and 2011 from 2.4% to 4.3% the number of SCS from an ethnic minority background has fallen to 4.0% in 2012; and
- New entrants to the SCS are increasingly likely to have originally joined at the administrative levels (10% in 2010/2011) showing that talented people can aspire to achieve senior roles.
9.2. Our Commitment to Diversity

We can always go further and do better, which is a view shared by the governance boards for the CSHPS. There are a range of reasons why talented employees do not always make the progress they should and we will tackle these issues to ensure that the Civil Service is making the best possible use of all its talent, including:

- Cross-government positive action schemes to support employees in under-represented groups to develop the relevant skills and confidence to realise their full potential and ensure a fully diverse pool of talent for the CSHPS (see Annex D for more information);
- The Civil Service Fast Stream will continue to actively engage with diverse talent pools (see Annex D for more information);
- Monitoring the diversity of nominations from departments to the CSHPS to ensure they are in line with the diversity profile we are aspiring to achieve; and
- Being better at supporting women at key transition points in their careers to ensure that they are working in challenging roles across government or on secondment to an external organisation.

In addition, we want to better understand the barriers to people realising their potential. It is for this reason that we will undertake further work to understand possible actions to remove any blockages to our most talented people succeeding in the Civil Service.
# The 9 Box Grid: Definitions

<table>
<thead>
<tr>
<th>Potential</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likely to progress beyond current grade</td>
<td>Inconsistent or incomplete performer</td>
</tr>
<tr>
<td>Early Promise (4+ years)</td>
<td>High potential with strong initial impact, but new or inexperienced in current role.</td>
</tr>
<tr>
<td>Future Achiever</td>
<td>Either new to post, demonstrating ability but too early to form judgement, or gap in performance compared with expectations.</td>
</tr>
<tr>
<td>Under Performer</td>
<td>Performance is inconsistent or not fully effective. Has competency gaps, or behavioural style issues.</td>
</tr>
<tr>
<td>Could progress beyond current grade</td>
<td>Fully effective</td>
</tr>
<tr>
<td>High Potential (1-3 years)</td>
<td>Frequently achieves challenging &amp; stretching goals with strong demonstration of potential. Performance continually improving, adaptable to change and acknowledged as a leader.</td>
</tr>
<tr>
<td>Solid Contributor</td>
<td>Valued at this level &amp; in this role. Performance is good achieving normal high expectations, and has the potential to keep developing and to deliver more in either scale or complexity.</td>
</tr>
<tr>
<td>Satisfactory Contributor</td>
<td>Meets all performance expectations at this level. Has realised professional &amp; leadership capability.</td>
</tr>
<tr>
<td>Best suited to current grade</td>
<td>Exceptional performer</td>
</tr>
<tr>
<td>Star Performer (Ready now)</td>
<td>An exceptional performer who stands out from their peers. Realised potential, ready for/will be successful at next level now. Acknowledged as skilled leader &amp; role model.</td>
</tr>
<tr>
<td>Strong Performer</td>
<td>A consistently strong performer, delivering excellent value. Acts as leader &amp; role model. Exhibits some behaviours &amp; competences beyond current level but not all.</td>
</tr>
<tr>
<td>Good Performer</td>
<td>Highly valued at this level &amp; in current role. A consistently strong performer who is a core team member.</td>
</tr>
</tbody>
</table>
# The 9 Box Grid: Interventions

<table>
<thead>
<tr>
<th>Potential</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Early Promise (4+ years)</strong></td>
<td><strong>High Potential (1-3 years)</strong></td>
</tr>
</tbody>
</table>
| Likely to progress beyond current grade | Challenge performance to exceed and drive motivation:  
- Evaluate if in right role.  
- Seek development opportunities.  
- Active planning for next role.  
- Support to deliver at the highest level.  
- Use as a mentor to develop successors.  
- Coach to exceed performance. | Celebrate exceptional performance and discuss next move:  
- Exposure to more stretching duties/senior leaders.  
- Focused development for next best move (timeframe).  
- Set stretch objectives.  
- Coach to continue exceptional performance.  
- Encourage to apply for next band vacancies. |
| **Future Achiever** | **Solid Contributor** | **Strong Performer** |
| Could progress beyond current grade | Maintain and build performance, and keep motivated:  
- Build on effectiveness, broaden experience, develop skills.  
- May benefit from a mentor.  
- Support to start thinking about possible next role.  
- Consider secondment, shadowing or project groups to develop potential.  
- Increase strategic responsibilities.  
- Coach to exceed performance. | Celebrate exceptional performance and discuss next steps:  
- Use challenging tasks to develop.  
- Increase strategic responsibilities, set stretch objectives.  
- Support to start thinking about possible next role.  
- Encourage to apply for vacancies at same band, either to consolidate existing skills or build new ones.  
- Focused development for next best move.  
- Coach to continue performance. |
| **Under Performer** | **Satisfactory Contributor** | **Good Performer** |
| Best suited to current grade | Investigate and action plan:  
- Rapidly assign a development plan and ensure clear objectives are set.  
- Support to improve or move.  
- Consider whether performance management actions would be appropriate.  
- Coach to improve. | Maintain performance and keep motivated:  
- Discuss potential.  
- Build development plan.  
- Consider lateral move.  
- Sustain motivation.  
- Provide specific feedback and discuss expectations.  
- Coach to exceed performance. | Celebrate exceptional performance and keep motivated:  
- Keep motivated and skilled.  
- Encourage to enhance their coaching skills so that they can develop potential successors.  
- Coach to continue performance.  
- Encourage to apply for vacancies at same band. |
| Inconsistent or incomplete performer | Fully effective | Exceptional performer |
Corporate Talent Strategy

**CSHPS operating model**

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**Top 200**

**Director Level High Potential Streamers**
- High Potential Development Scheme and ongoing support for directors who continue to display high potential and have the aspiration to reach the Top 200

**Deputy Director Level High Potential Streamers**
- Phase 1: Senior Leaders Scheme
- Phase 2: Implementation of development plan
- Phase 3: On cusp of promotion

**G6/G7 Level High Potential Streamers**
- Phase 1: Future Leaders Scheme
- Phase 2: Implementation of development plan
- Phase 3: Individual on cusp of promotion

**Feeder Streams:** Departmental/Professional Talent Programmes, Fast Stream, FastTrack Apprenticeship Scheme, Positive Action Schemes

Transition support for newly promoted D

Secure promotion

Development is planned so that it is aligned to meet the priority needs of the Civil Service.
Principles underpinning the CSHPS operating model

Aim of CSHPS

To establish a succession pipeline of exceptional leaders for future Top 200 roles in the Civil Service.

In scope

Individuals on the top row of the 9 box grid at G6/7, Deputy Director and Director levels, who have the aspiration to ultimately progress to the Top 200, will be in scope for consideration.

Our indicative modelling suggests the total number in scope for the stream to be approximately 1000 employees.

We know CSHPS might not always be the right solution for people and we want to ensure rigorous assessment is in place. We are therefore proposing that we start with the 2013/14 membership of our core programmes and ramp up the numbers over time. This would have the benefit of i) ensuring there is robust, independent validation of the initial 9 box grid rating ii) provide us with the opportunity to test the concept and scale up delivery in a manageable way. Table 1 presents numbers for the FLS, SLS and HPDS for the three development programmes over 2013-14.

Table 1: Numbers on CSHPS

<table>
<thead>
<tr>
<th>CSHPS</th>
<th>Over 2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>High potential Directors on HPDS</td>
<td>69</td>
</tr>
<tr>
<td>High potential Deputy Directors on SLS</td>
<td>89</td>
</tr>
<tr>
<td>High potential G6/G7 on FLS</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>242</strong></td>
</tr>
</tbody>
</table>
Principles underpinning the CSHPS operating model

Principles of CSHPS

• To become part of the CSHPS, high potential individuals will be required to successfully complete a robust assessment process which will be progressively more challenging according to the level of entry onto the Stream;

• Entry route onto the Stream will be through assessment to secure a place on one of the formal development programmes;

• Long term career planning for individuals on the CSHPS will be actively managed through the Talent Governance Boards, including managed moves and secondments to meet the priority needs of the civil service as a whole;

• There will be continuous review points where Departments/Devolved Administration and the relevant governance board will assess whether the individual is continuing to demonstrate high potential, maintaining their position on the top row of the 9 box grid and membership of the Stream. Moderation of the 9 box grid will enable to both exit those individuals who no longer demonstrate the expectation of the Stream and to provide the opportunity for new people to join;

• There will be phases of support for CSHPS members with the aim of assisting them in realising their potential and securing promotion;

• As part of the CSHPS, and to demonstrate the potential required to perform at Top 200 level, breadth of experience is important. Therefore, during their time on the CSHPS individuals should aim to demonstrate that they have successfully delivered in two different types of role (from Operational Leadership, Policy Development, Corporate Management) in two different working environments (for example secondment to an external organisation or move to another Government Department or Agency) – the 2:2 rule. To retain a place on the CSHPS we would expect participants to have prior experience in an external organisation or for them to gain that experience whilst on the Stream and within 4 years of joining;

• If an individual secures a promotion whilst on the CSHPS their default position on the 9 box grid will be ‘early promise’ (top left) thereby maintaining their membership of the Stream whilst they transition;

• The expectation is that in future, internal promotions to the top 200 will only come through the CSHPS;
Corporate Talent Strategy

- Diversity is at the heart of the approach to developing talent, from ensuring all our highest potential employees can access the Stream to understanding the barriers for different groups in developing their potential. We will therefore aim to ensure balanced representation of women in our talent programmes as well as those from minority groups and people with disabilities;

- There will be continuous evaluation of the approach to ensure it is meeting the objectives of the CS Reform Plan and the Capabilities Plan.

The Deal – For Participants

Careers and development of employees on the Stream will be proactively managed. However, individuals will be expected to take ownership of their development and accept that the benefits of being on the CSHPS also means accepting a degree of management of their career to fully harness their potential and also help the Civil Service meet its priorities. There will be various phases of support for the individual at each level of the CSHPS. For G6/7s and Deputy Directors these phases will be similar. For Directors the offer will be more bespoke:

- Phase 1: Individuals will be expected to take part in corporate development programme activity involving formal development modules as well as experiential elements such as stretching roles, mentoring and networking. Participants will receive support from a dedicated Development Manager in establishing a career development plan with support from their line manager;

- Phase 2: Individual takes action to implement career development plans with the opportunity to undertake work in other Departments and Devolved Administrations or sectors during this phase to build the skills required to be future senior leaders. The Development Manager will provide light touch support with the individual retaining primary responsibility for managing their careers in a way that supports the Civil Service achieve its priorities;

- Phase 3: Support from the Development Manager will start to diminish and there will be an expectation that career development plans will have been actioned with the individual now on the cusp of promotion;

- If the individual is promoted they will receive transition support whilst they gain experience at the newly promoted grade. Once they have consolidated experience they will be nominated for the next relevant development programme providing they continue to demonstrate high potential;

- Star performers who do not undergo the formal development during phase 1 will receive support from a talent mentor to help them secure a promotion.
The Deal – For Departments/ Devolved Administrations and Professions

- Nominating senior sponsors within Departments/ Devolved Administrations and Professions will be expected to work with line managers to support the individual in their development and in realising their potential;

- Reciprocal relationships will be developed through the CSHPS both across the Civil Service and externally to meet the priority needs of the Civil Service in a planned and corporately managed way;

- Departments/ Devolved Administrations and Professions will benefit from a well-networked future leader;

- The individual’s clear, structured development plan should enhance their performance trajectory and be supported by the line manager to achieve the corporate requirements of the Civil Service;

- Through exposure to senior stakeholders communicating key messages of Reform, and possible participation in a stretch assignment centred on Reform, individuals will be able to act as change agents on the Reform agenda in their Departments/ Devolved Administrations and Professions.
Civil Service Diversity and Equality Talent Narrative

A summary of the offer available for current Civil Servants can be seen in the diagram below.

In April 2013, for the first time, a Capabilities Plan for the whole Civil Service was published.

By following the link above you can find out what the Capabilities Plan means for you and for those that you manage.

Outlines of Positive Action Schemes

Levelling the Playing Field

- Levelling the Playing Field is a new positive action programme targeted at all grades from AA to Grade 6. It is aimed at providing a level playing field for employees in under-represented groups enabling participants to build their skills and confidence to realise their full potential and to progress, as a minimum, to the next grade. For more information visit Civil Service Learning.
Corporate Talent Strategy

MINORITY ETHNIC TALENT ASSOCIATION (META)

- META offer a Growing Talent programme which provides opportunities for high level mentoring; a placement outside of the candidate’s home department and the development of leadership skills for staff from groups currently under-represented at senior levels. It is designed for BME staff at Grade 6/Grade 7 who have the ambition and potential to progress into the SCS. For more information visit the META website.

CROSSING THRESHOLDS

- Crossing Thresholds is a year long mentoring programme for women at grades EO-SEO; Grade 7- Grade 6; and Grade 5, who want to develop their career in the structured and supportive environment. The mentoring partnerships are underpinned with themed group modules, peer support groups and individual assignments. For more information visit the Crossing Thresholds website.

These Positive Action interventions complement a range of Corporate Talent Management initiatives and those running in individual departments and professions as shown in the diagram above.

DIVERSITY ACTION IN THE CIVIL SERVICE FAST STREAM

A diverse Fast Stream intake today is likely to lead to a more diverse senior leadership in the future. The Civil Service Fast Stream is actively engaging with diverse talent pools through outreach activities to increase levels of awareness of the Civil Service Fast Stream offer. The outreach strategy actively addresses underrepresented groups through targeted action.

The most recent published data (2011) shows that 13% of successful candidates overall were BME and 13.2% were disabled. This is a significant improvement from 1998 when data was first published when only 3.4% of successful candidates were BME and 5.1% disabled.

The refreshed Fast Stream will continue to draw upon the Summer Diversity Internship Programme (SDIP) and its associated coaching scheme for black and minority ethnic, and low socio-economic group applicants. The 2013 SDIP is underway with 160 interns working across the Civil Service. We expect about 120 of these to also undertake the coaching programme. The overall recruitment success rate for the entire applicant group for Fast Stream is usually around 3.0%. The Coaching Programme has delivered success rates of between 20% and 40% in the last 3 years.