Operational Delivery Profession- Capability Framework for SCS2

Developing - Strategically operates at a level that demonstrates impact and sets the operational delivery agenda, shaping the operational culture of the **organisation.**	**Proficient -** Strategically operates at a level that demonstrates impact and sets the operational delivery agenda, shaping and influencing strategic direction across the **Civil Service and beyond.**	**Expert -** Strategically operates at the highest level that demonstrates significant impact and sets the operational delivery agenda, shaping and influencing strategic direction across the **Profession, Civil Service and beyond.**
Power of Connections	**Power of Connections**	**Power of Connections**
• Communicates into teams and across peers in addition to actively looking outwards, building relationships with other government organisations, interdepartmental groups and external organisations to benchmark, share good practice and promote the profession. • Creates an environment where teams have interactions at the right level and work with internal and external stakeholders to identify system challenges and opportunities, mitigate risks and deliver an efficient and quality customer experience.	• Creates the structures and governance across the system, to bring together stakeholders and partners to share their valuable insights and different perspectives and empowers teams to proactively mitigate risks. • Builds shared perspectives and trust across the organisation, through open communication and transparency, allowing information to flow freely to those in the system who need it.	• Advocates for the profession, for change, transforming and modernising services - influences, challenges and gains trust with staff, stakeholder groups and partners at all levels, securing buy-in. • Adopts a strategic lens, ensuring Permanent Secretaries/Ministers are briefed fully including on potential risks and vulnerabilities, when making decisions. Handles strong resistance with confidence and resilience, anticipating the needs of stakeholders and acting with empathy to create shared agreements.
System Leadership	**System Leadership**	**System Leadership**

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- Demonstrates ability to see beyond their organisation, working with colleagues across government and external suppliers to understand the complexities of the wider operational landscape.

- Works with colleagues and teams across the wider system, learning from and with one another, ensuring they have the capability to deliver, collaborating on solutions and seeking to prevent issues from arising in the first place.

- Works with colleagues and teams across the system on both existing and future requirements, actively encouraging a culture of change and horizon scanning, anticipating and planning together for transformation.

- Actively engages with the wider system to pre-empt issues and puts in place pro-active and agile business plans which factor in learning and data from wider sources. Ensures clear communication to colleagues and customers.

- Advocates for and influences true cultural change around systems leadership, identifying where interdependencies exist across complex systems (ministers, policy colleagues or external partners); leading with clear vision, purpose and awareness of cultural barriers.

- Balances multiple demands and expectations simultaneously to protect, improve and transform design and delivery of service excellence to the customer with the ability to balance business as usual alongside change/changing context.

Innovation and Risk	Innovation and Risk	Innovation and Risk

- Actively explores and implements new innovative solutions to improve the efficiency, effectiveness, and impact of services on the customer. Delivering tangible, and measurable improvements which can be evaluated and shared across government.

- Creates a working environment and culture where teams can experiment/innovate whilst holding

- Is agile in their approach to service delivery, bridging the gap between policy development and operations, and effectively balancing innovation and risk to support service excellence. Challenges policy and/or ministers when necessary.

- Fosters an environment which encourages the implementation of new innovations and technologies, ensuring

- Takes a long-term view of operational delivery needs and actively looks outside the civil service for innovative solutions, shaping the external environment find new ways of supporting the needs of the government agenda.

- Allows teams autonomy to make decisions where appropriate but takes overall responsibility for ensuring

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responsibility for balancing this within agreed risk management frameworks.	processes and governance is in place to allow teams to deliver	expectations and challenges from Ministers/Perm Secs are met.
Data and Insight	**Data and Insight**	**Data and Insight**
• Delivers consistent service delivery, through empowering teams to use data, insight and evidence to make sound judgements and manage risk across the end-to-end operation. • Builds a culture of the appropriate use of data throughout the organisation. Advocates for data literacy across their organisation, the Civil Service and fosters a culture of making data available to all.	• Demonstrates astute business awareness, across the end-to-end operation, bridging the gap between policy development and operations. • Empowers teams to use insight and evidence at pace to manage risk and reach sound judgements, with focus on both high-quality services and developing innovative solutions supporting departmental outcomes. Creates a culture within teams where they use data and insight to tell a story both within and outside of their organisation.	• Keeps data at the heart of everything they do, empowering teams to effectively analyse and use insights to influence policies and processes and deliver consistent and high-quality services across their organisation and the wider Civil Service. Intervenes at the right time, including where it is necessary to balance wider considerations such as the political environment. • Fosters a culture of making data available and empowering colleagues across the organisation, ensuring teams at all levels have the capability to use relevant insight.
Decisions at Pace	**Decisions at Pace**	**Decisions at Pace**

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• Manages relationships with key stakeholders within the organisation and outside the scope of their immediate role to support and endorse decisions taken at speed, applying sound judgement to protect the integrity and effectiveness of service delivery and the customer experience. • Feeds lessons learned into decision making and builds relevant structures and governance to support a culture of delegated decision making.	• Comprehends and anticipates the impact of degradation of service and acts to stop things going wrong, effectively managing the relationship and expectations of Ministers/Perm Secs and other stakeholders when making decisions at pace. Creates systems that factor lessons learned from previous decision making into their design. • Demonstrates ability to rapidly assess the decision needed, factoring in a large range of information sources while monitoring and pre-empting the impact of decision making across government and beyond.	• Calculates the vast complexities contributing to decision making at this level and factors in potential views from challenging stakeholders, operational delivery colleagues, ministerial input and employee relations when making decision. • Balances the culture of delegated decision making with their overarching responsibility for reputational and operational impact of decision making on wider government, third sector organisations, customers and colleagues.
Human Centred Design	**Human Centred Design**	**Human Centred Design**
• Identifies opportunities to be creative with the end-to-end service offer, engaging with customers, colleagues and stakeholders to understand their perspectives on potential improvements, including use of technological solutions, and keeping the voice of the user and accessibility at the heart of design. • Proactively engages with a broad range of stakeholders, confidently handling	• Leads out on external stakeholder engagement, e.g. commercial organisations and trade unions, influencing and managing relationships based on insight and intelligence to broker successful outcomes and use of technological solutions that support service delivery and meet customer needs. Reviews end to end delivery to understand value added.	• Has end-to-end oversight of service delivery, leading their teams in scaling up services in a variety of settings to deliver the government agenda and deliver for the customer. Influences policy development through applying experience, strategic operational insight and perspectives of colleagues and customers, balancing with political

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strong and sometimes conflicting views, to deliver service improvement.	• Builds cross government relationships and expertise to deliver cross cutting solutions within a diverse and significant landscape. Motivates and empowers teams to improve the customer experience, putting their experience and expertise back into the profession for the benefit of others	considerations. Actively seeks insight to ensure value is added. • Motivates and empowers teams to engage with stakeholders with compassion and care, considering diverse needs, accessibility and technological solutions to improve experience.
Learning Agility	**Learning Agility**	**Learning Agility**
• Demonstrates commitment to continuous improvement and develops a strong learning culture across teams, applying insight and approaching problems in an innovative way to improve outcomes. • Continually develops cross profession knowledge, knowing when to draw on expertise from colleagues such as finance and commercial, to support the management and delivery of operational projects.	• Looks outwards, engaging with professional bodies and education institutions to champion the use of best practice and continuous development for operational delivery professionals aligned to organisational strategy. • Shapes organisational culture, creating safe space for teams to test new approaches and share best practice and well as learning from mistakes. Reframes failure as learning and builds organisational resilience to tackle learning situations positively.	• Views continuous improvement through an organisation wide lens, aligns changes to wider change and transformation strategy. Can determine the need for strategic capability interventions at the right time to satisfy the long-term objectives of the organisation and support a wider transformational model. • Translates complex concepts and processes into deliverable outcomes for the customer, demonstrates organisational resilience and learns from experience. Supports development of the profession and others through continuous knowledge transfer

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Annex A: Capability Framework Detailed Capability Descriptors

Power of Connections	System Leadership	Innovation vs. Risk	Data and Insight	Decisions at Pace	Human Centred Design	Learning Agility
Senior operational delivery leaders can demonstrate the critical role they have in influencing Ministers and wider stakeholders	Senior operational delivery leaders can demonstrate the need to adopt a system thinking approach to respond to increasing interdependence and complexity	Senior operational delivery leaders can demonstrate the ability to innovate and transform services within political and operational risk frameworks	Senior operational delivery leaders can demonstrate the ability to be able to pick out the signal from the noise of real time data and know what to pay attention to	Senior operational delivery leaders can demonstrate that real time data has increased the speed of decision making and facilitates greater distributed decision making	Senior operational delivery leaders can demonstrate that operational delivery is fundamentally about People, customers, and employees	Senior operational delivery leaders can demonstrate the importance of being able to learn from failure and use it as a positive force for change
Descriptor	Descriptor	Descriptor	Descriptor	Descriptor	Descriptor	Descriptor

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Senior operational delivery leaders need to understand how to navigate at the strategic and ministerial level as well as effectively executing their strategy. Deep understanding about how the organisation works is essential in inspiring confidence both downward into the organisation but also upward and outward to stakeholders and Ministers. Operational delivery leaders need to be credible and experienced	Senior operational delivery leaders need to understand complex issues require integrated solutions. That is, integrating capabilities, processes, and data insight across government departments, between public and private sector stakeholders, suppliers and buyers and bringing them together in an ecosystem of services. Being agile to change as the context around you changes, requires an	Senior operational delivery leaders in government need to be accountable for more than just continuous improvement of established ways of working. They need to be leading smaller teams of process experts who can support transformative innovation in the way services are delivered and outcomes achieved. They need to be empowered to innovate within a broad set of guiding principles related to customer outcomes and	Senior operational delivery leaders need to have a constant understanding of the operational health and efficiency of their processes (cost, time, quality criteria). This also requires a real-time awareness of customer and employee satisfaction and to know when changes hit KPI trigger points that require an intervention. To deliver a consistent and high-quality service to the public requires the ability to fine tune	Senior operational delivery leaders will often need to make decisions that are complex as they will be made within a landscape that includes politics, trade unions, media scrutiny, risk management, and customer and employee wellbeing. Operational delivery leaders will be under constant pressure to react quickly to variations in service delivery KPI's. Operational delivery leaders need to be able to ask the right	Senior operational delivery leaders need to understand that effective service design blends human, organisational and technological perspectives. It emphasises the importance of engaging with people to understand their needs and working with them to cocreate solutions. Due to the complexity of the environment in which services are delivered; people who use services are the best guides to navigating that complexity.	Senior operational delivery leaders need to understand that learning agility encapsulates an individual's ability and passion to quickly study a new problem and use their own learning process to gain deep understanding before taking a decision. The ability to learn from failure and creating the psychological safety that means employees feel they can fail without blame or punitive punishment. Leaders play a

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professionals in their field, but who at heart also have a deep appreciation of the political dimensions of what they do and the role they play in serving Ministers. The ability to manoeuvre within the political space and influence more broadly across government to affect prioritisation and resourcing is key.	operational delivery leader to have a clear vision and purpose behind what they are doing, providing the guidance against which a leader can orientate new policies, new process requirements or the introduction of new technology.	ministerial/policy expectations. Innovation requires operational delivery leaders to be able to create a working culture where employees are given the opportunity to experiment and try things out. All while balancing this within agreed risk management frameworks and managing innovation and risk within operational and political environments.	processes and mitigate issues promptly. Performance data needs to be available in real time and operational delivery leaders need to be efficient and effective at rapid planning to make process improvement decisions where required and asking the right questions of those who own processes or customer outcomes.	questions of their teams and be able to effectively manage stakeholder relationships and empower staff at all levels to take decisions where appropriate. Effectively interpreting policy, applying operational experience and judgement with an eye on the bigger picture/purpose of the organisation.		critical role in developing learning organisations, developing their own learning agility and that of their teams

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