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Metrics to measure improvement

Area	Action	Metrics used to measure progress	Timescales	Trigger for mitigating action
Policy professionalism	Professional development programme for policy, launched in 2015	<ul style="list-style-type: none"> Course attendance rates by grade and area of department Feedback from attendees on quality of training provision Staff survey results on learning and development 	<ul style="list-style-type: none"> Content, including principles and tools, developed by February 2015 Pilot with subset of existing staff during purdah 2015 Structured roll-out in autumn 2015 Review in 2018 	<ul style="list-style-type: none"> No agreed framework/delivery model by February 2015 Lack of take up Negative feedback on tools/courses Drop in positivity of staff survey results in relevant categories
Policy professionalism	Induction and development programme for all graduates joining from autumn 2015	<ul style="list-style-type: none"> Attendance rates Course pass rates Feedback from new graduates Staff survey results on Learning and Development Retention rates for graduate cohorts 	<ul style="list-style-type: none"> Delivered for Oct 2015 (first new graduate intake) Review 2015-16 ahead of 2016 programme 	<ul style="list-style-type: none"> If delivery model is not designed and agreed by April 2015 Poor feedback from new graduates and/or range E managers of new recruits Drop in positivity of staff survey results

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Strengthening Skills and Expertise	Fundamental review of skills, alongside business planning for 2015-16.	<ul style="list-style-type: none"> All groups returns completed by January 2015 Data on interchange Staff survey results on skills for effective working 	<ul style="list-style-type: none"> Research and workshops (summer 2014) Run assessment in autumn/winter 2014 alongside business planning process Proposals to Executive Management Board by February 2015 	<ul style="list-style-type: none"> Exercise not completed by end January 2015
Strengthening Skills and Expertise	Further increase the depth of expertise we have by increasing how long staff spend in policy area or individual posting.	<ul style="list-style-type: none"> Range D/E time in current post Range D/E time in grade SCS sampling (time in post and grade/number of posts held) 	<ul style="list-style-type: none"> Options by February 2015 (to support options on skills) 	<ul style="list-style-type: none"> Staff turnover rates increase
Strengthening Skills and Expertise	New graduate recruitment model, from autumn 2015 intake.	<ul style="list-style-type: none"> Feedback from recruits and from range Es on quality Number of applicants (from university outreach activity) Diversity statistics Percentage take up of offers Retention statistics Career progression tracking 	<ul style="list-style-type: none"> Outreach activity autumn/winter 2014 Interviews spring 2015 First intake October 2015 	<ul style="list-style-type: none"> Drop in quality (poor feedback from managers) High exit rate of new cohort No or insignificant improvement in performance against diversity targets
Strengthening Skills and Expertise	Formal review of Group Management Services (GMS) to assess career development and progress on professionalising the service.	<ul style="list-style-type: none"> Feedback from GMS colleagues and staff on support/performance respectively B-C staff survey results in the following areas; my work, my manager, my team, learning and development, inclusion and fair treatment, resources and workload, engagement 	<ul style="list-style-type: none"> GMS review over summer 2014 Report to Strategy and Capability Board in early autumn 	<ul style="list-style-type: none"> Negative feedback following the review from GMS on levels of support, and/or staff more widely on performance

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Working with Stakeholders	Treasury-wide stakeholder benchmarking exercise	<ul style="list-style-type: none"> Group returns, including scores on key stakeholder engagement metrics 	<ul style="list-style-type: none"> Roll out December 2014/ January 2015 Review post appraisal round spring 2015 	<ul style="list-style-type: none"> Gaps in group benchmarking responses Consistently poor scores in some aspects of stakeholder engagement or in specific Groups
Working with Stakeholders	Requirement for all staff to seek feedback from external stakeholders as part of appraisal process, starting in April 2015.	<ul style="list-style-type: none"> External stakeholder feedback request levels 	<ul style="list-style-type: none"> Appraisal round 2014-15 (March 2015) 	<ul style="list-style-type: none"> Low levels of requests for external feedback
Working with Stakeholders	Development of new Treasury alumni network: <ul style="list-style-type: none"> Proactively sourcing new members Establishing a regular communications channel for members Holding an event targeted at alumni with relevant policy experience 	<ul style="list-style-type: none"> Attendance at events. Feedback from event attendees Increase in Alumni network being used for policy making purposes, recruitment or retention purposes 	<ul style="list-style-type: none"> First event September 2014; then three times a year (September-May) Fortnightly messages to alumni Review autumn 2015 	<ul style="list-style-type: none"> Lack of interest in events/low take up Failure to get regular messaging out
Management Excellence	Management Compact	<ul style="list-style-type: none"> Staff survey results on management 	<ul style="list-style-type: none"> Light touch consultation on content in early autumn 2014 Pilot in some areas at midyear review 2014 Roll out for appraisal 2015 Review annually using staff survey results 	<ul style="list-style-type: none"> No or insignificant improvement to staff survey results on management

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Management Excellence	New B-C Steering Group	<ul style="list-style-type: none"> B-C staff survey results Feedback from B-C Forum 	<ul style="list-style-type: none"> Group established and meeting three times a year 	<ul style="list-style-type: none"> Group does not meet regularly No or insignificant improvement to staff survey results
Management Excellence	Structured management training and peer learning programme for all managers of new graduates joining from Autumn 2015. We will also roll out this approach to all new managers and new Deputy Directors.	<ul style="list-style-type: none"> Feedback from new entrants. Staff survey results on management (for relevant groups of staff) 	<ul style="list-style-type: none"> Content and delivery model by February 2015 Pilot with new SCS and group of new managers in summer 2015 To start in Oct 2015 for new graduates Review summer 2016 	<ul style="list-style-type: none"> Model not designed by February 2015 No or insignificant improvement to staff survey results
Valuing Everyone	Set of practical solutions to promote and support all forms of flexible working	<ul style="list-style-type: none"> Feedback from Parent & Carers and Part-time & Jobsharers networks All staff survey results Number of jobs offered on part-time and, separately, job-share basis Staff working from home or other flexible working patterns Staff retention data 	<ul style="list-style-type: none"> Proposals by February 2015 	<ul style="list-style-type: none"> No change in flexible working patterns Negative staff feedback
Valuing Everyone	Bespoke, workshop based unconscious bias training for all SCS.	<ul style="list-style-type: none"> Staff survey results on respecting differences, skills and management Diversity statistics 	<ul style="list-style-type: none"> SCS workshop in autumn 2014 	<ul style="list-style-type: none"> Poor attendance at workshop