

## Operational Delivery Profession- Capability Framework for SCS3

<p><b>Developing</b> - Strategically operates as a consistent leader, shaping the operational culture of the organisation, understands the wider climate and external factors which impact area of work and uses this when influencing ministers and stakeholders.</p>	<p><b>Proficient</b> - Demonstrates strong impact and consideration of relevant stakeholders in setting the operational delivery agenda, shaping and influencing strategic direction and decision making across the Civil Service and beyond understanding the external factors which impact area of work and securing buy in from ministers and stakeholders.</p>	<p><b>Expert</b> - Confidently demonstrates significant impact and complete ownership of the operational delivery agenda. Leading strategic direction across the Profession, Civil Service and beyond, accepting full accountability for decision making processes actively using external insight and leadership insight in key decision making.</p>
<p><b>Power of Connections</b></p>	<p><b>Power of Connections</b></p>	<p><b>Power of Connections</b></p>
<ul style="list-style-type: none"> <li>Adopts a strategic lens in identifying and building adequate collaborative relationships with ministers and permanent secretaries. Builds multidisciplinary teams to enable service delivery, anticipating needs of key stakeholders to reach shared agreements, handling resistance and briefings with confidence, empathy, and resilience.</li> <li>A member of the board who develops trust and buy in at pace and scale influencing modernisation of services and challenging as appropriate to secure buy in.</li> </ul>	<ul style="list-style-type: none"> <li>As an advocate for the profession proactively identifies opportunities to lead with empathy, building trust and influence at all levels including externally and actively seeking to understand insight from service delivery. A core influencer proactively using expertise and intuition to robustly brief and advise ministerial decision making and shaping the views of the media and across professions.</li> <li>Collaborates proactively with board colleagues as a member or in chair capacity. Knows and predicts the political cycle bringing their professional expertise whilst recognising both the</li> </ul>	<ul style="list-style-type: none"> <li>Fully embraces their leadership position as a role model for the profession expertly developing trust with ministers, permanent secretaries, and external organisations. Shows enthusiasm for their profession as an enterprise leader encouraging leaders to focus on organisational outcomes and working on behalf of the whole organisation developing a network of key partners in which they can influence.</li> <li>Has an expert understanding of when to challenge and is able to do so confidently and effectively whilst maintaining and developing relationships with a range of</li> </ul>

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	wider organisational and external context, to develop strategy.	stakeholders including fellow board members.
<b>System Leadership</b>	<b>System Leadership</b>	<b>System Leadership</b>
<ul style="list-style-type: none"> <li>Advocates for and influences true cultural change, identifying where interdependencies exist across complex systems leading with clear vision, purpose and awareness of cultural barriers.</li> <li>Is an expert multitasker working collaboratively across functions and disciplines to drive system improvements and maximise excellence in service delivery outcomes. Understands the importance of continuous improvement ensuring resources are where they are needed to ensure the right operational outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Looks past boundaries to develop a compelling organisational vision, taking a holistic approach to understanding external developments regarding cultural change and transformation during operational complexity, continuously revising and developing processes to reach the best outcome.</li> <li>Role models balancing multiple demands and expectations simultaneously to protect, improve and transform design and delivery of service excellence decision making and strategy development with courage, considering organisational, cross government, supplier, and global impacts on their function and wider.</li> </ul>	<ul style="list-style-type: none"> <li>Is an enterprise leader, they inspire collaborative team working by working across boundaries and building a strong vision driving delivery through their leadership teams, trusting, and relying on their expertise.</li> <li>A role model who actively identifies and leads collaborative working around intersectional areas actively seeking to understand opportunities to develop work within the ODP profession and alongside other professions to achieve excellence delivering outcomes to ministers and external partners with purpose.</li> </ul>
<b>Innovation and Risk</b>	<b>Innovation and Risk</b>	<b>Innovation and Risk</b>
<ul style="list-style-type: none"> <li>Understands when it is appropriate to take measured risks to drive innovation and leads teams to be cognisant of this and have the confidence to deliver effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Understands opportunities and risks in interconnected organisations. Engages with external stakeholders on harnessing best practice and is proactive in mitigation of risk.</li> </ul>	<ul style="list-style-type: none"> <li>Future proofs, transforms and redesigns service delivery attuned to public scrutiny, potential risks across the system, and empowering others to take measured risks.</li> </ul>

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<ul style="list-style-type: none"> <li>Allows teams autonomy to make decisions where appropriate but takes overall responsibility for ensuring expectations and challenges from Ministers/Perm Secs are met. Is aware of the role that cutting edge technologies can have in supporting efficiencies in Operational Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Builds a robust framework for future delivery of operations, shaping the external environment finding new ways of supporting the needs of the government agenda with insight and technological developments driven from across government, the private sector both nationally and internationally. Tackles challenges/future challenges and ensures best practice and robust frameworks are built by convening multidisciplinary teams.</li> </ul>	<ul style="list-style-type: none"> <li>An ability to drive change through a complex organisation, enables transformation including realising a vision for digitally enabled transformation utilising breakthrough tech. Leads and influences across sectors being mindful of innovative solutions and technological developments which impact the profession.</li> </ul>
<p><b>Data and Insight</b></p>	<p><b>Data and Insight</b></p>	<p><b>Data and Insight</b></p>
<ul style="list-style-type: none"> <li>Keeps data at the heart of everything they do, adopts a horizon scanning approach to data as an enabler for business outputs. Appropriately shares insights across teams and with ministers, building team confidence in data driven decision making.</li> <li>Builds teams confidence in using insight in practice actively encouraging a performance coaching culture to data interpretation. Leads teams to challenge what is behind the data using analysis to drive effective, engaging leadership of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>As an expert in their operational area consistently drives data understanding and innovation across teams. Acting as a role model for streamlining databased insight through decisions and leading synergy and understanding of advancement in the external market. Uses data to drive financial decision making, including the prioritisation of operational activity.</li> <li>Uses insight to develop an understanding of future impacts on area of responsibility enabling constructive</li> </ul>	<ul style="list-style-type: none"> <li>As the most senior voice for their operational area has a strong interest and understanding of the role external markets play in decision making to support efficiencies, productivity, and development of the most effective services. Builds a culture of evidence based decision making, skills around data interpretation and use.</li> <li>Utilises commercial knowledge and local insight when developing analysis and coaching skills to engage people and drive performance improvements to transform service delivery outputs.</li> </ul>

	decision making around workforce, demands and effective service delivery.	
<b>Decisions at Pace</b>	<b>Decisions at Pace</b>	<b>Decisions at Pace</b>
<ul style="list-style-type: none"> <li>Ensures efficiencies in ways of working across area of responsibility factoring in potential views from challenging stakeholders, operational delivery colleagues, ministerial input and employee relations when making decisions.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Holds final accountability for decisions made around area of responsibility whilst balancing effective delegation amongst senior leaders within business area and across other relevant areas of the department connected to their workstream. Takes responsibility for managing senior stakeholders following decision making.</li> <li>Mindful of longer-term impacts on customer, government, and country, making quality decisions to increase efficiency. Uses both judgement and knowledge of digital, commercial, policy etc. to inform complex handling of decision making and drive value for money.</li> </ul>	<ul style="list-style-type: none"> <li>Holds final accountability for functional, high-quality decision-making. Manages multiple complex issues simultaneously with excellent judgement on when to focus and lean in on issues and when to delegate with the personal resilience to cope well under pressure in rapidly changing environments.</li> <li>Actively horizon scans and seeks views and inputs from a wide range of senior stakeholders and the external market at all levels. Maintains a strong mutually respectful relationship with senior stakeholders such as the Cabinet Office, ministers and press office and manages their reactions following difficult decision making.</li> </ul>
<b>Human Centred Design</b>	<b>Human Centred Design</b>	<b>Human Centred Design</b>

<ul style="list-style-type: none"> <li>• Influences policy development through applying experience, strategic operational insight and perspectives of colleagues and customers, balancing with political considerations. Actively seeks insight to ensure value is added for the customer.</li> <li>• Motivates and empowers teams to engage with stakeholders with compassion and care, considering diverse needs to improve experience. Is a considerate leader who understands developments in the external world and how these can impact on their people and customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Innovates services whilst being mindful of public scrutiny around outcomes delivered. Holds the language and able to handle challenging communications and demonstrate their inclusive values to their people and major service stakeholders.</li> <li>• Empowers teams to deliver, leading equitably and with respect and mindfulness of both diversity and the internal employee experience across function and external customer base and others who service delivery may impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Invests in teams to enable delivery. Has the flexibility and personal resilience to cope well under pressure and adapt to rapidly changing circumstances in an environment under regular scrutiny by the media, Parliament (including appearances in front of Parliamentary Select Committees), and the public, which should be easier due to advance preparation and insight.</li> <li>• Is resourceful and authentic. Takes full responsibility for motivating leaders to build an inclusive culture within area of responsibility, fostering an environment where colleagues experience a sense of belonging and engagement year around.</li> </ul>
<p><b>Learning Agility</b></p>	<p><b>Learning Agility</b></p>	<p><b>Learning Agility</b></p>

<ul style="list-style-type: none"> <li>Views continuous improvement through an organisation wide lens, aligns changes to wider change and transformation strategy. Understands trends in capability gaps across area of work and commissions relevant stakeholders to support development of capability across area of responsibility. Translates the rationale for learning plans and strategies across area to align with ministerially expected customer outcomes.</li> <li>Translates complex concepts and processes into deliverable outcomes for the customer, demonstrates organisational resilience and learns from experience building their own and teams understanding and implementation of resilient behaviours. Supports development of the profession and others through continuous knowledge transfer.</li> </ul>	<ul style="list-style-type: none"> <li>Role models flexibility and buoyancy when faced with challenges and public scrutiny as well as creating a psychologically safe environment which is open to challenge. Sets the tone for the function, demonstrating resilience and using setbacks as learning opportunities. Encourages a learning culture across the teams and adopts a growth mindset which they role model for others.</li> <li>To align with external developments, demonstrates passion about continuously learning in the profession. Is curious when developing solution focused approaches through their people as well as service improvement. Has high professional standards which drives a positive culture within the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Actively works on own learning and development needs as a role model. Keeps abreast of key knowledge and skill developments to determine the need for strategic capability interventions for their teams at the right time developing team capability to understand and deliver through complexity. Uses knowledge to satisfy the long-term objectives of the organisation and support the wider transformational model.</li> <li>Uses intuition and relationships with external and international organisations to actively seek and bring learning back into the organisation to align with developments in the external environment. Develops expertise connected to advancements in service delivery including from technology and other profession insight and the benefits these can bring to own area of expertise and the profession. Demonstrates an autonomous approach in sharing appropriately both within and outside own area of work.</li> </ul>
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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
<b>Descriptor</b>	<b>Descriptor</b>	<b>Descriptor</b>	<b>Descriptor</b>	<b>Descriptor</b>	<b>Descriptor</b>	<b>Descriptor</b>

<p>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.</p> <p>Operational delivery leaders need to be credible and experienced</p>	<p>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.</p> <p>Being agile to change as the context around you changes, requires an</p>	<p>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</p>	<p>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</p>	<p>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.</p> <p>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</p>	<p>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.</p>	<p>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.</p> <p>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</p>
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<p>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.</p>	<p>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.</p>	<p>ministerial/policy expectations.</p> <p>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.</p>	<p>processes and mitigate issues promptly.</p> <p>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.</p>	<p>questions of their teams and be able to effectively manage stakeholder relationships and empower staff at all levels to take decisions where appropriate.</p> <p>Effectively interpreting policy, applying operational experience and judgement with an eye on the bigger picture/purpose of the organisation.</p>	<p>critical role in developing learning organisations, developing their own learning agility and that of their teams</p>
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