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Developing Career Pathways Tools - 3rd July 2018

Using a skills and attributes toolkit to carry out a 'match and gap' process to identify development required, either to support individuals with their current role or to prepare for their next role.

To support our work around career development for professional services staff we have done some early work to identify the skills required at different grades within a range of job families. We also have a behavioural attributes framework which identifies positive indicators for eight behavioural attributes, across four levels each.

Our profile forms encourage individuals to assess themselves against the skills and behavioural attributes required for either their current role or for their next potential role. Ideally they would do this in advance of their annual Staff Review and Development meeting and their manager would do the same. The results of this 'match and gap' process can then be used to identify their development needs (skills and attributes) which can be detailed on their Personal Development Plan.

'Learning Opportunities' - a web page offers suggestions of activities which individuals can undertake to meet their development needs. This is grouped into skills areas so individuals can easily find ideas to meet their skills needs.

To date we have developed skills profiles for the following areas:

- Administrators
- HR focused roles
- Library roles
- Workshop technicians

Follow this link to access the table of role specific templates by grade, by job family:
<https://www.ppd.admin.cam.ac.uk/career-development/tools-support-development/role-specific-skills-template>

An example of skills identified for a grade 7 administrator can be found here
https://www.ppd.admin.cam.ac.uk/files/ag7skills_0.pdf and for a grade 7 workshop technician https://www.ppd.admin.cam.ac.uk/files/ag7skills_0.pdf.

The behavioural attributes can be used across all job families and all grades – follow the link to the matrix to identify which level has been identified for each grade
<https://www.ppd.admin.cam.ac.uk/career-development/tools-support-development/behavioural-attributes-templates> .

The behavioural attributes profile for a grade 7 can be found here
<https://www.ppd.admin.cam.ac.uk/files/bag7.pdf> .

Some departments have added more specific skills and knowledge requirements to the profiles. Others are using external frameworks specific to their occupational area eg Skills Framework for the Information Age (SFIA) (for IT professionals), AUA CPD Framework, CIPD Professional Standards Framework.

Questions I am considering at the moment:

- 1) How to put the skills and attributes profiles into web enabled format – develop ourselves, add to SFIA, buy external product,
- 2) How to develop skills profiles that offer sufficient detail without being too onerous to devise and to use
- 3) How to best link our skills profiles with other external frameworks
- 4) How to extend to other job families ie should we produce profiles for a further batch of 4-6 job families or produce a generic profile (using skills bank) that individuals/teams can use to build profile for own role
- 5) How best to show the range of roles and pathways that exist for professional services staff

Please note that the work I have outlined above is a 'work-in-progress' and I welcome any feedback and comments to develop it further.

26-6-18

Behavioural attribute	Self-assessment templates by grade											
	click on the relevant grade number to download the template											
	1	2	3	4	5	6	7	8	9	10	11	12
Communication	D			C			B			A		
Relationship building	D			C		B			A			
Valuing diversity							A					
Achieving results	D			C		B			A			
Strategic focus	D			C		B			A			
People development	D			C		B			A			
Negotiating and influencing	D			C		B			A			
Innovation and change	D			C		B			A			