Graduate development programmes

Phil Wilson
Chief Psychologist and Chief Assessor
September 2014

theguardian

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Joining the public sector
From the Public Leaders Network

Why I waved goodbye to half my salary to join the civil service fast stream

Fast streamer Andy Ormerod-Cloke talks about making the switch from private to public sector graduate employment

- What's it like to work in the fast stream?
- How to join the civil service fast stream
- What to do if you don't get in to the fast stream

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Andy Ormerod-Cloke
Guardian Professional, Wednesday 17 September 2014 08.30 BST
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News

Many high-potential programmes not fit for purpose, CEB says

Katie Jacobs , 14 Nov 2013

High-potential programmes are failing and putting organisations at risk of losing top talent, member-based advisory company CEB has warned.

In a report, *Improving the odds of success for high-potential programmes*, presented yesterday at the CEB's annual Link conference, chief science and analytics officer Eugene Burke revealed that half of those identified high-potentials drop out of their programme within five years.

Of those that stay with the programme until completion, 46% of leaders moving into new roles fail to meet business objectives.

"The nomination process is wrong," Burke told HR magazine. "Don't confuse high performance with high potential. Organisations need to think: will they get there [into leadership roles]? Will they be effective in the future? And will they be with you?"

According to CEB research, only 15% of high performers are high potential, meaning for every six people entering high-potential programmes, only one will succeed.
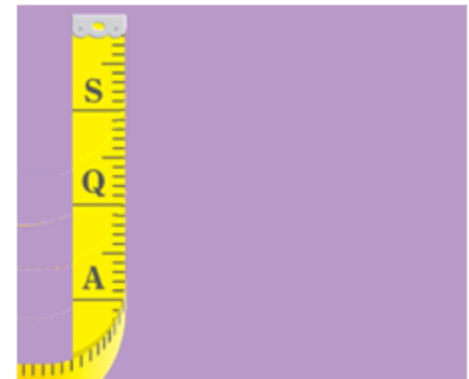
Identifying high-potentials

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Recruitment

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November 6, 2013 11:04 am

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'We need to persuade our graduate recruits to stay'

By Gill Plimmer

We recruit graduates at our firm but we're noticing that a lot of them aren't staying for more than a year. What can we do to encourage them to stay longer?

Nick Shaw, consulting director for the UK and Ireland at CEB, a talent management company, says:

Generation Y youngsters [those born in the run-up to 2000] tend to be self-starting, entrepreneurial and keen to make a rapid impact, and if this isn't possible they are more prepared to vote with their feet than previous generations.

There is a critical point between nine and 12 months of any employee's tenure when the novelty starts to wear off – especially for young people new to the world of work. This is the time to define their career development plan. Highlight areas where they will need to develop and give constructive feedback.

New graduates might initially struggle to cope with pressure and setbacks at work and will almost certainly need opportunities to develop team-working skills.

Also, take the opportunity to review your selection

More

ON THIS TOPIC

Work-related stress rises in many sectors

UK employment growth predicted to slow

Business optimism at a 22-year high

Court rejects union plea on tribunal fees

IN RECRUITMENT

Talent cycle

Brand / Reality

Civil Service Fast Stream

Fast Stream options

Central

Diplomatic Service

Houses of Parliament

Science and Engineering

Economist

Statistician

Operational Researcher

Social Researcher

HR

European

Digital and Technology

Northern Ireland

Finance

Internal Audit

Commercial

Government Communications

Civil Service
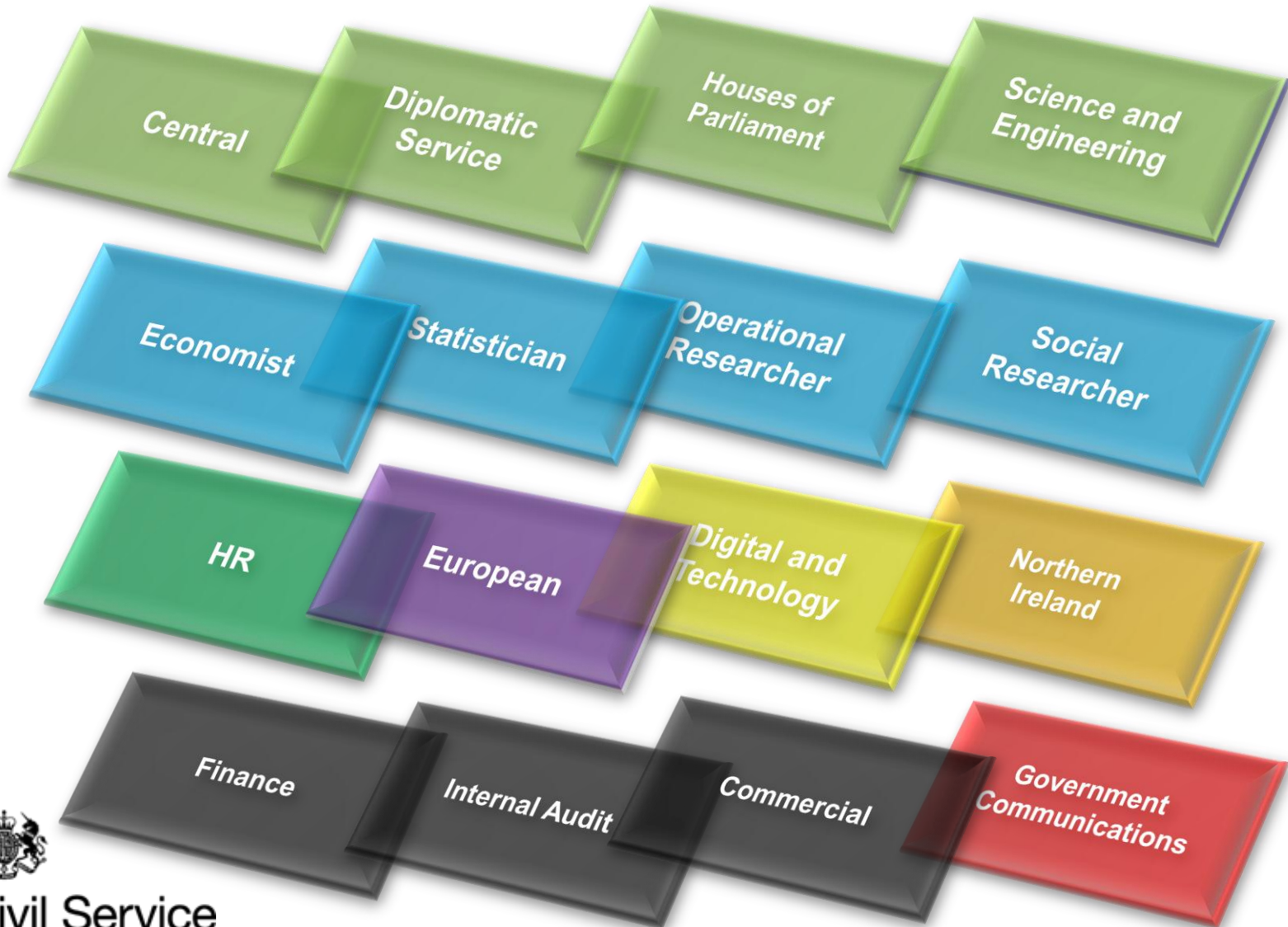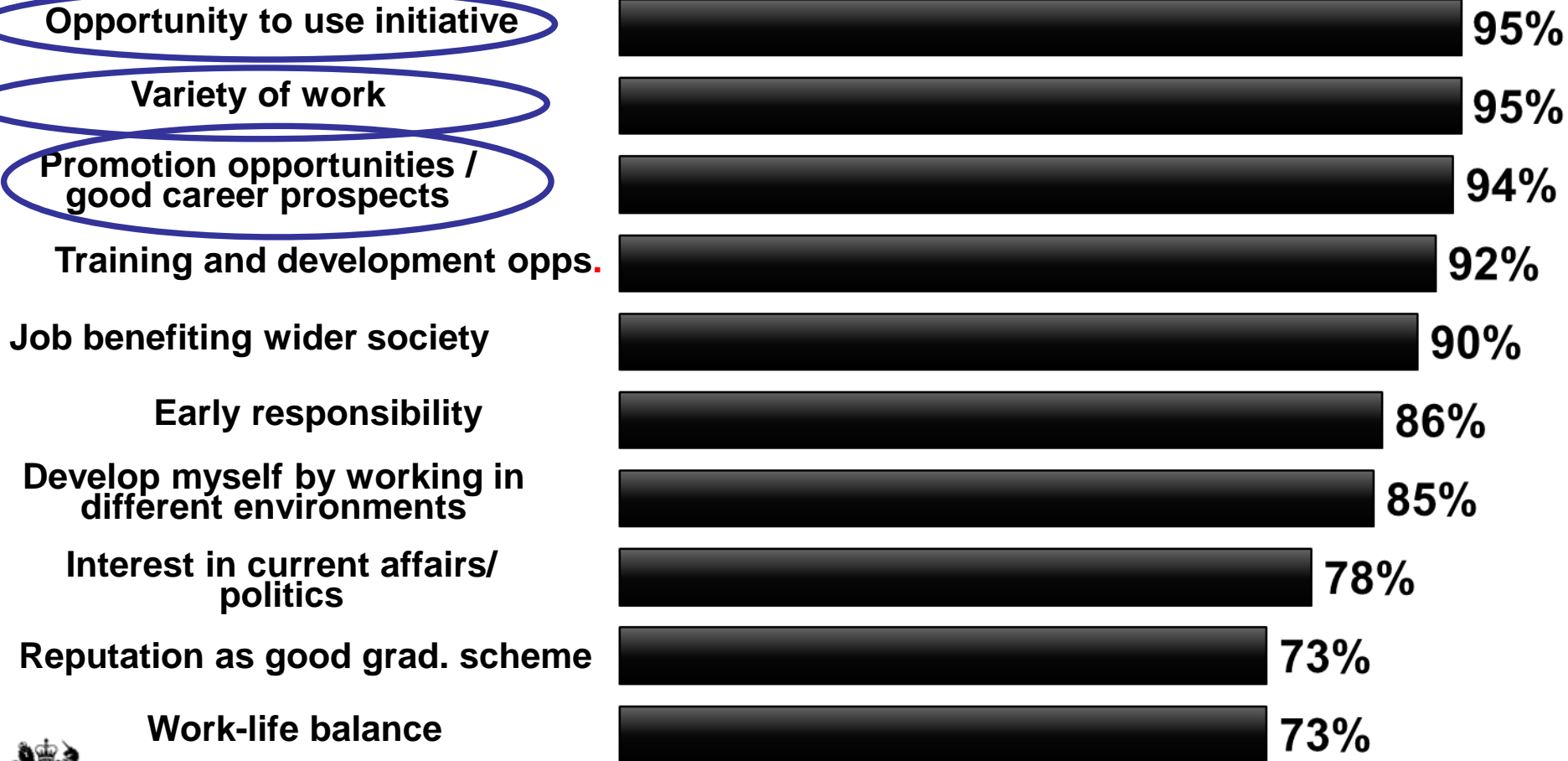Fast Stream
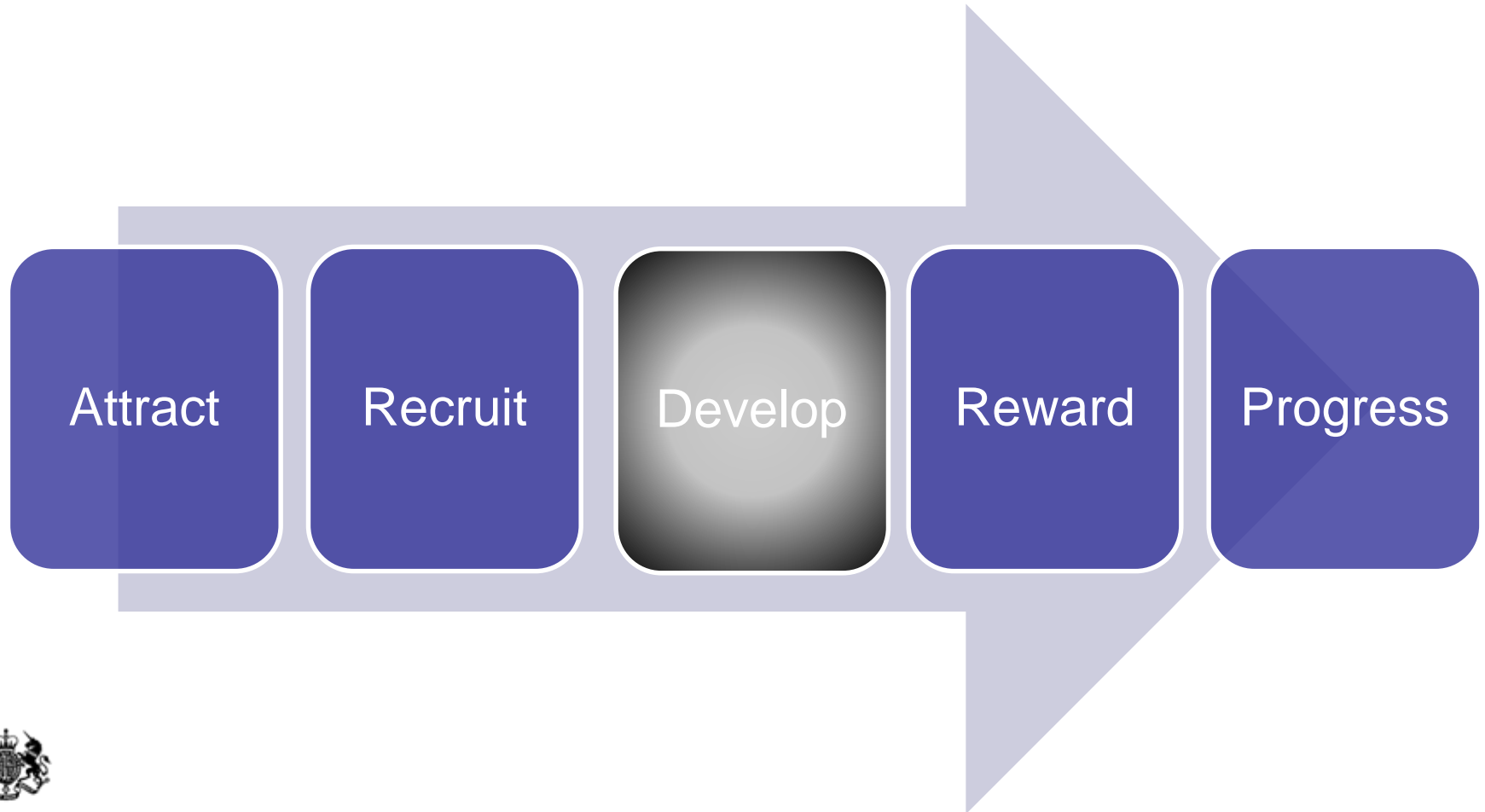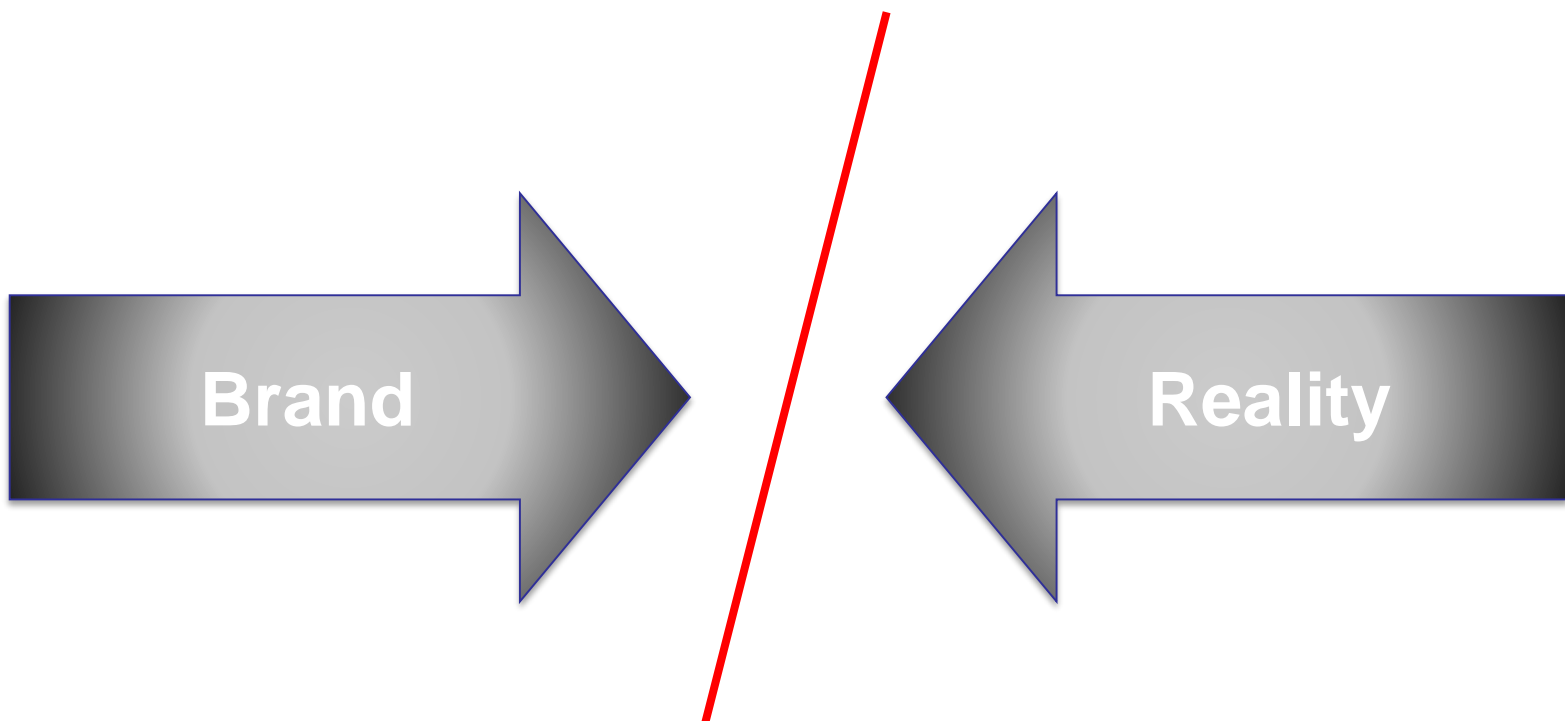
Attracting

How important were each of the following factors in attracting you to apply for the Fast Stream?
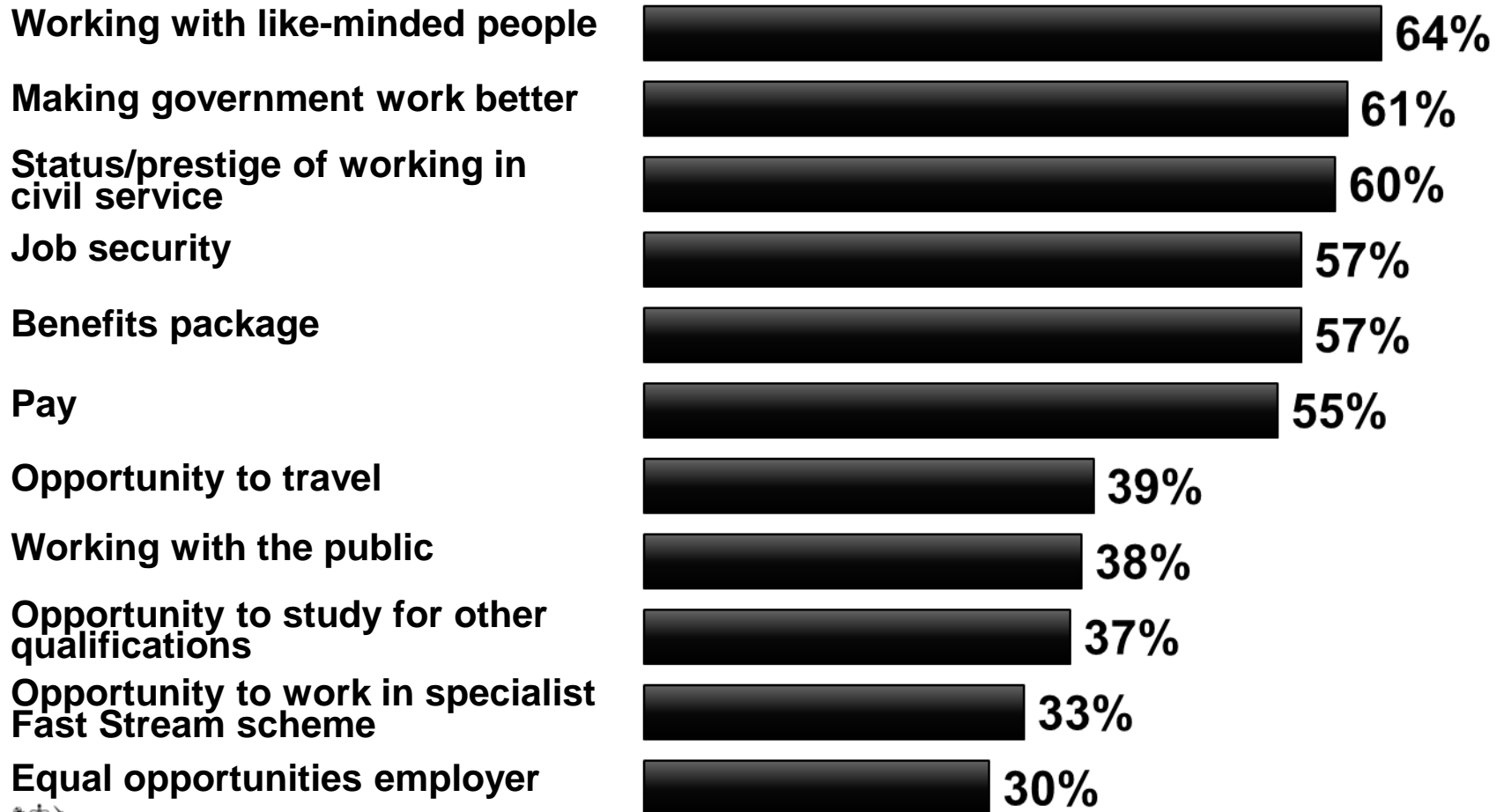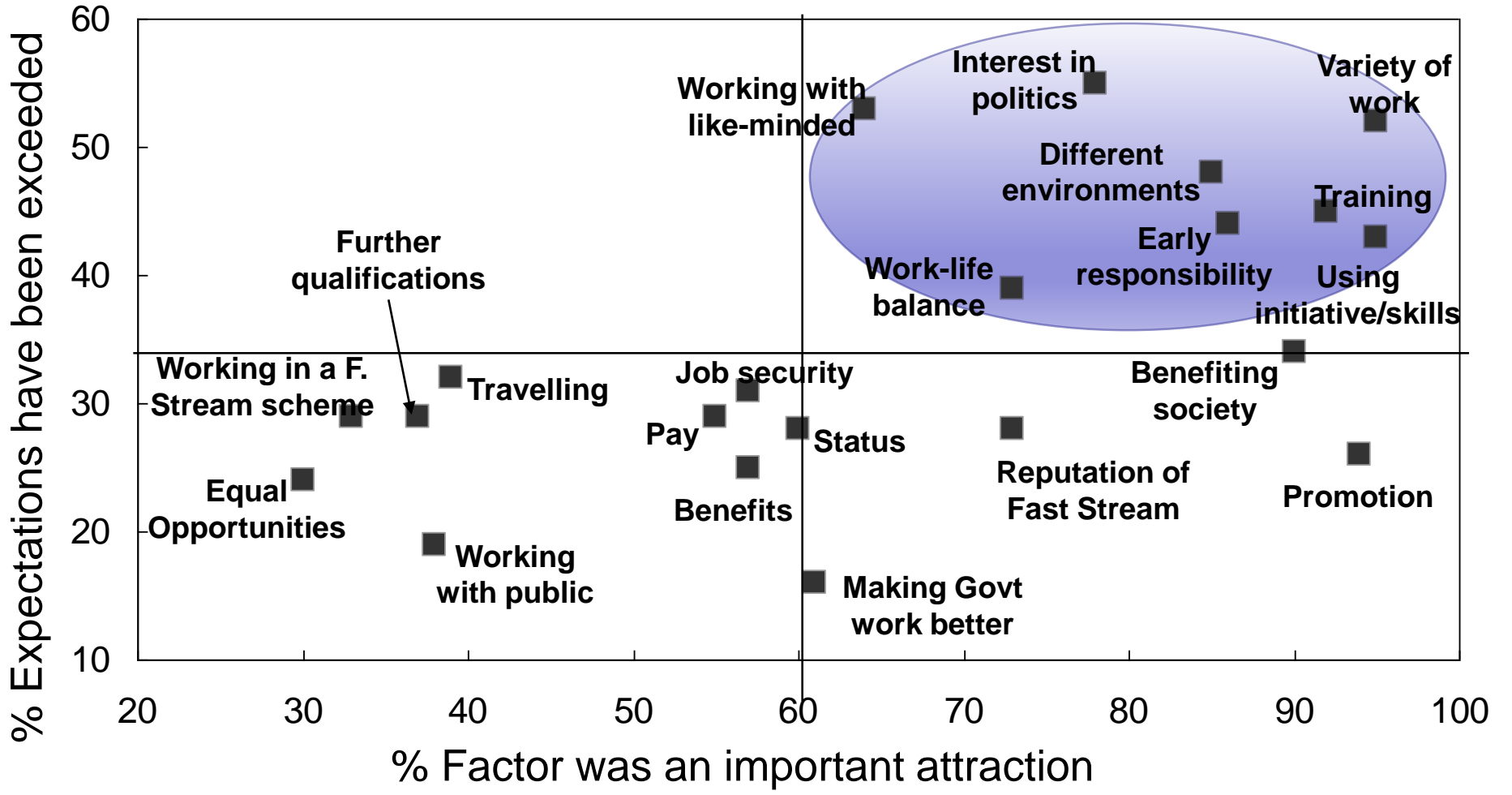
% Very/fairly important

Factor	%
Opportunity to use initiative	95%
Variety of work	95%
Promotion opportunities / good career prospects	94%
Training and development opps.	92%
Job benefiting wider society	90%
Early responsibility	86%
Develop myself by working in different environments	85%
Interest in current affairs/ politics	78%
Reputation as good grad. scheme	73%
Work-life balance	73%

Civil Service
Fast Stream

% Very/fairly important

Working with like-minded people	64%
Making government work better	61%
Status/prestige of working in civil service	60%
Job security	57%
Benefits package	57%
Pay	55%
Opportunity to travel	39%
Working with the public	38%
Opportunity to study for other qualifications	37%
Opportunity to work in specialist Fast Stream scheme	33%
Equal opportunities employer	30%

Civil Service
Fast Stream

Table 7.6 Job Hunters views on Different Elements of First Job After University

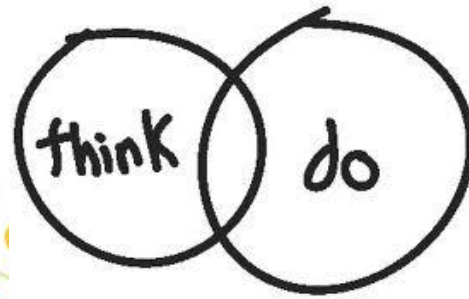|	Very Important %	Quite Important %	Not Important %
Being challenged and stretched on a day-to-day basis	49	46	5
Having a good social life around work	45	45	10
Having genuine responsibility from day one	39	51	10
Being part of a structured graduate training & development programme	38	43	19
Early opportunity to work with clients or customers	34	48	18
Working with senior managers and executives	30	48	22
Having a job that allows you to 'give something back' to the community	30	47	23
Working towards a professional qualification	30	39	31
Doing a series of placements in different parts of the organisation	30	54	16
Opportunity for rapid promotion	29	53	18
Using the degree subject you studied	28	38	34
Not working evenings and weekends	25	43	32
Responsibility for managing other people	22	49	29
Joining the part of the organisation you want to work in straightaway	22	52	26
Working with the latest technology	21	45	34
Opportunity to work flexible hours or from home	15	35	50

Base - Face-to-face interviews with 18,336 final year students

Meeting expectations

Scatter plot with x-axis "% Factor was an important attraction" (ranging 20 to 100) and y-axis "% Expectations have been exceeded" (ranging 10 to 60). Data points labelled: Interest in politics, Variety of work, Working with like-minded, Different environments, Training, Early responsibility, Work-life balance, Using initiative/skills, Further qualifications, Working in a F. Stream scheme, Travelling, Job security, Benefiting society, Pay, Status, Equal Opportunities, Benefits, Reputation of Fast Stream, Promotion, Working with public, Making Govt work better.

Re-focussing

Setting Direction:
Seeing the bigger picture
Changing and improving
Making effective decisions

CS Values

Delivering Results:
Achieving commercial outcomes
Delivering VFM
Managing a quality service
Delivering at pace

Engaging People:
Leading and communicating
Collaborating and partnering
Building capability for all

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Fast Stream

think do

Where will you lead?

Getting social

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x   Google   civil service fast stream   Search   Share   More »

Qualtrics Registration   Suggested Sites   Web Slice Gallery

Analytical Fast Streams

Resources Fast Stream
Human

Technology
Busines Fast Str

Elizabeth Richards - Analytical

Jill Young - Human Resources

James Curran

European Fast Stream

Ireland Fast Stream
Northern

General Fast S

Fast Streamers in post
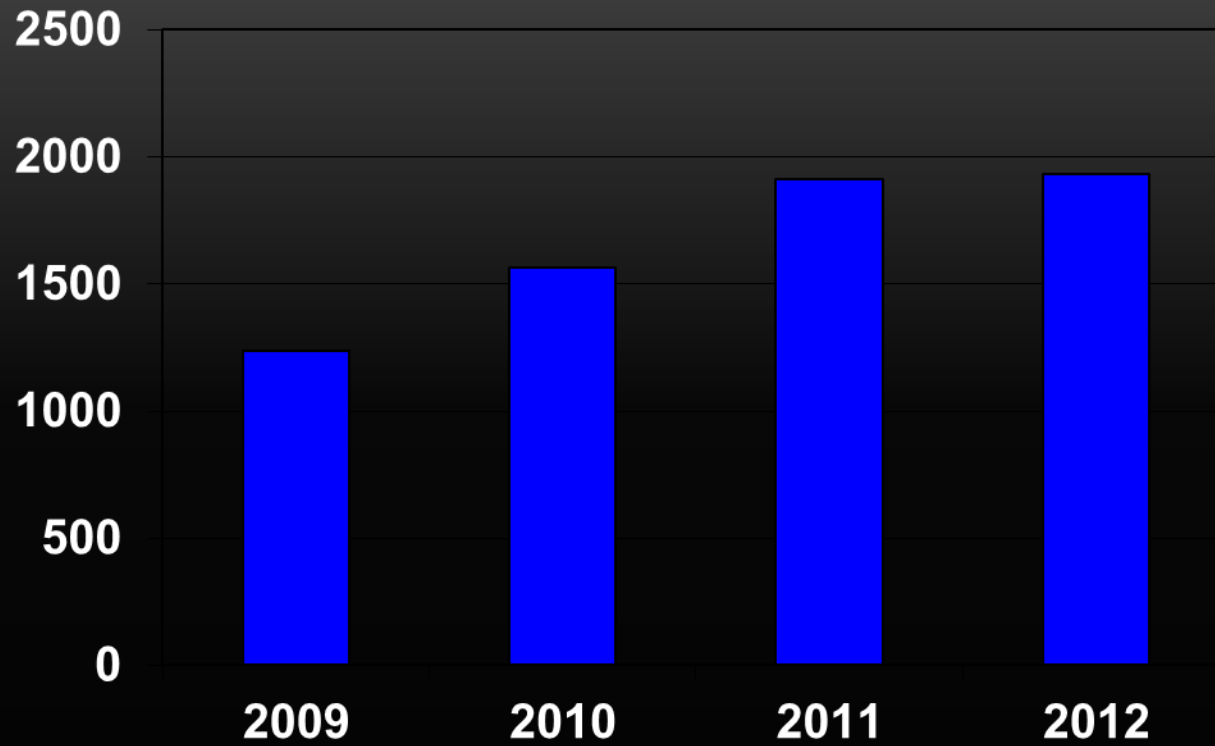
Fast Streamer professions (%)
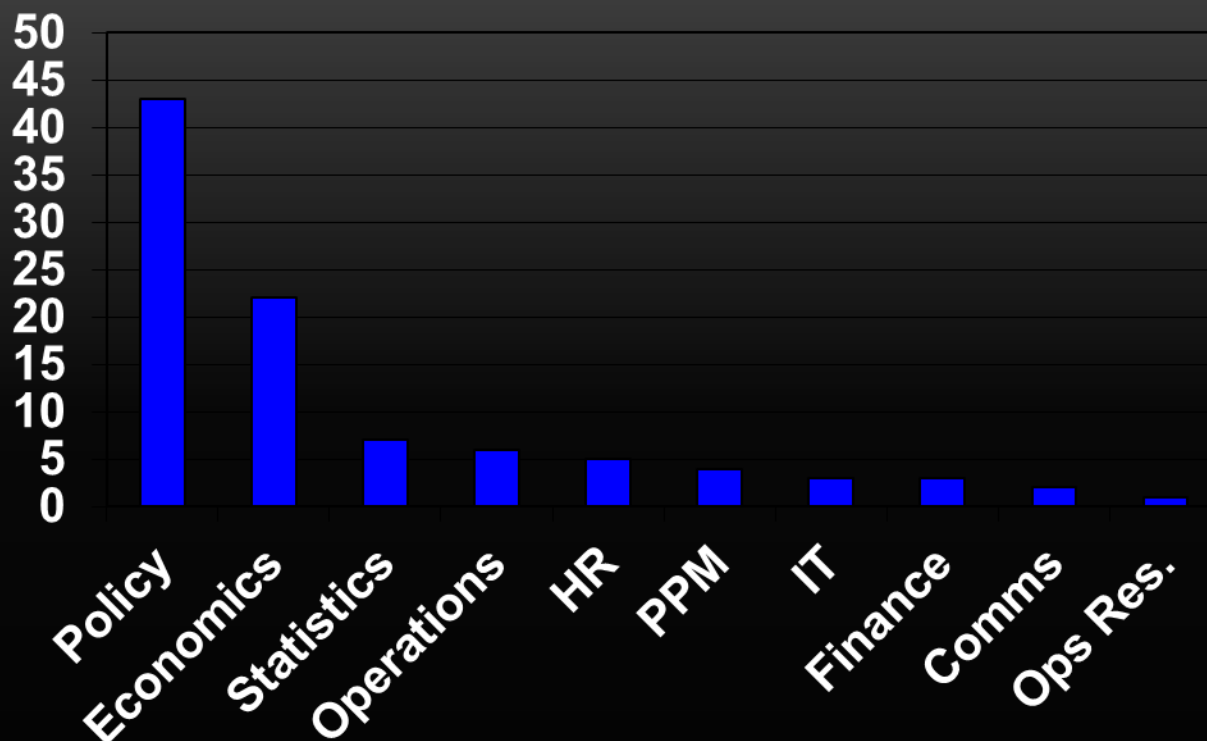
New Civil Service

Resourcing

CIVIL SERVICE REFORM

Policy

Learning
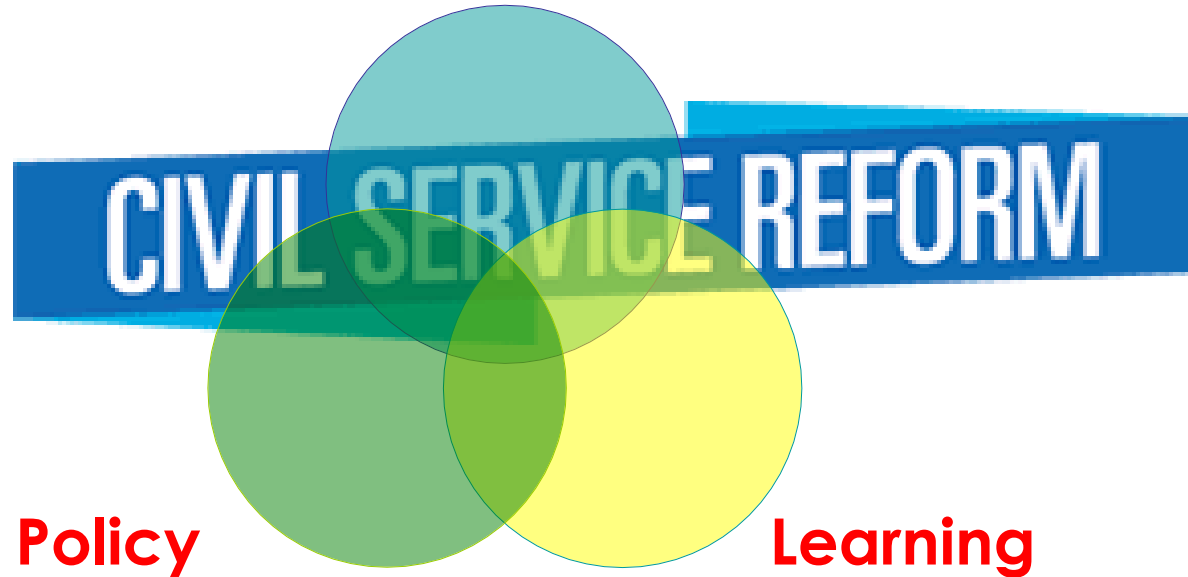
- ❑ Removing duplication
- ❑ Economies of scale
- ❑ Better procurement
- ❑ Moving on-line

Civil Service
Fast Stream

New Model
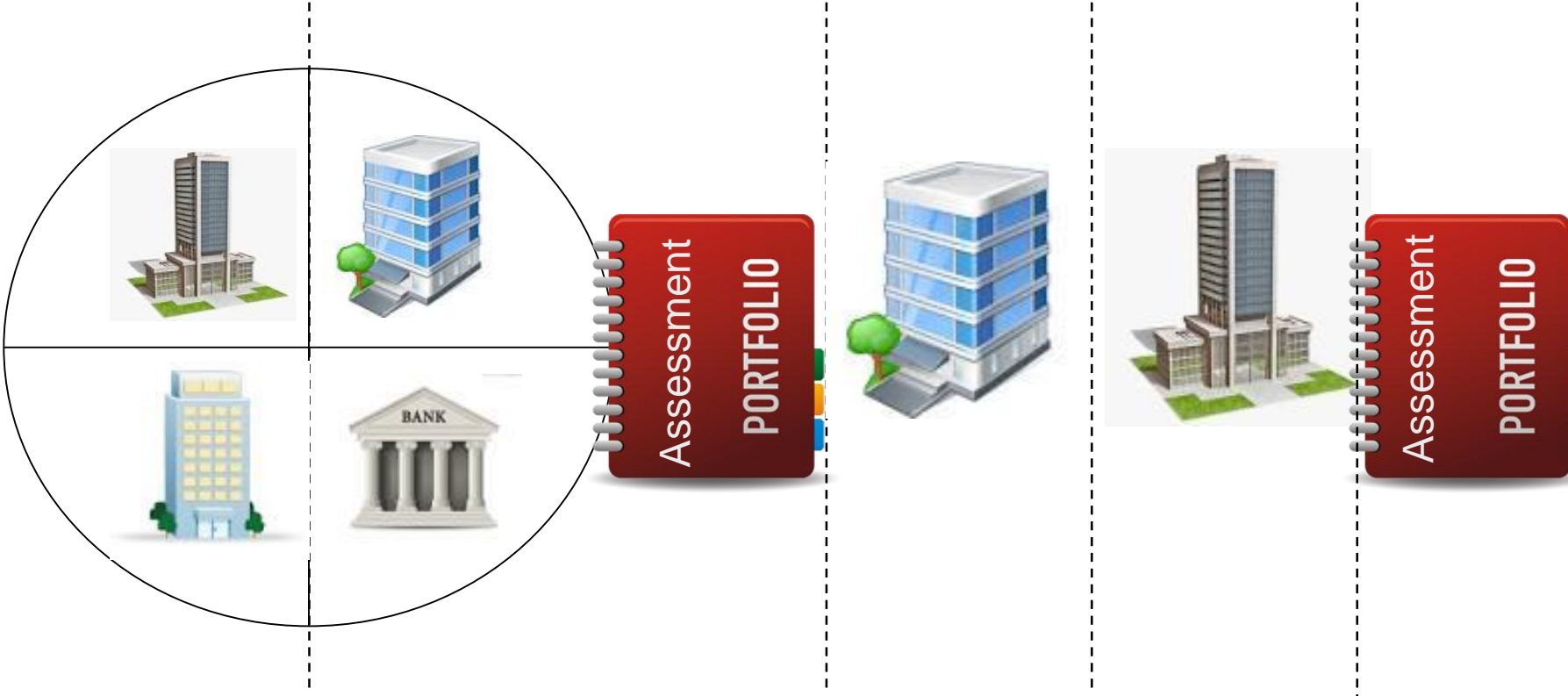
4 x 6 month postings **including an external secondment** **followed by 2 x 12 month postings**

Compilation of portfolio of evidence

Year 1	Year 2

Posting 1	Posting 2	Posting 3	Posting 4

Centrally managed
Supported by a common learning and development curriculum

Employed by departments

Year 3	Year 4

Posting 5 12 month posting	Posting 6 12 month posting

Graduation from the Fast Stream

Performance Management

Civil Service
Fast Stream
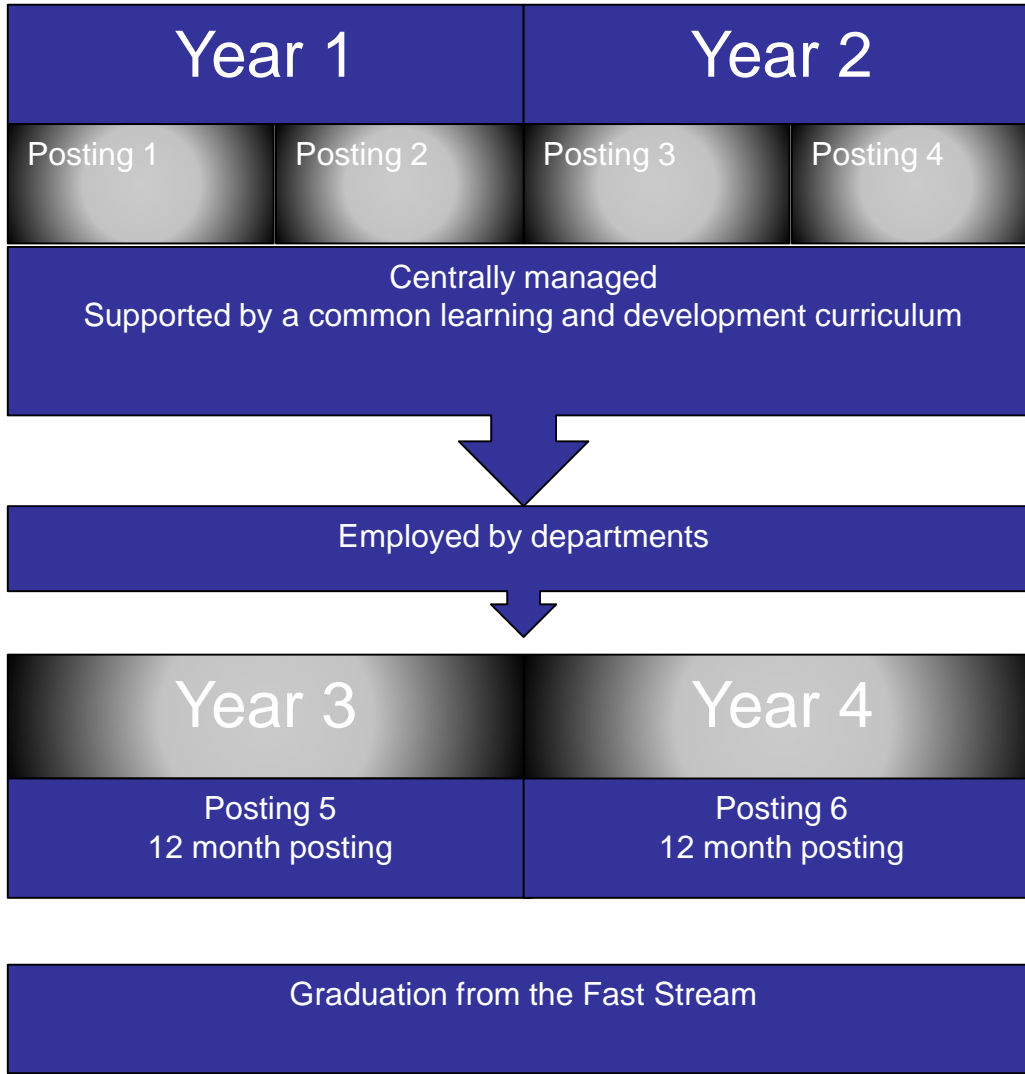
Progress…

- 300 in 1st cohort, 300 in 2nd cohort
- 1 set of pay, terms and conditions
- Working within 21 Departments
- Managing up to 30 staff
- Supported by 15 Cohort Leaders / Talent Coaches
- Posted to all 8 regions inc Scotland & Wales
- Developing across all 6 core capability gaps

Postings for 2013 by Core Skill Area

- Commercial Awareness
- Digital Delivery
- Change Management
- Programme and Project Management
- People Management
- Financial Management

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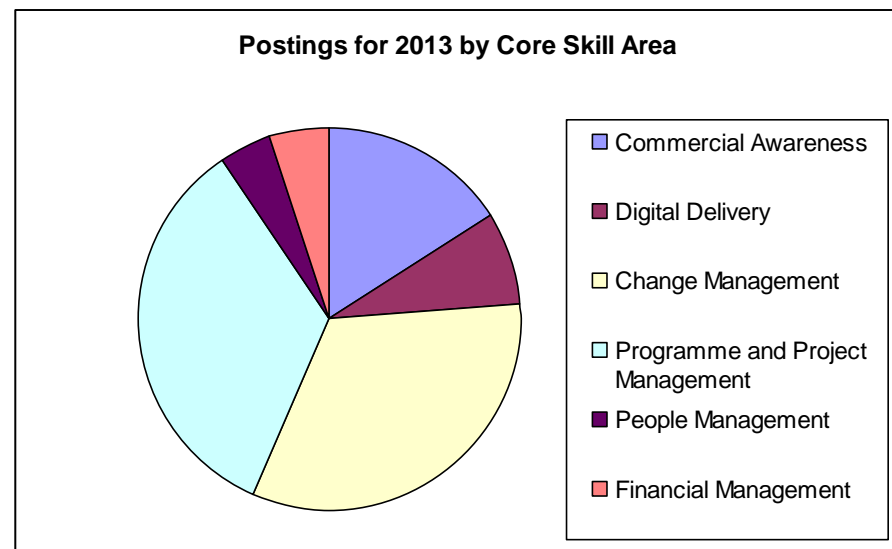
Lloyds Bank plc and Lloyds Bank Private Banking Limited

NewStatesman

Online comment site of the year

Return to: Blogs

The Business End

Other people's business

RSS

The civil service is recruiting a load of tech-savvy grads

"Technology and business" in the fast stream.

BY CHARLOTTE JEE | PUBLISHED 07 OCTOBER 2013 10:21

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Digital and Technology

- **strategy and policy**
- **user research**
- **operations**
- **delivery**
- **product design**
- **content analysis**
- **software engineering**
- **commercial management**

Induction

Learning

Digital skills

Mentoring

Business solutions

http://www.personneltoday.com/blogs/press-release-service/2012/10/civil-service-hr-fast-stream-expans

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Civil Service HR Fast Stream Expansion »

Press release uploaded by **Civil Service** on 16 Oct 2012 at 10:20

The Civil Service graduate recruitment scheme for HR professionals is expanding and has taken on 58 graduates this Autumn. This is an increase of nearly 25% on the 2011 intake, making the Civil Service one of the biggest recruiters of HR graduates in the country.

The scheme is now in its fourth year and continues to grow and evolve. It is made up of two stretching 18 month placements where 'HR Fast Streamers' have the opportunity to build experience in both policy/corporate and operational roles in two different government departments. Their experience is gained through a combination of learning on the job, studying towards Associate membership of the CIPD and formal training.

Chris Last, HR Director General for Department of Work and Pensions (DWP) and Head of Government HR Operations explains, "A lot of senior level posts have been recruited externally, myself included, and actually we need to generate a pipeline of people that can become the future HR Directors of the Civil Service."

"Assignments will include HR business partnering, organisation design and development, reward, employee relations, policy development, training analysis and design, and talent management."

This is the message that the HR Fast Stream wants to highlight as it visits

More about Civil Service

With a workforce approaching half a million, made up of people from diverse backgrounds and representing almost every skill and profession, the Civil Service can offer a range of HR challenges that no other UK employer can match.

Read more...

Recent

OVER 1000 APPRENTICES IN BATTLE TO BE APPRENTICE TEAM OF THE YEAR
  Source: National Apprenticeship Service on 6 Jan 2014

Tusker re-appointed to supply and support the NHS
  Source: Tusker on 6 Jan 2014
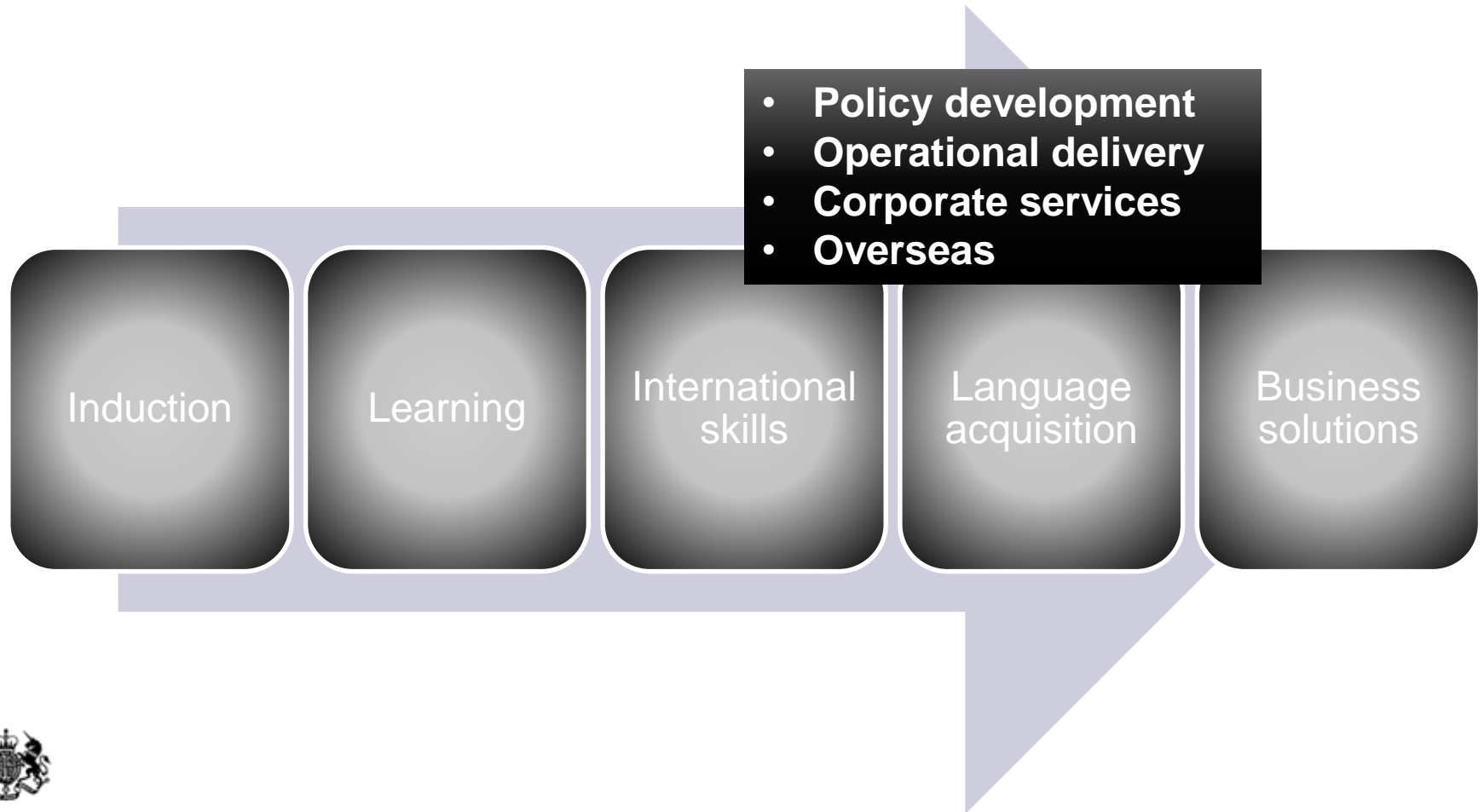
2014 Global Mobile Recruitment Awards Announced
  Source: Web Based Recruitment on 2 Jan 2014
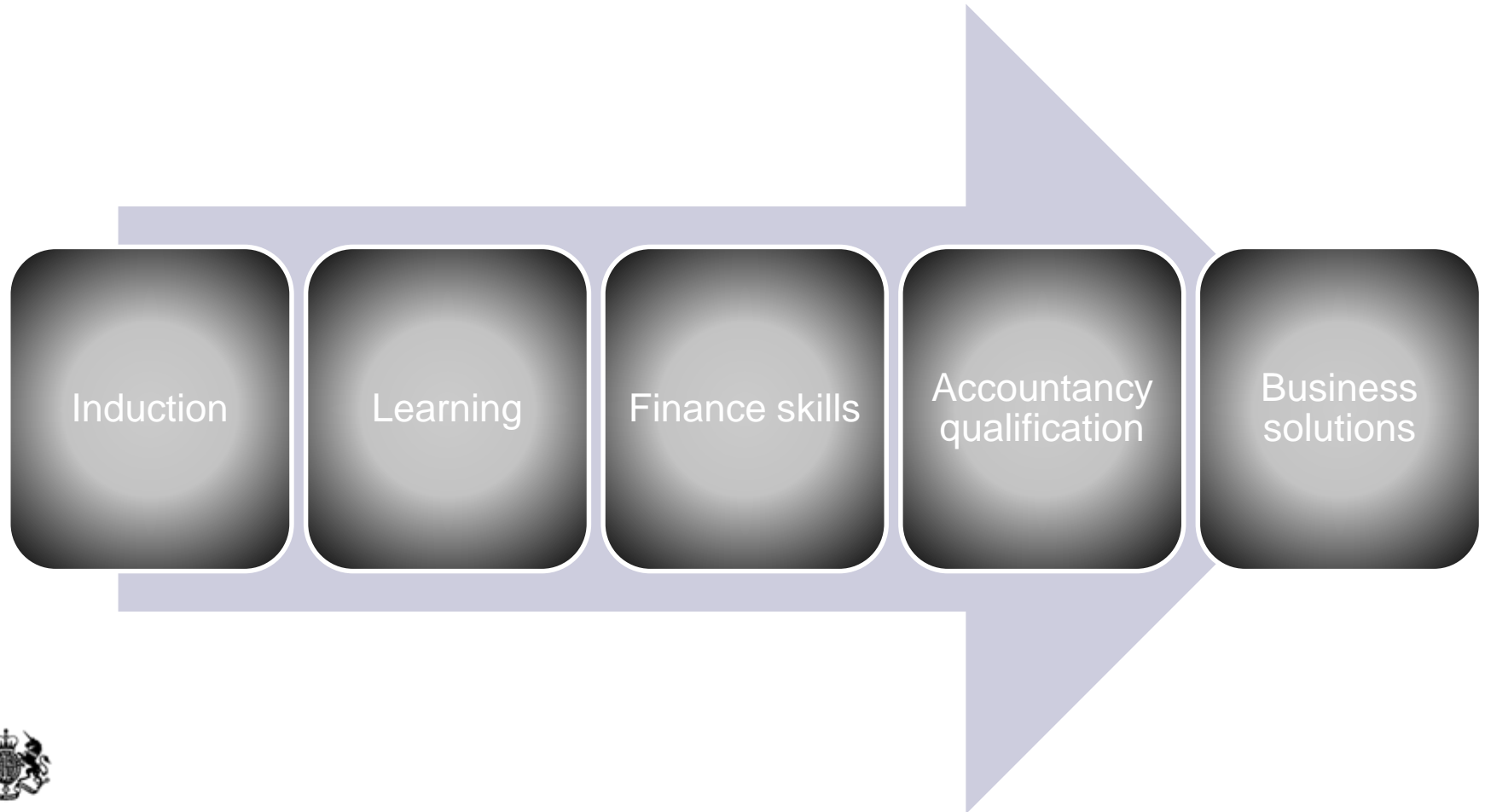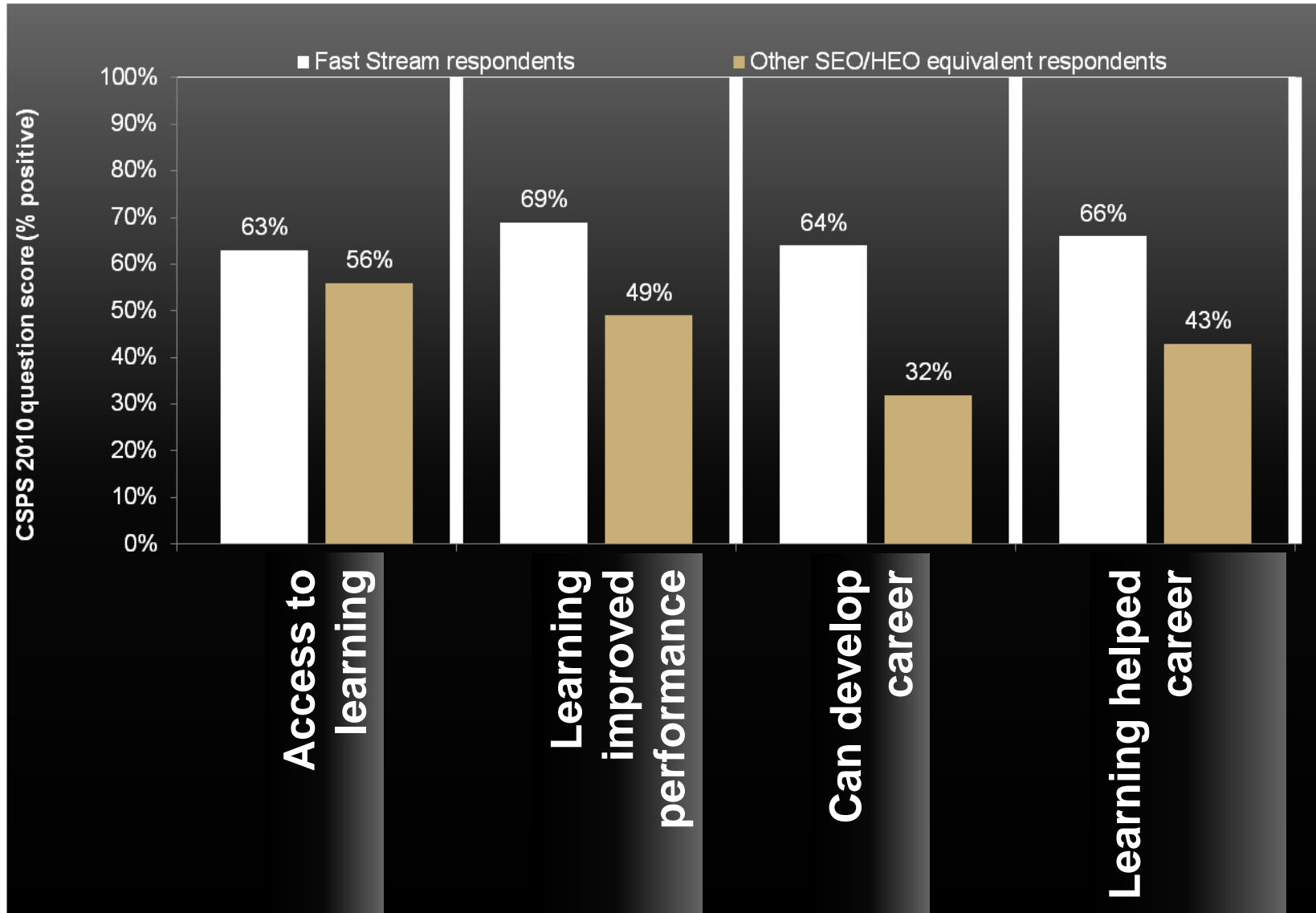
Enjoy the good times - but prepare

HR

- **HR operations**
- **HR policy**
- **Corporate centre**

Placements

Departments

Learning

MSc in HR CIPD

Mentoring

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Diplomatic Service

- **Policy development**
- **Operational delivery**
- **Corporate services**
- **Overseas**

Induction

Learning

International skills

Language acquisition

Business solutions

Civil Service
Fast Stream

Finance

Induction → Learning → Finance skills → Accountancy qualification → Business solutions

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Fast Stream

Learning – Fast Streamers versus non-Fast Streamers

Chart — CSPS 2010 question score (% positive)

Legend: ■ Fast Stream respondents ■ Other SEO/HEO equivalent respondents

Question	Fast Stream respondents	Other SEO/HEO equivalent respondents
Access to learning	63%	56%
Learning improved performance	69%	49%
Can develop career	64%	32%
Learning helped career	66%	43%

Blending

Civil Service Learning | Learning Opportunities Map

Common Curriculum		Administrative Level	First Line Management Level	Middle Management Level	Senior Management Level	SCS
Working In The Civil Service (CS)	CS essentials	Understanding the Civil Service				
		Health & Safety, Fire Awareness, and First Aid				
		Legal awareness, protecting information, business continuity, counter fraud and corruption				
		Equality & diversity				
			Managers guide to eLearning			
	Correspondence briefings & submissions		Private Office foundation			
		Civil Service written communications				
		Writing to the public				
			Briefings and submissions			
			Ministerial correspondence			
				Oral briefings		
	Accountabilities					Preparing for a Select Committee hearing
						Preparing for a PAC hearing
						Accounting Officer responsibilities
Leadership and Management Development	Management essentials		Managing self			
			Managing people			
			Performance Management			
				Managing business performance		
				Managing change		
	Talent development		Fast Stream	Talent development G6/7	Talent development DD	
					High Potential Development Scheme	
	Leadership development			Operating strategically	Basecamp	
				L'Ship development prog G6/7	L'ship development prog DD	
					L'ship development prog Directors	
					Leadership challenges	
		Positive Action Programmes				
	Board development			Coaching and mentoring		
					The effective board member	
					Non-Executive induction	
					Board development	
Core Skills	Analysis & use of evidence	Analysis & use of evidence				
	Communications	Effective communications				
			Advanced communication skills			
			Presentation skills			
	Continuous improvement	Introduction to continuous improvement				
	Customer service	Delivering excellent customer service (Part 1)				
		Delivering excellent customer service (Part 2)				
	Finance	Finance skills for all				
			Budget management		Advanced finance & business skills	
	Information management	Information management				
	IT	IT Skills - Microsoft Office				
					ICT Masterclass	
	Project management	Successful project delivery				
			Working with projects			
	Procurement & commercial	Procurement & commercial awareness				
				Commercial skills		
	Other	Training the trainer				
		PA training				
		Pre-retirement				

Notes: The learning opportunities shown here include learning journeys, suites of programmes and individual products.

Learning in the Workplace: Additional resources are available to support your learning journey. Take a look at Your Guide to Learning in the Workplace.

Professions: For profession specific opportunities contact the relevant profession.

CSL_LOMv8-PR

CIVILSERVICE LEARNING

Core Learning - 1

1. Fast Stream Induction	Year 1 Fast Streamers	1 day

2. Fast Stream Follow-up day Theme: Achieving More with Less (example)	Year 2 Fast Streamers	1 day

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Fast Stream

Core Learning - 2

3. Fast Stream Follow-up day Theme: Leadership and Preparing for Grade 7 (example)	Year 3/4 Fast Streamers	1 day

4. Parliament, Government and the Civil Service	Year 1 Fast Streamers	5-7 days

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Beyond Fast Stream - 1

Business-led experiences

Social media networking

Interactions

Blending knowledge and business

On-line communities

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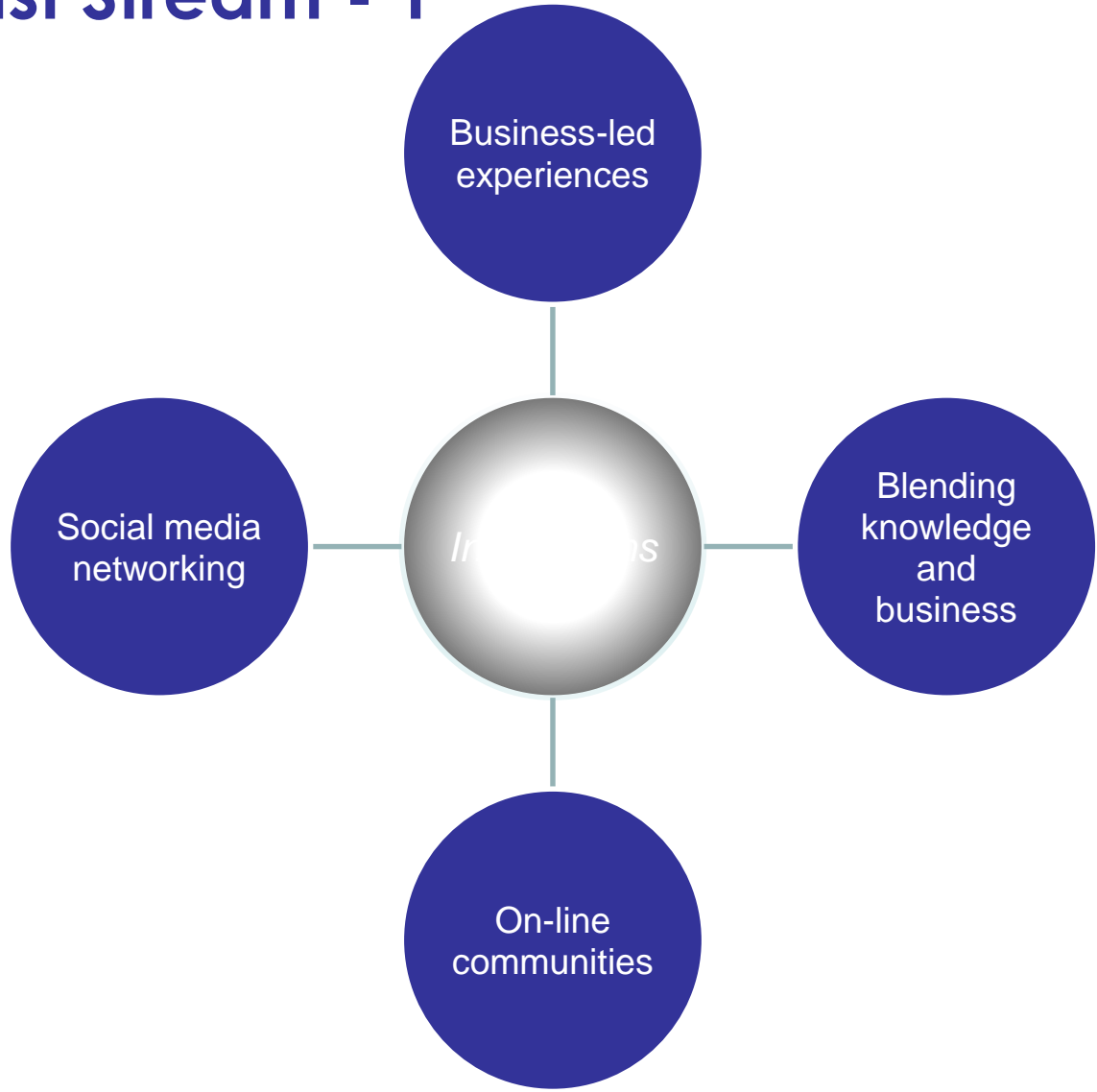
Beyond Fast Stream - 2

Graduate Programmes	Length of Programme	Posting Rotation	Training
Energy	3 years	2 rotations of 18-24 months	Combination of on-the-job and job training against competencies.
Consultancy	2 year	3 monthly placements throughout the programme	Formal training - majority on-the-job development.

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Beyond Fast Stream - 3

Graduate Programmes	Length of Programme	Posting Rotation	Training
Finance	3 years	Not allowed to remain in any role so long that they become embedded	Balance experience with formal training
Finance	3 years	3 years in one posting	Accountancy learning plus exams and day to day work

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Metrics

Posting Quality: Core Skills Exposure

Avg % with some exposure to each Core Skill on 1st posting
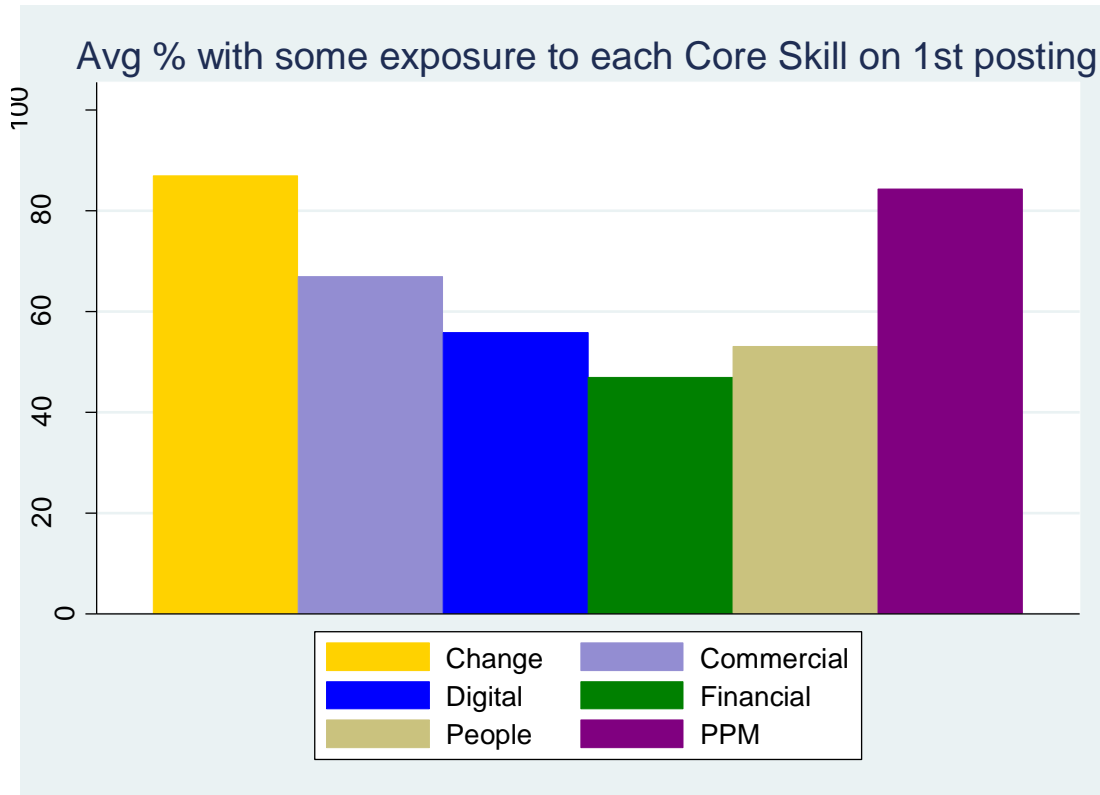
- Most FSers (>80%) had *some* exposure to at least one element of Change Management (CM) and Project Management in Posting #1
- Financial Management was the most infrequently encountered Core Skill, with 47% of FSers receiving some form of exposure

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Accelerating
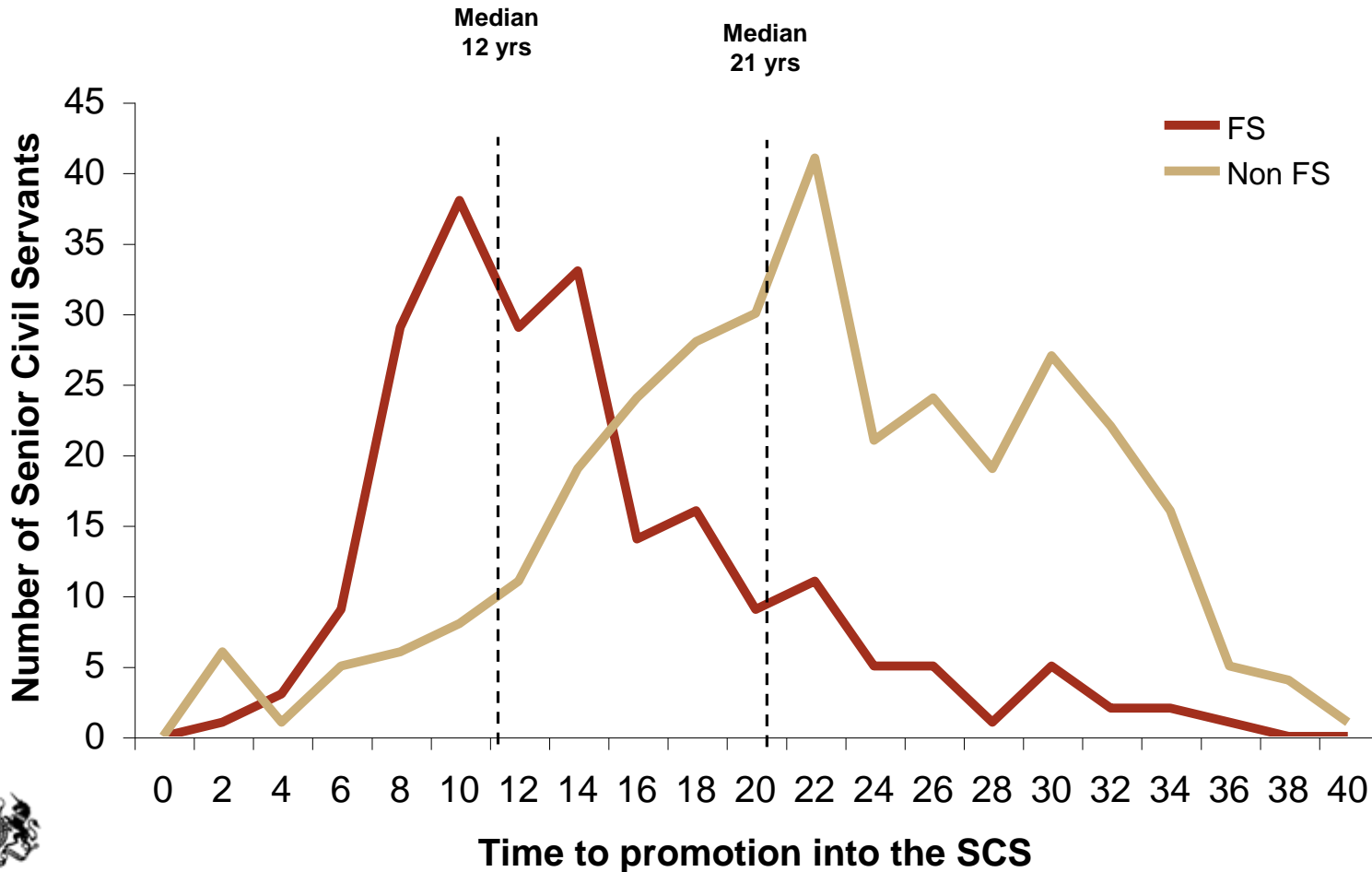
Correlating
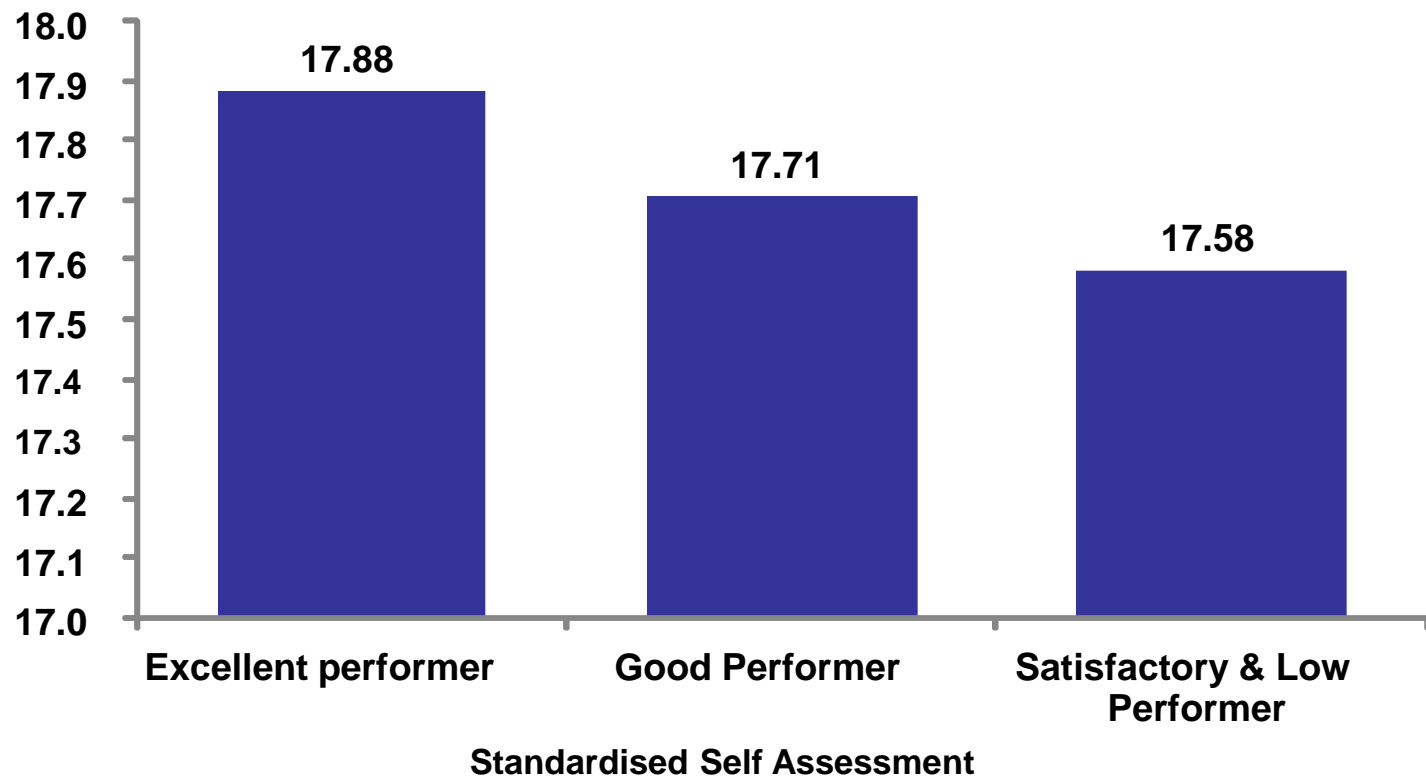
Promoting
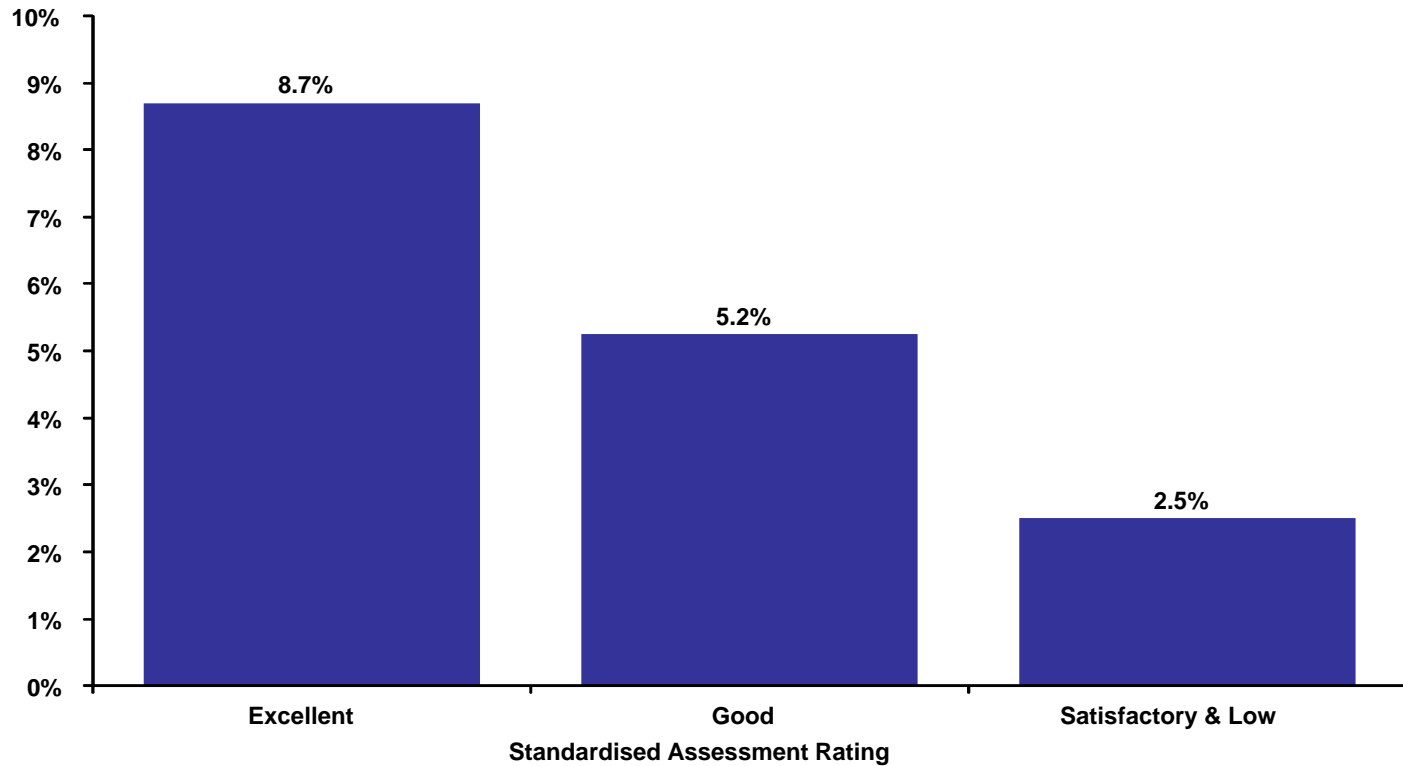
% of Fast Streamers in Post Promoted

Diversity

	2007	2008	2009	2010	2011	2012
Gender	45%	48.2%	42.8%	46.2%	50.1%	51.1%
Ethnicity	9.5%	9.3%	10.7%	12.3%	13%	12.5%
Disability	8.7%	12.6%	14.6%	13.5%	13.2%	13.5%

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Fast Stream

Ranking

Assessing

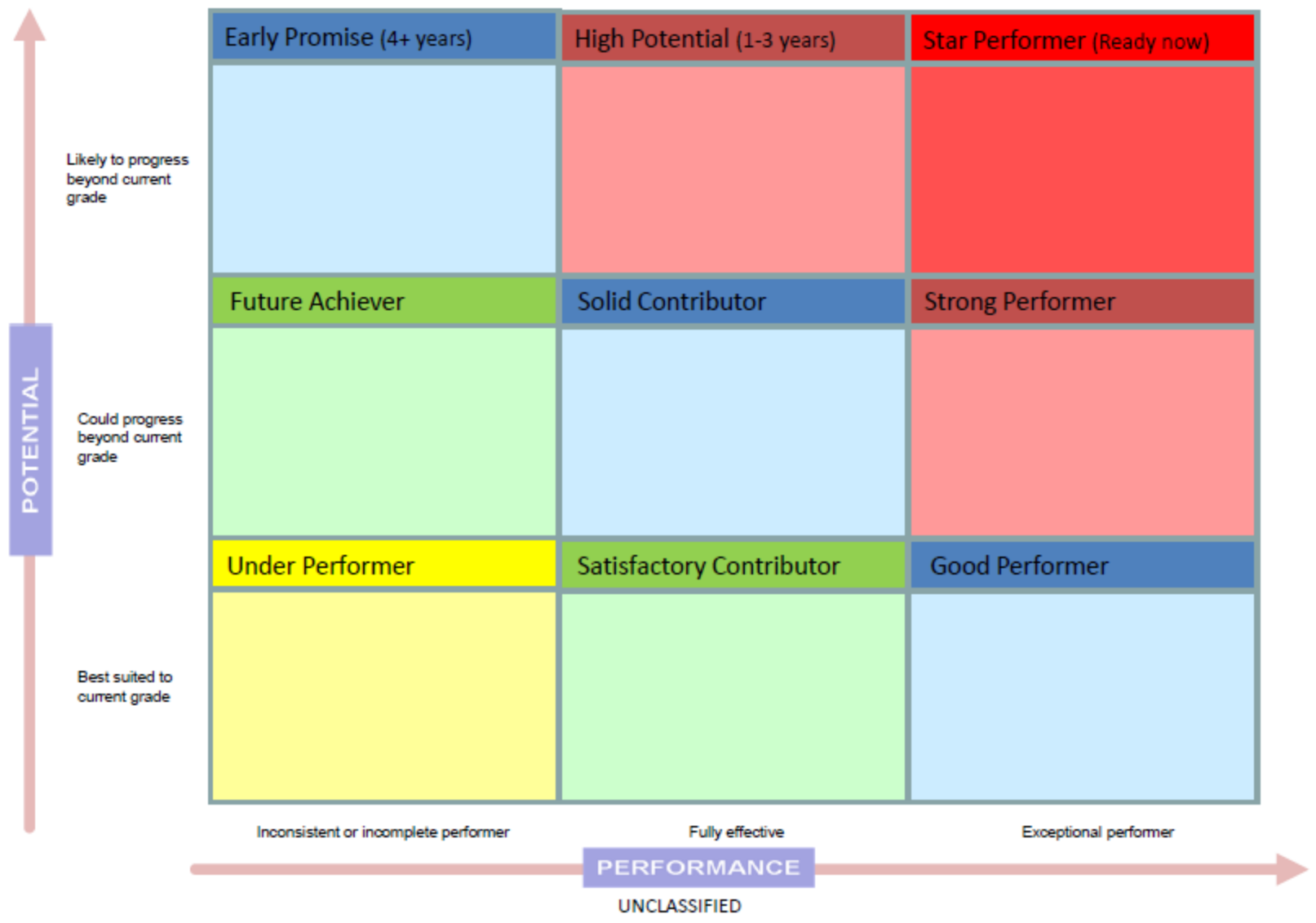# Profiling

talent**Q**

3

Team Profile

The profile relates to the different roles within a team, across four quadrants of activity. The top-left quadrant, Exploring, relates to networking outside the team and creating new ideas and approaches. The next quadrant, Leading, relates to driving the team forward to achieve its goals and organising the team to enable this. Following this, the Operating quadrant relates to team-building to ensure the team is working cohesively together and the actual implementation of key activities. Finally, the Reviewing quadrant relates to completing key activities as required and evaluating the effectiveness of the group and its methods.

The chart below illustrates the strength of preference for operating in each team role, compared to other people who have completed the Dimensions personality questionnaire before. The more each segment on the chart fills the whole area available, the stronger the preference.

EXPLORING

LEADING

Creator

Driver

Networker

Organiser
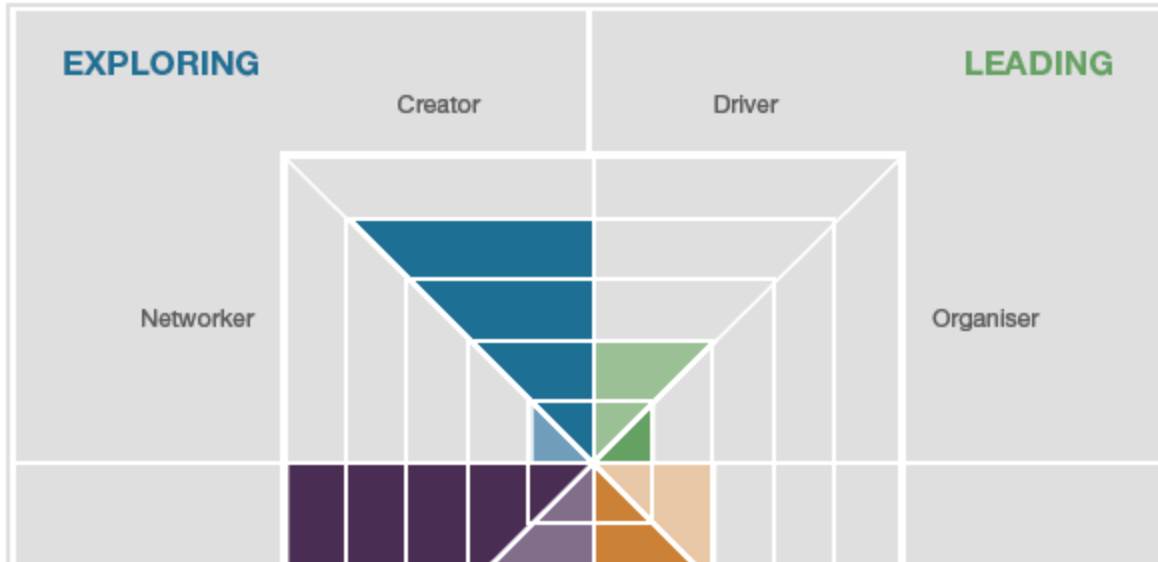
CIVILSERVICE

GRID FOR SCS – FOR COMPLETION (please identify specialists and state specialism)

POTENTIAL	Inconsistent or incomplete performer	Fully effective	Exceptional performer
Likely to progress beyond current grade	Early Promise (4+ years)	High Potential (1-3 years)	Star Performer (Ready now)
Could progress beyond current grade	Future Achiever	Solid Contributor	Strong Performer
Best suited to current grade	Under Performer	Satisfactory Contributor	Good Performer

PERFORMANCE

UNCLASSIFIED

Thank you

philip.wilson@csresourcing.gsi.gov.uk