

Operational Delivery Profession Capabilities Plan

Driving capability with professionalism



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Ruth Owen,
Head of Operational Delivery Profession

“ This Operational Delivery Profession Capabilities Plan sets out how we will support successful delivery of Civil Service reform. ”

1. Foreword by Ruth Owen

Head of Operational Delivery Profession



I started my career in Operations and have made it my career of choice, as I absolutely love working in an environment in which we make a difference to the lives of so many customers and citizens.

My experience in Operations has taught me that we are a practical and pragmatic profession, who like to deliver. As a profession, we aim to provide a high quality of service to the people who come in to contact with us. We are also fortunate to have hundreds of thousands of members, almost all of whom are equally passionate about the job they do.

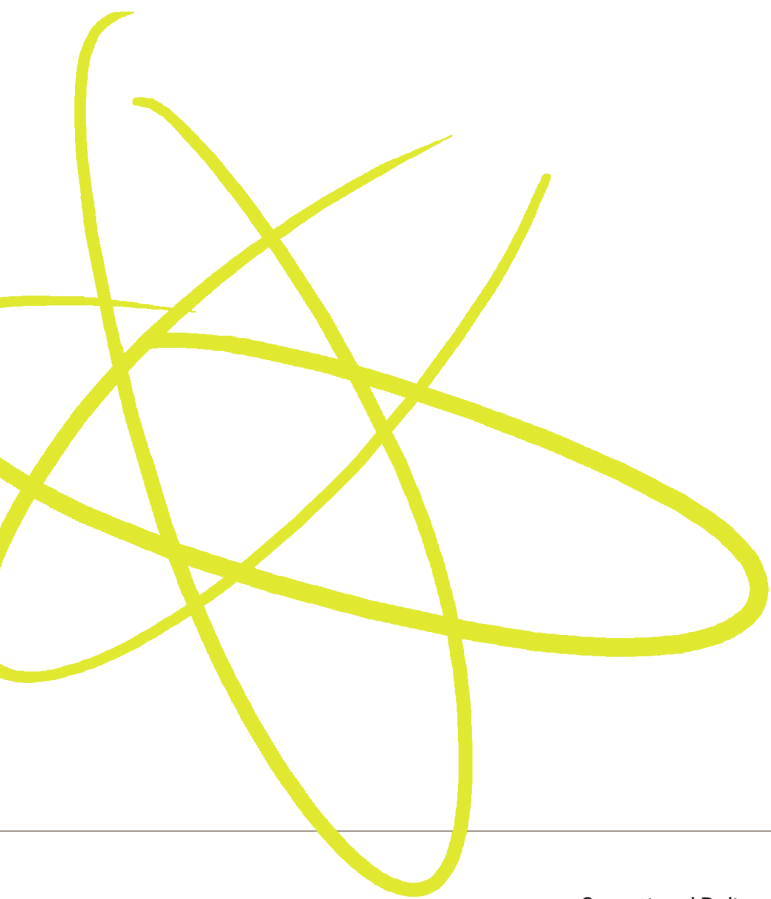
Now is a really crucial time for all of us: our customers/citizens are demanding more and we need to be the best we can possibly be to be able to deliver better value for money.

Civil Service Reform focuses very much on professional development because it is by improving our skills and maintaining professional standards that we will be better able to meet the challenges of the future, as well as give our people more pride in the jobs they do.

This Operational Delivery Profession Capabilities Plan sets out how we will support successful delivery of Civil Service reform. I will lead the implementation of this Plan, supported by colleagues in the Operational Delivery Profession Unit in Civil Service Learning, and Heads of Profession will lead implementation in their Departments.

Together, we will focus on building capability and tracking progress, and play our vital part in enabling our diverse and talented workforce to develop our skills further so that, every day, we can deliver excellent services more efficiently and effectively for the citizens of this country, and be equipped for the future challenges that we face in the Civil Service.

Ruth



2. Context

Seven out of ten of all Civil Servants work in operational delivery. If you are one of them, you are part of the Operation Delivery Profession, the largest profession across government, with around 280,000 members.

You and your managers are the people who keep the country going! You process visas or driving licences, check passports, work in courts or prisons, or in consular offices abroad. You help people find jobs or get their entitlements, make sure our food is safe to eat, or bring in tax.

Rising customer expectations coupled with spending cuts mean that the Civil Service must change to improve the productivity and efficiency of government services. We must give citizens a better experience when interacting with government and deliver value for money for taxpayers. The Civil Service has to do things better and faster, be smaller, and provide more services online. It must be more open and less bureaucratic, and more unified with Departments more joined-up and corporate.

Crucially, all civil servants need to have the right capabilities to rise to the challenges of delivering public services in the 21st century.

The Civil Service Reform Plan acknowledges that the Civil Service has many talented people, but that there are significant gaps in capability and skills which we have to fill. To meet the challenge of change, the Reform Plan's underpinning Capabilities Plan puts people and skills at its core. Civil servants carry out a huge variety of roles, particularly in the Operational Delivery Profession, and every civil servant needs the right combination of professionalism, expert skills and subject matter expertise to deliver Departments' priorities effectively.

The professions across the Civil Service are key to achieving this. Of all of them, the Operational Delivery Profession is the most critical to making Civil Service reform happen.

This Operational Delivery Capabilities Plan is about supporting Departments and Agencies to enhance and recognise our people's skills so we give the best possible service to the citizens of the UK who we support and protect.

3. Why we need a Capabilities Plan for the profession

People are at the heart of the Civil Service Capabilities Plan which sets out what Departments and Agencies and everyone working in them must do to build capabilities across the Civil Service.

We need an Operational Delivery Capabilities Plan because Departments and Agencies – who will implement their own capabilities plans – need to understand how the profession will guide and support them to build the knowledge, skills and behaviours we all have to have to help achieve our business objectives.

Our Plan complements the Civil Service Capabilities Plan by addressing the profession's capabilities gaps in the four key areas vital to delivering better public services in the 21st century. These are:

- Leading and managing change
- Commercial skills and behaviours
- Delivering successful projects and programmes
- Redesigning services and delivering them digitally

Our Plan also focuses on one other core area which is the essence of our profession:

- Customer service

Investment in operational delivery professionals' capabilities is vital because we are on the front line of the delivery of services. We are the public face of government and it is by the standard of the job we do for millions of citizens every day that government services are judged.

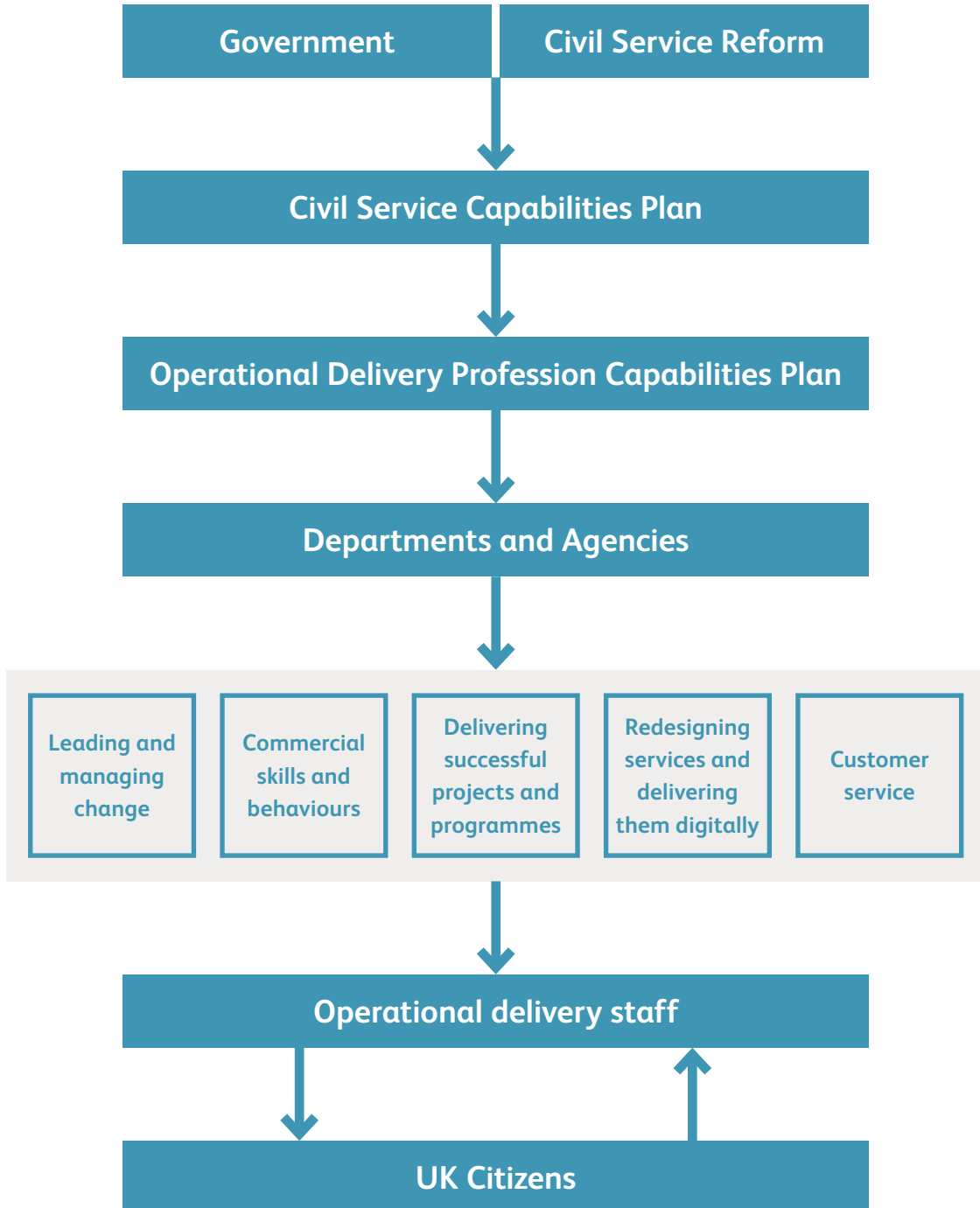
Changing customer demographics and needs and changing government and business priorities mean our roles are continually changing and we must be able to adapt effectively. As more of our customers use government services digitally (some supported by delivery partners, for example: Assisted Digital) and more routine work becomes automated, we will have to support customers in different ways. We will increasingly have more complex work to deal with and we will have to respond to the more complex enquiries and needs of customers who cannot be fully supported by automation. We will also have to be multi-skilled to give customers the right support and advice however they choose to contact us.

By building our capability we can provide better, more efficient, public services, meet Departments' and Agencies' business needs, and we will have more rewarding jobs and careers spanning across government.

Our Plan sets out the capabilities we who work in the profession have to have to support Civil Service Reform and how our profession will help us – whether we are leaders, managers or front line professionals – to build our capabilities.

Departments and Agencies will decide how to implement the priorities we outline in this Plan in a way that best supports their staff, business and customer priorities.

How the profession supports Civil Service Reform



4. The Departmental Head of Profession role

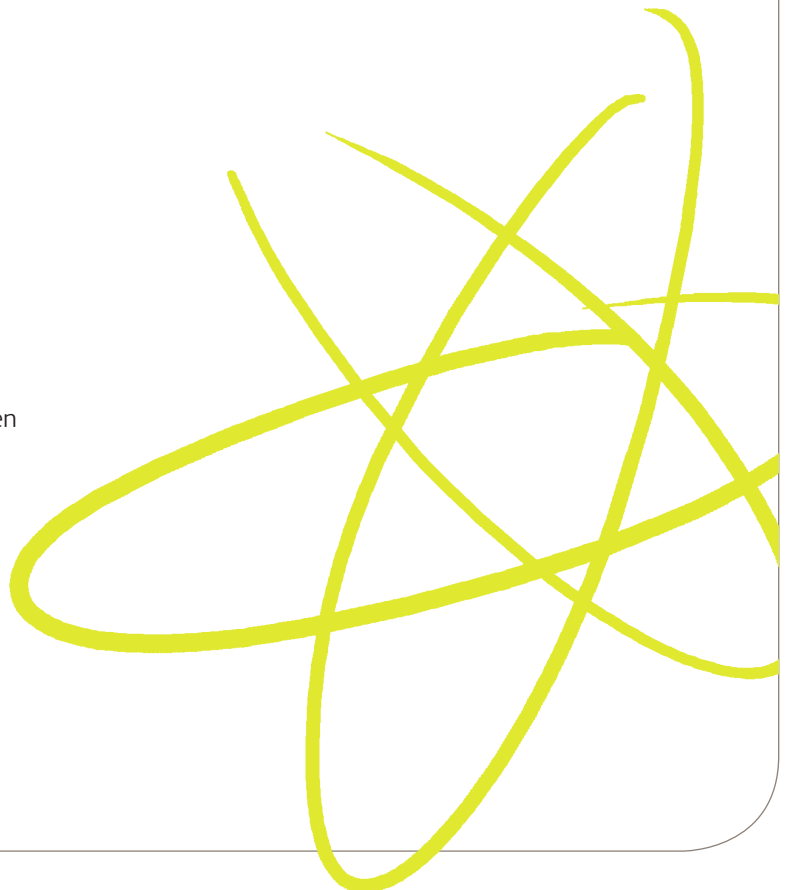
As Head of the Operational Delivery Profession across government, Ruth Owen is accountable for championing professional development in the Civil Service and for providing the high quality learning and development we each need to be the best that we can be.

Ruth can only do this with the support of Departments' and Agencies' Heads of Profession. They are responsible for making sure that their parts of government 'own' – and are accountable – for providing the support necessary to build our capabilities and develop our careers. Heads of Profession are also responsible for making sure that capability enhancement meets business requirements, and for balancing our development opportunities with business priorities.

All of us who are operational delivery professionals, whether we are supporting customers or protecting the public, have a lot in common so it is essential that Departments and Agencies work closely together to:

- build the profession and learn from each other
- establish widely recognised standards
- forge a sense of community that helps us all – wherever we work – understand the crucial contribution we are making to the UK
- enable people to move within the profession between Departments
- help our profession gain the same level of status as other professions.

“ All of us who are operational delivery professionals, whether we are supporting customers or protecting the public, have a lot in common so it is essential that Departments and Agencies work closely together. ”



5. Leading and managing change

The Head of the Civil Service, Sir Bob Kerslake, says that change leadership is one of the key capability priorities for the Civil Service.

He says: “If we are to fulfil the ambition of Civil Service Reform, strong and cohesive leadership is arguably the most critical ingredient for success. This priority lies at the heart of transforming the culture of the Civil Service and will be addressed through a variety of actions, one of which is learning and development”.

This puts all of us in the Operational Delivery Profession at the core of the Civil Service Capabilities Plan.

Change is, and always will be, a constant. As we transform the Civil Service and government services, we must accelerate the pace of change and manage the change better into operations to deliver the desired outcomes successfully.

Operational delivery needs leaders who can drive and champion change in their areas of responsibility. Our leaders must inspire and motivate, and communicate effectively with large audiences to deliver strong performance. There are significant challenges for leaders in operational delivery because of the size and geographical spread of their teams, and the priority is to not just maintain service standards during change but to raise them.

Managers must support change, encourage their people to innovate, and promote the link between change and learning. They must involve staff in change: keep them informed and look for opportunities for them to develop.

But change is not just about leaders and managers – every one of us has a part to play in making change happen. We all have to recognise the value of learning, continuous improvement, and be capable of positively adapting to change, taking personal responsibility to develop our skills and make change happen successfully.

Our goals

The profession will support operational delivery leaders to:

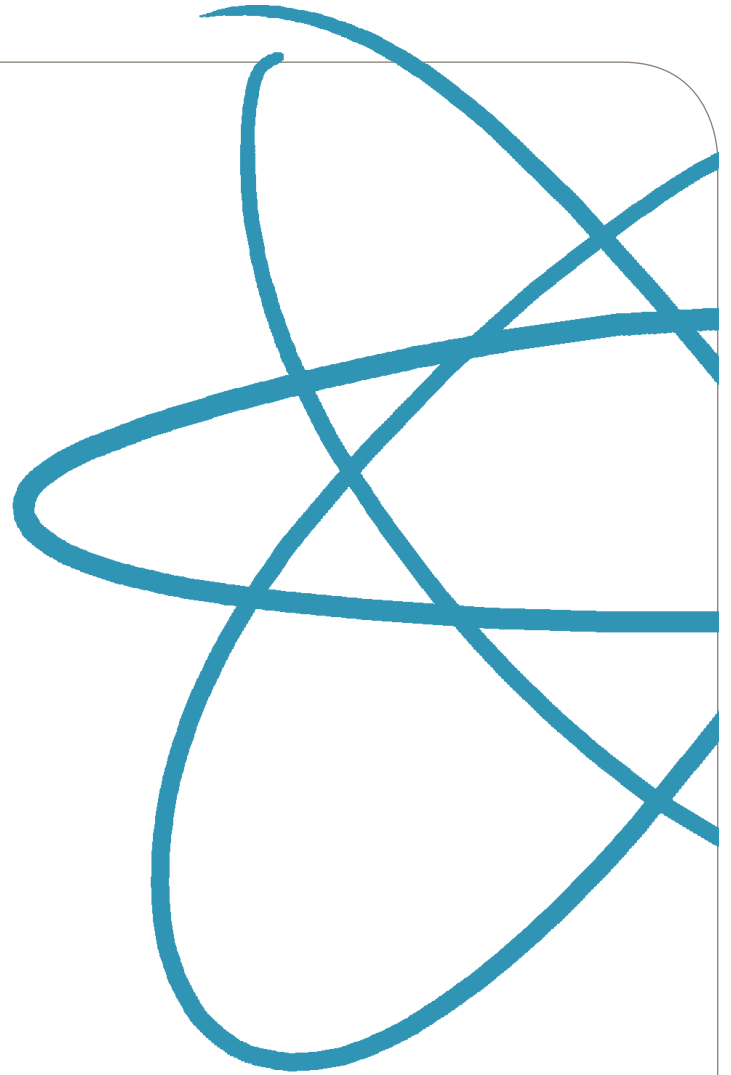
- inspire, motivate and create a compelling vision of how and why operational delivery will be changing
- build and sustain buy-in and enthusiastic momentum for organisational change
- deliver high performance through others during change/transition
- articulate the value and important contribution made by everyone working in operational delivery to achieving organisational goals.

The profession will support operational delivery managers to:

- think about the impact of impending change on themselves, their business and the customer experience
- plan effectively – assess the impact of change and influence others to ensure risks and issues are addressed so that change is implemented smoothly in the business
- support others' learning and development to underpin change
- explain/engage teams on change
- involve people in shaping how work is done
- create an open environment so people challenge existing ways of working and are not afraid to experiment.

The profession will support all operational delivery professionals to:

- understand why the Civil Service and their Departments/Agencies have to change and what the benefits of change are for them, the customers they support or protect, all UK citizens, and government
- understand how large change programmes work
- understand how to get involved in change and respond, support and make change happen positively
- continuously improve the work they do, identifying what needs to change to deliver the best outcomes for their business/customers
- learn new roles and skills as their work changes
- adapt to change in the way they do their work.



Sir Bob Kerslake, Head of the Civil Service

“ If we are to fulfill the ambition of Civil Service Reform, strong and cohesive leadership is arguably the most critical ingredient for success. ”

6. Commercial

In a world where services are increasingly commissioned from the private and voluntary sectors, all civil servants must be more commercially astute.

This is particularly important in operations where we are at the sharp end of making decisions and delivering public services vital to the smooth running of this country and to the security and well-being of millions of citizens.

In operations, we all have to have an awareness of commercial skills and procurement. We all have a part to play to ensure that commercial partners are providing what we need to give effective and efficient public services, whether that is a national IT system or basic equipment that lets us do our jobs properly. We all have to know when and how to report services that are not up to scratch so that action can be taken quickly to make sure that government – and our customers – are getting the best value for money.

Senior leaders – like the CEO of a trading fund, CEO of an Agency, Directors General, or SCS – all require different levels of commercial capability.

We need to equip our SCS with an increased awareness and understanding of commercial management at all stages of procurement appropriate to their role to improve practice and get the greatest value for money from contracts.

We can learn from the commercial world to improve the way we do business in our operations. Having greater business acumen to inform our decision making and delivery will increasingly become important as we achieve best value in a world of scarce resources.

Our goals

The profession will support operational delivery leaders to:

- recognise commercial opportunities and attract and secure suitable partners
- create an environment where alternative delivery methods are regularly explored, proposals adequately scrutinised and partners' performance reviewed.

The profession will support operational delivery managers to:

- understand the realities of working in a commercial world, get expert commercial advice and act on it, and hold suppliers to account
- understand how private sector businesses work to get what they want from suppliers
- understand how they make decisions and how they manage risk and make money
- learn from best practice in decision-making, managing inputs/outputs, and achieving best value for money from limited resources.

The profession will support operational delivery experts who get involved in commercial discussions and agreements to:

- quickly identify where changes to commercial arrangements may lead to more efficient and effective delivery of public services
- represent customer, business and operational delivery needs in initial conversations with potential new delivery partners and the creation of formal requirements and specifications
- ensure that delivery partners are providing what has been agreed and, if not, have the confidence to challenge
- understand how new procurements may have an impact on existing contracts
- negotiate and realise the best efficiencies and value.

The profession will support operational delivery professionals to:

- be commercially aware and understand how to achieve value for money in all areas of their work and take personal responsibility to report services that are not delivering
- recognise when a discussion might lead to procurement.

7. Delivering successful projects and programmes

Service improvements never stand still, and operational delivery professionals across government are always at the sharp end of new initiatives and enhancements to systems and processes.

The majority of us on the front line will not work directly on major projects and do not have to have specialist project delivery skills. But we do need a basic awareness to understand how major projects work. This will help us to 'buy-in' and understand how projects fit with our day job and how change will affect us and the citizens we support or protect, as they move into live operation.

Operational delivery experts often represent the business and are critical in making sure that projects deliver what the business and customers require. These experts are usually drawn from front line managers and staff who then often move from operational delivery into project delivery roles without understanding what to expect. This has to change.

Most leaders will also have to act as Senior Responsible Owners for major change programmes.

Our goals

The profession will support operational delivery leaders to:

- understand the role of Senior Responsible Owner and perform that role effectively
- understand major project best practice in delivery and risk management, and their role in project governance
- learn from major causes of project failure including the importance of operational leadership of change
- effectively engage and influence major projects to ensure business change is effectively planned for successful benefit delivery

- influence Programme and Project Management Profession (PPM) colleagues in design/testing/implementation
- make sure that we all get the right learning and development at the right time to support change
- work with PPM through business changes to understand the impact the change will have and understand how to embed it.

The profession will support operational delivery managers to:

- understand and apply project management techniques, where appropriate
- select the right operational delivery expert to work on projects and give them the necessary support.

The profession will support operational delivery experts who provide direct support to projects to:

- understand their roles (business expertise, user testing or change agent) and what they can expect when working in a project team.

The profession will support operational delivery professionals to:

- understand how major projects work and, where involved in a small scale project, understand basic project principles
- understand how the approach to projects in government is changing
- understand how projects and programmes can deliver improvements for the business and customers and how they can get involved at each stage of the project life cycle.

8. Redesigning services and delivering them digitally

Increasingly, government services will be provided digitally, often over multiple channels (including the internet and social media). For some services, customers will not have a choice about whether or not they must use digital channels.

Where customers do have a choice (for example, phone instead of internet), some will prefer to not do business with us digitally. We will have to make sure that we have the right skills to always give customers the best possible experience whichever way people get their services and entitlements from us. This means that we have to make sure that operational delivery professionals are multi-skilled and can work confidently to help UK citizens do business with government digitally, or support customers using a variety of other channels.

To support the shift to digital, we will help operational delivery professionals to become confident users themselves of digital and social media.

Our goals

The profession will support operational delivery leaders to:

- champion the potential of digital services for business and service delivery improvements
- redesign operational delivery for digital/multi-channel service delivery
- recognise the challenges of developing new digital services and communicate these with staff
- influence digital projects in design/testing/implementation.

The profession will support operational delivery managers to:

- communicate the benefits of digital services and business and service delivery improvements

- recognise and act on the impact that new processes or digital services will have on existing processes, business structures or resources
- drive and manage performance across multiple channels
- support their teams to offer services and work flexibly across multiple channels.

The profession will support operational delivery experts who have a role in designing and developing new processes and digital services to:

- work closely with digital experts and partners to understand and articulate business and customer needs, consider a range of solutions, and escalate risks and issues
- evaluate, design and maintain efficient processes that can handle complexity and quickly adapt to new demands
- build their skills in agile development and designing around customer insight
- encourage a shift towards digital channels.

The profession will support operational delivery professionals to:

- understand the benefits of digital services, online communities, and online information
- become confident in using digital services so they can provide coaching support and persuade customers to do business with government online
- know how and when it is right to use online communication
- understand customer needs and give customers who require extra help (for example the vulnerable and customers with disabilities) to access government online services
- be multi-skilled to be able to respond effectively regardless of which channel our customers choose to use to interact with us
- recognise the impact of digital change on different customer groups.

9. Customer service

Operational delivery is all about supporting and protecting UK citizens, so providing great customer service is what we want to do and it is what we do best.

We have to keep raising the bar to provide the best possible performance, service standards, and customer experience whichever way citizens interact with us, whether that is over the internet or social media, by phone, letters or forms, or face-to-face. We have to keep pace with ever-rising customer expectations in an environment constantly driven by changing customer demographics and needs, as well as changing government, business, and service delivery priorities and requirements.

We have to quickly understand customers' needs and interpret customer behaviours to support them effectively. We must be better at responding to changing customer needs – including handling and learning from complaints – so people find it easier to access government services and feel they have received a prompt, fair, accurate and professional service.

Increasingly, automation will take away our more routine processing work, and many of us will be dealing with more complex work. Often, we will have to convey complex or difficult messages, or give extra help or tailored services to those people who really need it.

Operational delivery professionals will increasingly concentrate on outcomes: an accurate decision, useful advice or a satisfied customer, and to consider every option to get the right results.

Our goals

The profession will support operational delivery leaders to:

- set out and achieve customer service standards
- understand customer expectations and balance trade-offs with resourcing and strategic outcomes

- create a culture in which customer service is a key driver for performance
- shape service delivery to meet customer expectations at lowest cost, through multiple channels
- benchmark service across the public and private sector, and look for opportunities for government shared services.

The profession will support operational delivery managers to:

- effectively monitor and improve the quality of the decisions their people make
- achieve agreed customer service standards
- build the skills of their people to deliver desired outcomes and agreed service levels
- find ways to continuously improve customer service, based on an understanding of their customer.

The profession will support operational delivery professionals to:

- continue to deliver high-quality customer service
- develop an understanding of customer needs and behaviours
- communicate complex or difficult messages well
- provide the right support to customers who need more help, for example vulnerable customers or those with disabilities
- understand the importance of looking after customer data and capturing accurate information to make the right decisions.

10. Building capability and developing our profession

1. Back to basics – understanding our profession

We have worked closely with ONS and departments to gather data and build a picture of our people, including location, grade, working patterns and gender.

We have held workshops with around 400 front line staff and their managers across government to understand who our customers are, how we support or protect them, the challenges our people face, what motivates and frustrates them and how they identify (if at all) with the profession.

We will be using this information to group our people into segments based around functions (for example, customer service, investigation, enforcement, and operational support) and use the insight to develop targeted customer focussed learning and communications that engage, resonate with, and motivate our people. We will also use this data for workforce planning, and to develop career pathways.

We will be looking at the customers each group supports, using existing research into customers' attitudes and behaviours to identify common and particular needs of different customer groups. This will help us to make sure that the professional development we offer meets customer and business requirements..

2. Professional Standards

Operational delivery professional standards

The cross-government Civil Service Competency Framework (CSCF) was launched in 2013 and this meets the needs of the profession. The CSCF contains ten competencies and we recommend the majority of the profession select from seven for recruitment and selection, performance review and learning and development planning. For some operational delivery

roles or levels it may be appropriate to select from all ten competencies.

We also recognise that the profession forms part of the wider Civil Service family and we adhere to the Civil Service values and code of conduct.

We have three suites of national occupational standards which are mapped to job roles within the profession. We will be reviewing these and where appropriate making our expectations clearer through our new professional framework and learning solutions.

Continuing Professional Development

Professional learning curriculum

Our interactive professional curriculum sets out the learning that supports professionals to perform well and is presented in two sections: foundations (relevant to all professionals) and managers and leaders. The curriculum is underpinned by national occupational standards and the learning is mapped to the seven recommended competencies and grouped by capability area.

The curriculum includes workshops, e-learning, self assessments, group activities, signposts to free Open University learning and books and many 20-minute short guides.

Our curriculum is designed to be flexible to accommodate the diversity of roles in the profession. People are encouraged to focus initially on their personal learning needs or departmental learning priorities.

We developed the curriculum in consultation with over 100 front line staff, managers and leaders. We received and responded positively to 60 recommendations for improvements and this has led to the curriculum being the top download from the Civil Service Learning portal. The curriculum will continually evolve in response to new learning priorities and user feedback and we are committed to undertake a review every six months.

Our approach to developing new learning is to bring together a group of subject matter experts to provide content and engage external delivery partners to maximise digital innovation. In 2013 we launched good complaint handling online learning developed in partnership with the Parliamentary Health Service Ombudsman, complaints leads from five government departments and an award winning learning partner. In October 2013 we launched our 'supporting vulnerable people' online learning developed in partnership with cross-government subject matter experts and external stakeholders including MIND, Citizens Advice, and the Samaritans. The learning is endorsed by Lin Homer, HM Revenue and Customs' Chief Executive and Permanent Secretary and Disability Champion for the Civil Service. We also used animations for the first time to reinforce key learning points.

Qualifications and Accreditation

Our Qualification and Accreditation Strategy for Operational Delivery brings employers and education providers together to collaborate on improving and recognising the skills and knowledge of our people and develop career paths to help them plot how to get to where they want to be in their careers. Our Strategy helps to make sure that we will be properly skilled, and have fewer gaps in knowledge and capability, and help more people gain accredited qualifications at affordable prices.

Our accreditation process allows professionals to demonstrate their capabilities against national and international externally recognised standards. We are also working closely with Civil Service Learning to provide a one-stop-shop for business units to access accreditation options based around functions like customer service and operational support.

We have worked with City and Guilds and the Chartered Management Institute to develop bespoke qualifications

for our people. Our qualifications currently include work-based vocational diplomas at levels 2, 3 and 4 and knowledge based awards, certificates and diplomas at levels 5, 6 and 7.

By April 2014, we will have launched knowledge based awards, certificates and diplomas at levels 2, 3 and 4 and developed an international assessment strategy for our overseas people.

This will give Departments/Agencies greater flexibility and choice wherever in the world they operate, and the ability to directly target qualifications to functions/roles. It is for individual professionals and their Departments/Agencies to decide how they approach qualifications, but we recommend that people enrol in a qualification within three years of entering the profession.

Knowledge Centre

We are setting up a Knowledge Centre on our website where our people can access information about qualifications. This is common in the private sector with organisations such as HSBC. A Knowledge Centre will:

- raise awareness of the benefits of qualifications and how to use qualifications effectively
- analyse and recommend suitable qualifications for our senior leaders and managers
- clarify what funding options are available and how to apply for funding.

Professional framework

Using the insight gathered from our segmentation research, we are developing a professional framework. This will bring together capabilities, competencies, experiential requirements, learning and qualifications. It will provide a clear and simple guide to a successful career in the profession. We plan to launch in March 2014.

3. Talent

There are a large number of talented people in Operations. Most never leave their own Department. We need to build a picture of where our talent is across the profession, their skills and skill gaps, and build paths for them to develop across the profession, moving between Departments.

We define talent management as attracting and integrating highly skilled workers and developing and retaining existing workers. It is knowing:

- where talent is now and in the future
- what skills and experience that talent will need
- what talent we currently have, where it is and how good it is

- how we succession plan and ensure all critical roles are suitably filled
- how we can best develop that talent to meet future needs.

To ensure we meet these challenges, we have:

- **Developed a Senior Talent Strategy and established a Senior Talent Board**

Our Senior Talent Board is for our SCS1 and SCS2 which is identifying, and will develop and manage tomorrow's Civil Service leaders. We are adopting a cross-government corporate approach to access the richest available Senior Civil Service talent from a wide range of backgrounds. This will mean that Departments/Agencies share our most talented future leaders. From April 2014, we will include the next level of senior managers to help make sure we have stronger operational leadership and robust succession planning for critical roles.

- **Developed a plan for increasing opportunities**
We have developed a mechanism that will enable people to gain experience and skills through increased access to internal and external loans, secondments and interchange opportunities, breaking down the barriers that currently exist between Departments/Agencies and within the Civil Service. We will be piloting these nationally from January 2014.

- **Established a Regional Talent Forum**
We are very conscious that much of our talent is spread all over the UK and, in some instances, across the world. Our talent forum comprises of SCS champions and is working to support the design, development and delivery of an internal talent scheme for our people from entry level up to senior manager in each UK country or Region. We aim to pilot this with a cross-government group of people in 2013-14.

4. Building a professional community

Leadership networks

We have set up networks made up of operational leaders from across government to help us make sure that our work supports the business. For example, our contact centre network is sharing information and management data to build a common framework for comparison and learning and we are working with Civil Service Local to bring together operational leaders based on geographical regions. We will look to expand these networks based on our segmentation work.

We also hold bi-annual SCS events, bringing together senior operational delivery leaders to hear from key stakeholders, get involved in exciting activities to build their leadership skills, network and make new contacts to share ideas and support each other.

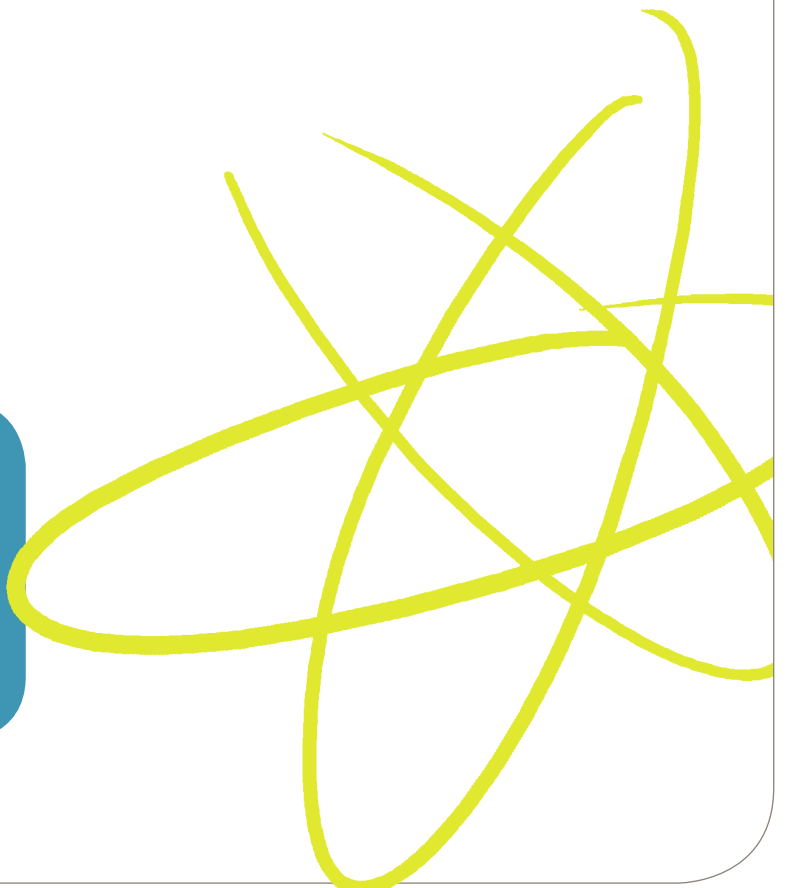
Working with private and voluntary sectors

We have an External Advisory Group, working in partnership with private and voluntary sector organisations to sense-check our plans for everyone in our profession, learn from them and borrow their skills. Members include representatives from Lloyds Bank, Marie Curie, and the Chartered Institute of Taxation.

Working with other Civil Service professions

To successfully contribute to Civil Service reform, our profession cannot work in isolation from the other professions: we must learn from and support each other. We are working together with the other professions on the Professions Networking Group and are joining forces to develop capabilities where we have shared objectives.

“ We have set up networks made up of operational leaders from across government to help us make sure that our work supports the business. ”



11. Measuring success

Our success will be measured by the quality and effectiveness of the services we deliver, and in how the public judge the government services they receive from us.

Across the profession, success will see:

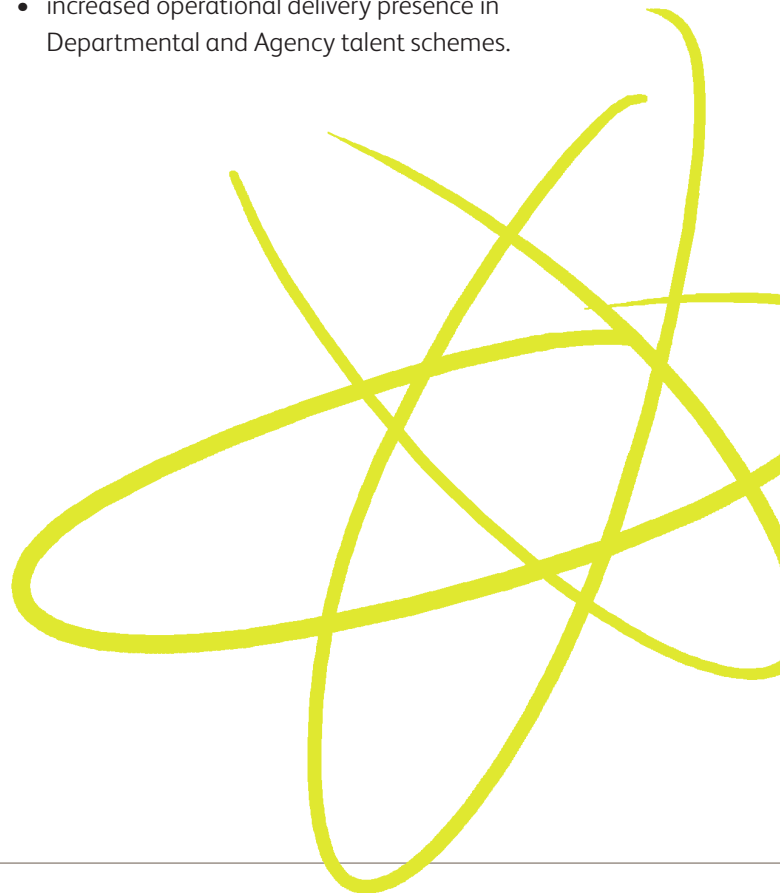
- stronger talent management, with talent identified and nurtured, and our people with potential shared corporately across the Civil Service and further afield
- benefits from more loans, secondments and interchange between Departments and Agencies, with our rising stars contributing to areas of government where we need them most
- more movement of people to fill crucial roles across Departments and Agencies
- more people with operational experience and capability in senior leadership roles
- better, more robust succession planning across the profession
- professional accreditation for as many of us who want it
- a greater sense of community and of belonging to the profession through our internet site and networking groups
- more parity of esteem with other professions.

Departments will see success in:

- rising customer experience scores, as our capability improvements result in service delivery transformation, and better support for citizens who need extra help
- improved staff engagement as we build our skills, give a better service, and recognise the vital contribution we are making to society and to citizens' behaviour
- skills development and clearer career paths leading to potentially more rewarding careers and improved career progression
- representation at more senior levels of those of us in Black, Asian and Minority Ethnic and disability groups.

Measures of success will include:

- monitoring Departments' and Agencies' customer service scores and other Key Performance Indicators
- seeing if there is a comparable upward trend in engagement scores with investment in professional learning
- reviewing take up and impact of our professional development courses and qualifications, including learning topics, grade mix and Department or Agency
- holding focus groups with operational delivery staff to help us understand more about what makes them and our customers tick, and what learning works best so that we can build on it and find out what we have to do more of or do differently
- diversity data
- increased movement across Departments and Agencies
- increased operational delivery presence in Departmental and Agency talent schemes.



Annex: Learning interventions

To see the learning available to help operational delivery professionals build capabilities, go to:

- > www.civilservicelearning.civilservice.gov.uk
- > select 'Professions'
- > then 'Operational Delivery Profession'

