

**MANAGEMENT BOARD**  
**CAPABILITY FRAMEWORK**  
**Note by DG Resources**

**Purpose**

This note presents a proposed Capability Framework for consideration.

**Action for the Board**

2. The Board's agreement in principle to the proposed House Capability Framework and to the priorities for action is sought.

**Background**

3. To meet the challenges of a unified and more effective House service, we need to plan for and deliver the organisational capability that will be needed. The aim would be to provide high quality services against a background of increasing expectations of achievement and professionalism. A capability programme board was set up last year to plan for this on a House-wide basis. We have been helped by senior HR specialists from PKF. Heads of Department and others have been consulted.

**Proposal**

4. A proposed strategic framework is set out in the attached PowerPoint presentation. In addition to meeting the general goal of raising capability, this seeks to address the following more specific needs:

- to provide long-term development to achieve and maintain a senior cadre capable of competing with outside applicants for our top jobs;
- to provide a follow-on for SMDP;
- to develop and widen our general management training;
- to increase the diversity of our workforce, particularly at senior levels;
- to integrate the forthcoming House-wide fast stream;
- to plan for an appropriate balance between home-grown talent and expertise recruited from outside.

5. We currently spend between £1½ and £2 million a year on training. The scheme presented here could cost £500-£600,000 a year, but the figures are very tentative. If adopted, it would clearly need to displace a proportion of current elective training, in order to contain costs. The Board's initial view on cost would be helpful.

6. What is now proposed, however, is not a green light for the whole programme, but approval in principle to the concept, so that planning can be taken forward and a proper business case prepared, and so that key early

priorities such as a follow-on for SMDP can be taken forward (see page 14 of the presentation).

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**Director General of Resources**

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