

EXECUTIVE COUNCIL

CONFIDENTIAL

Title of Report: Localisation of posts and succession planning in FIG

Paper No: 250/10

Date: 21 October 2010

Report of: Chief Executive

1.0 Purpose

To inform Executive Council of the current thinking on this important topic, and to obtain the endorsement of Executive Council to the key elements of the proposals.

2.0 Recommendations

Executive Council is recommended to endorse the following key elements of the proposals:-

(a) that a career management scheme should be adopted within FIG which has two streams:-

(1) a general management stream designed to identify and then manage the careers of individuals who are judged to have the potential to fill senior management posts in FIG which place a premium on general management ability and experience;

(2) a succession planning stream under which key FIG posts are identified which require specific job related skills and experience, and individuals are identified for development to enable them to occupy those parts when the vacancy arises.

(b) selection for the streams is based on a clear and transparent process and individual merit, linked to the FIG performance appraisal system;

(c) all staff with Falkland Islands status or permanent residence permits should be eligible for the scheme;

(d) the scheme should be restricted to those employed by FIG; consideration might be given to extending the scheme more widely at a later date; and

(e) the scheme should initially be available to everyone who satisfies the criteria with no maximum numbers being set; this might require reconsideration at a later date;

(f) a key enabler for the scheme to operate is for FIG contracts of employment to be standardised so that individuals are employed by FIG generally, and not in specific positions in FIG, thus enabling staff to be moved between posts;

(g) the full scheme cannot come into effect until staff are able to demonstrate the levels of performance for the duration required to give effect to recommendation (b), but the interim steps described below should be adopted to enable some initial steps to be taken during 2010/11.

3.0 Summary of Financial Implications

3.1 If Members agree these proposals, the estimated cost of up to £50,000 per annum will be contained within the additional £200,000 already in the operating budget for training.

4.0 Background

4.1 A key recommendation of the Chief Executive's review of government, and one of the key priorities of Members of the Legislative Assembly, is to ensure that more posts in FIG, particularly at the senior level, are filled by local people and not by contractors.

4.2 A Management Development programme is to be introduced into FIG which has as its aim ensuring that FIG managers have the skills to be fully confident across the range of management tasks they might encounter in their work, which will enable them to not only perform well in their current roles, but also provide a good basis for future promotion.

4.3 FIG also proposes that, as part of the annual appraisal process, much greater emphasis should be given to career development. Every member of staff will have a career development interview, which will lead to an individual career development plan for each member of staff. This might include shadowing more senior staff, mentoring, action learning/peer group support, coaching by another manager in a different Directorate, encouragement to participate in distance learning schemes.

4.4 A further strand of work is the development of the EDS proposals to encourage those who have gone abroad for education to return to the Falkland Islands.

4.5 But none of these either individually or in combination is likely to be sufficient to achieve the required outcome of more local staff occupying senior posts. Why? Because whilst the approaches at paragraphs 4.2 and 4.3 will broaden the knowledge of an individual, they will not give the individual the experience of managing across a range of posts, or developing the full technical skills/knowledge that may be required for more senior posts.

4.6 So something else is required. It is proposed that FIG should adopt a further scheme – the Career Management Scheme – which has two streams to it:-

- (1) A general management stream designed to identify and then manage the careers of individuals who are judged to have the potential to fill senior management posts in FIG which place a premium on general management ability and experience.
- (2) A succession planning stream under which key FIG posts are identified which require specific job related skills and experience, and individuals are identified for development to enable them to occupy those posts when the vacancy arises.

4.7 Both streams will involve managing the careers of the individuals much more proactively than at present, and may include overseas secondments to enhance the individuals professional or technical skills. It might be possible for an individual to be identified under both schemes eg. for a particular technical/specialist post, but with an ability to fill more general management posts within FIG.

4.8 But a number of key enablers need to be put in place for the scheme to work:-

- (1) FIG contracts of employment have to be amended so that individuals are employed by FIG generally, and not only in a specific position in FIG, and can be moved at management discretion to any suitable post.
- (2) Funding both for the Schemes themselves and to enable the central management of the Schemes (which is an essential element of the Scheme being run effectively). This will be considered as part of the budget process.
- (3) Selection for the streams based on a clear and transparent process and individual merit, linked to the FIG performance appraisal system, which might be:-
 - (a) achieving a level of performance (A 'good' assessment for at least three years, or an 'outstanding' performance for two years) which is maintained in order to stay in the Scheme;
 - (b) identified potential to reach a specified level in FIG, which might be set at either Head of Service or Strategic Director level;
- (4) For the general management stream, the identification of a number of posts throughout FIG to which members of the Scheme will be posted for career development purposes, which will be ordinarily filled only from members of the Scheme, and will not therefore be advertised to other staff. CMT has had a preliminary discussion of this, and this indicates that sufficient posts exist to enable the Scheme to operate.

4.9 A number of subsidiary questions had to be considered to enable the Scheme to be further developed:-

- (1) Who should be eligible for the Scheme – who should be regarded as 'local'. CMT believe that this should extend beyond staff with Falkland Islands status, to include those with permanent residence permits.
- (2) Whether the Scheme should be restricted to those employed by FIG, or whether FIG should look to develop the Scheme in co-operation with the private sector and involve

employees across the Falkland Islands. It might also extend to those who are not in the Falkland Islands but who might wish to return if there was a suitable post for them at an appropriate level. Any Scheme that was wider than FIG will be a much more complex system, which will need 'no poaching' provisions and other safeguards, and funding issues will plainly become significant. CMT decided that selection for the streams should be restricted to those employed by FIG; consideration might be given to extending the scheme more widely at a later date.

(3) CMT decided that everyone who meets the criteria for the general management stream should be able to become a member.

(4) For succession planning CMT decided that:-

- there were no posts that should always be filled by a contractor;
- there was no problem in principle with all posts in FIG being filled by locals;
- the question of how many individuals we identify for each post should be managed on a post by post basis.

4.10 In relation to next steps, CMT decided that as an interim position:-

(1) consideration would be given to whether a post would be suitable to be filled using the general management stream criteria on a post by post basis as part of the general CMT consideration of vacancies.

(2) CMT should meet to discuss whether any key posts should be identified to which the succession planning stream should be applied, so that early consideration could be given for career development for staff identified to fill those posts.

5.0 Financial Implications

5.1 Members have earmarked an additional £200,000 for training of Government staff. This has not yet been utilised as there has been no scheme for using it other than adding it to the general pot of training funds where it could be fully used up supporting existing bids for individual and departmental training.

5.2 £20,000 of the above pot has though been earmarked for supporting individual staff with status to have secondments overseas to broaden their experience. However this too has not been utilised as no satisfactory way of identifying such staff has before now been found.

5.3 Estimating the financial implications of the proposed schemes is not easy at this stage as the take up is not known, nor the actual cost of the take up. There may be a need for additional administrative resources to manage the schemes if take up is substantial (unlikely).

5.4 For the present it is proposed simply that £50,000 of the £200,000 additional training funds are earmarked for these schemes, to be applied to individuals who meet the criteria. The number and cost of such individuals can be reported to Executive Council (and Standing Finance Committee) so Members can monitor the scheme.

6.0 Legal Implications

None to add to the analysis above.

7.0 Human Resources Implications

None to add to the analysis above.