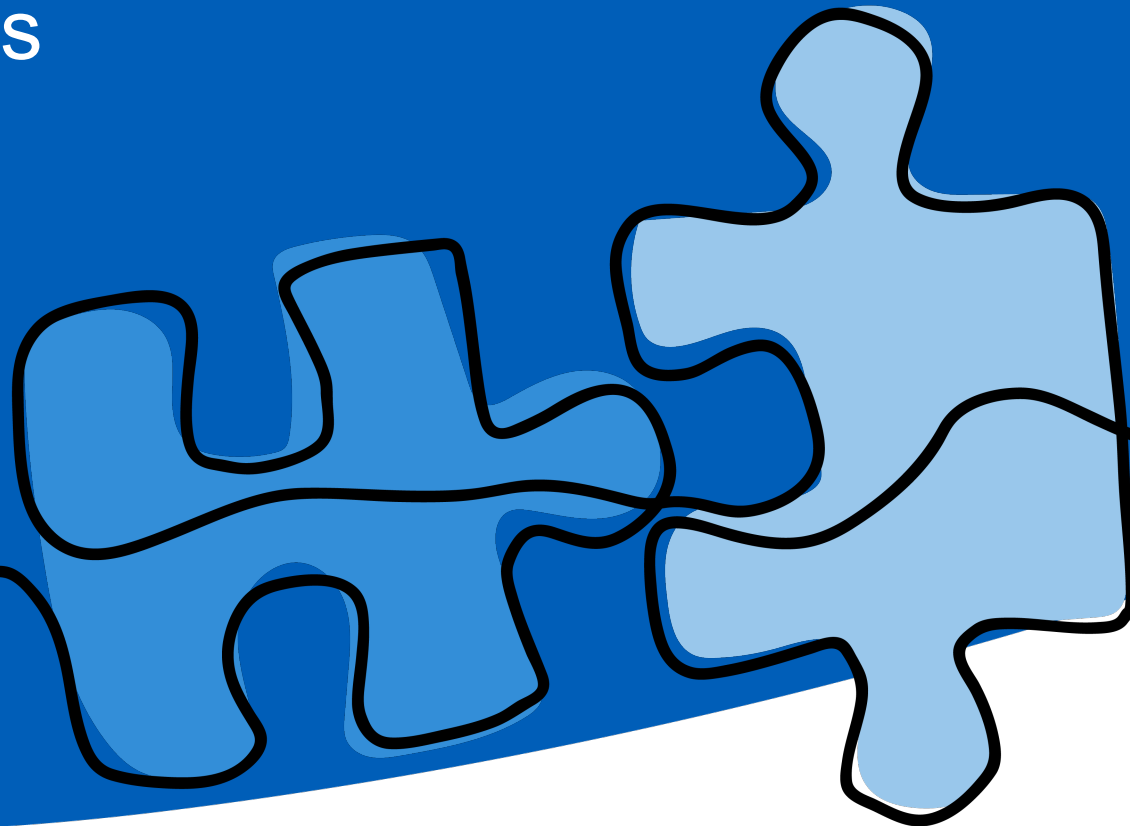


Scope for Growth

Career Conversations
'essential principles'



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This document defines the **Scope for Growth Framework** and conceptual elements that should remain consistent to support the integrity of a single approach to career conversations across the health service.

These elements can be used to support organisations that are considering aligning Scope for Growth into existing talent processes.

Introducing the framework

Scope for Growth – Career Conversations provides a framework for ongoing reflection, conversation, and development. It is designed to provide a framework for high-quality career conversations that help draw out an individual's aspirations as well as their potential.

Stage
1

Meaningful conversation - begins with an important conversation about personal well-being, which can help colleagues to speak frankly about past injustices and feel supported to bring their whole selves to work.

Stage
2

Scope for Growth outcomes - focuses on the person's career. Colleagues are invited to reflect on how they feel they are doing across several of our standards of behaviours and competences as well as where they are on the Scope for Growth model.

Stage
3

Aspirational career development - captures their career aspirations and how they wish to continue to develop, whether that is in their existing role or in preparation for their next role.

Resources

Where organisations do opt to use the **Scope for Growth Framework** alongside their own existing resources, you may find **these six core resources useful**. Links to detailed guidance on using the Scope for Growth – Career Conversations Framework, along with a suite of supporting resources can be found below.

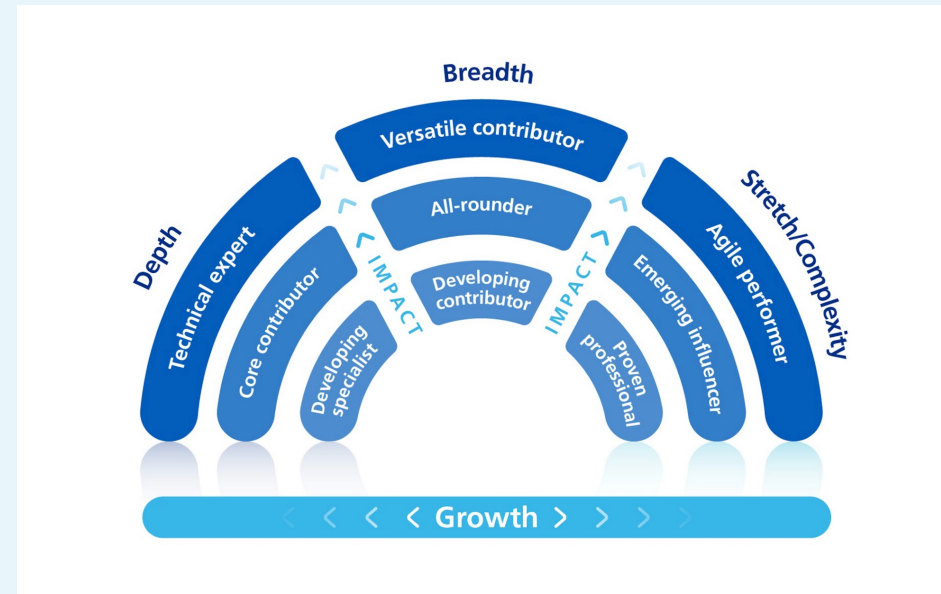
<u>Scope for Growth – career conversations model definitions</u>		<u>Preparation and Reflection Log</u>		<u>Unconscious Bias slide deck</u>	
<u>Individual and Line manager preparation guidance</u>		<u>Aspirational Development plan</u>		<u>ESR Review form</u>	

It is encouraged that the ‘essentials’ described are applied for each stage of the aspirational career conversation, to ensure that:

- all individuals have access to an inclusive talent conversation,
- which includes a discussion about succession planning,
- their aspirations and outcomes in terms of depth, breadth, stretch/complexity can be captured and recorded,
- and a development plan is put in place.

The Scope for Growth model

Scope for Growth is a framework that includes a **growth** axis which refers to an individual's personal ambition for growth across three categories: **depth** – expanding their expertise, **breadth** – building out their career into other areas, **stretch/complexity** – growing beyond their current role, particularly around increasing complexity and leadership capabilities. It also has an **impact** axis that refers to an individual's underlying capability, along with their contribution to their team, organisation, and wider stakeholders. Impact includes both what individuals do and how they do it. Performance in role will influence this axis.

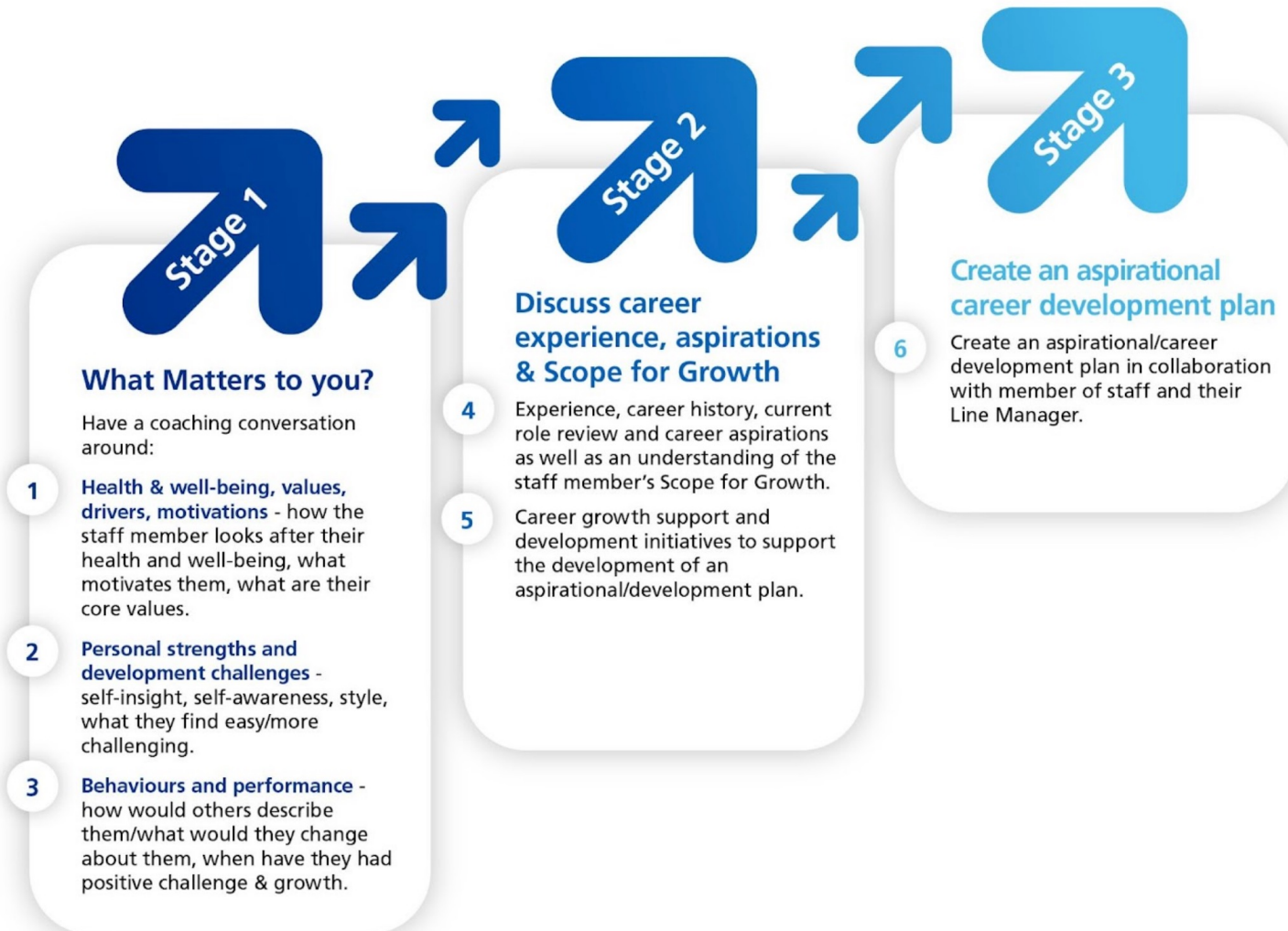


The Framework

The above version of the **Scope for Growth Model** is the version that should be used. This should not be adapted or edited.

Organisations may choose to use the model within their existing talent processes. It is encouraged that these minimum steps are taken for each stage of an aspirational career conversation.

The 3 'essential principles'



1: A meaningful, inclusive, holistic conversation

Individuals have the opportunity to discuss their priorities for well-being, strengths and development challenges, performance and behaviours and career aspirations. This conversation can happen with a line manager, coach or mentor, trusted colleague.

2: Scope for Growth outcome

Individuals should have opportunity to consider if they are currently in **depth, breadth** or **stretch/complexity** in relation to where they are in their career.

Line managers (where possible) should understand individuals intentions to stay or leave the organisation/their role in the next 12-18 months.

3: Aspirational development plan

Individuals should be able to record their Scope for Growth outcome (on ESR/other mechanism to support visibility of pipelines) and whether there is a succession plan in place if their intention is to leave the role/organisation.

Scope for Growth

Considerations when aligning 'Scope For Growth' to existing personal reviews

Great talent conversations can be seen as the first step in creating a culture of inclusive talent management in an organisation.

There is richness and depth to a conversation that purely focuses on an individual's career development and aspirations. Scope for Growth – career conversations not only support individual's growth, but also fosters the development of a learning culture, which is fundamental in good inclusive talent management practice.

Before deciding to include the Scope for Growth – career conversations essential principles within your organisation's or system's existing frameworks consider:

- **will it foster your ambitions for inclusive talent management?**
- **do you have a sustainable talent management infrastructure?**
- **are your managers and staff ready to include these elements in their conversations?**



Reviewing your readiness

Questions to consider when aligning 'Scope For Growth' to existing personal reviews

Ambition and talent infrastructure

- How does this link to your organisation/system talent strategy and the People Plan? Do you have board level agreement?
- Will including the principles rather than a focused conversation give you the organisational/system outcomes you are looking for? You may wish to consider a full Scope for Growth conversation aimed at specific target groups.
- What workforce management system do you currently use? How will your current appraisal/personal review system link to Scope for Growth?
- How do you plan to use the data and how will that be communicated to staff?
- How will the Scope for Growth outcomes link to other internal talent management processes, e.g., succession planning and talent review.
- How will this link to any other competency frameworks within your organisation?
- How will this link to 'Our People Promise' and 'Our Leadership Way'.
- How can you ensure that systems and processes and access to development is fair and equitable across the workforce? Would a 'Equality Impact Assessment' be required?
- How will you ensure and monitor that you are retaining diverse talent?
- Are there any other changes happening that could impact on including Scope for Growth within your organisation?
- Are there any specific workforce demand and supply gaps that you would be looking to address?
- Consider a test ahead of wider roll out.

Manager and or appraiser readiness

- Who would be conducting the conversation and how would this link to decisions regarding Scope for Growth outcomes?
- Are managers prepared and trained and do they have the capability to undertake holistic person centred inclusive career conversations?
- Consider what support and development appraisers/managers would need to hold these elements of the conversation. e.g., creating and maintaining psychological safety, career development, unconscious bias, equality and diversity and health and well being conversations.
- How will you tackle bias and ensure a consistent approach from managers?
- Consider what support offers are available within your organisation/system and how individuals and line managers access them for their staff
- Can managers support the release of staff to undertake learning opportunities? Raising staff expectations only to then not be able support development can be demotivating for staff.

Individual readiness

- Consider what needs to be in place to make the conversation meaningful before and after the conversation rather than just a tick box exercise.
- Consider what support and training individuals will need to understand the model so that they can accurately assess their position on the model.
- How would you support individuals who do not feel psychologically safe to discuss their career aspirations with an appraiser or line manager?
- How will you manage concerns about the process and provide opportunities for individuals to discuss any differences in opinion in outcome ratings?
- How will you ensure that the process and documentation is accessible for all staff?
- Do all staff have access to a wide range of accessible development opportunities including on the job training activities, secondments, short term project work or shadowing opportunities.

Embedding the framework

Key suggested questions to guide individuals through the essential stages of the Scope for Growth - career conversation

Meaningful Holistic Conversation

Meaningful holistic conversation stage 1: What matters to you

- How is my health and well-being in my current role? How is my work/life balance?
- What is really important to me? What are my values, drivers and motivations?
- What energises me in my current role/outside of work? What do I find rewarding?
- What are my strengths and areas for development? How would others describe me?

Scope for Growth Outcome

Scope for Growth outcome stage 2: Career experience, Scope for Growth and aspiration

- What skills, experience and capabilities do I bring to my role?
- Reviewing my impact in my current role, which segment of the 'Scope for Growth' framework do I consider myself to be in? Depth, breadth, or stretch/complexity? Does my line manager agree?
- In two years' time, what segment of the Scope for Growth framework would I want to be in? Depth, breadth, or stretch/complexity?

Aspirational Development Plan

Aspirational career development plan stage 3: Your plan

- What types of roles or functions would I want to explore in the future? What would be my ideal next role?
- Where would I like to be in 12 months', 1- 2 years' time and longer term? How determined am I to achieve these aspirations?
- What development will I need to make the transition and what support do I need to do this? E.g., learning, environment, stretch placements, sponsorship, buddying, shadowing etc?
- What is my action plan for development? Is there a succession plan in place for my role?

Recording the outcomes for individuals

Potential outcomes currently available to add to individual ESR records



Date of **conversation**:



Development outline plan:

Concise outline of all development agreed



Outcome of conversation:

- Depth
- Breadth
- Stretch/complexity

Select your primary focus



Development categories agreed:

- Work-based learning – secondment, stretch opportunity, shadowing
- Reflection – coaching, mentoring, action-learning
- Education – formal leadership or talent development programme

Tick all that apply

Recording the outcomes for individuals

Potential outcomes currently available to add to individual ESR records



Next role aspiration:

Specific role or role/org type, internal or external to current org. Includes retirement/sabbatical



Agreed timeframe for next role:

- No move planned
- Under 1 year
- 1-2 years
- 2+ years



Succession plan in place for your role:

- Yes – immediate
- Yes 1-3 years
- Yes 3+ years
- No

Line manager confirmation of S4G outcome:

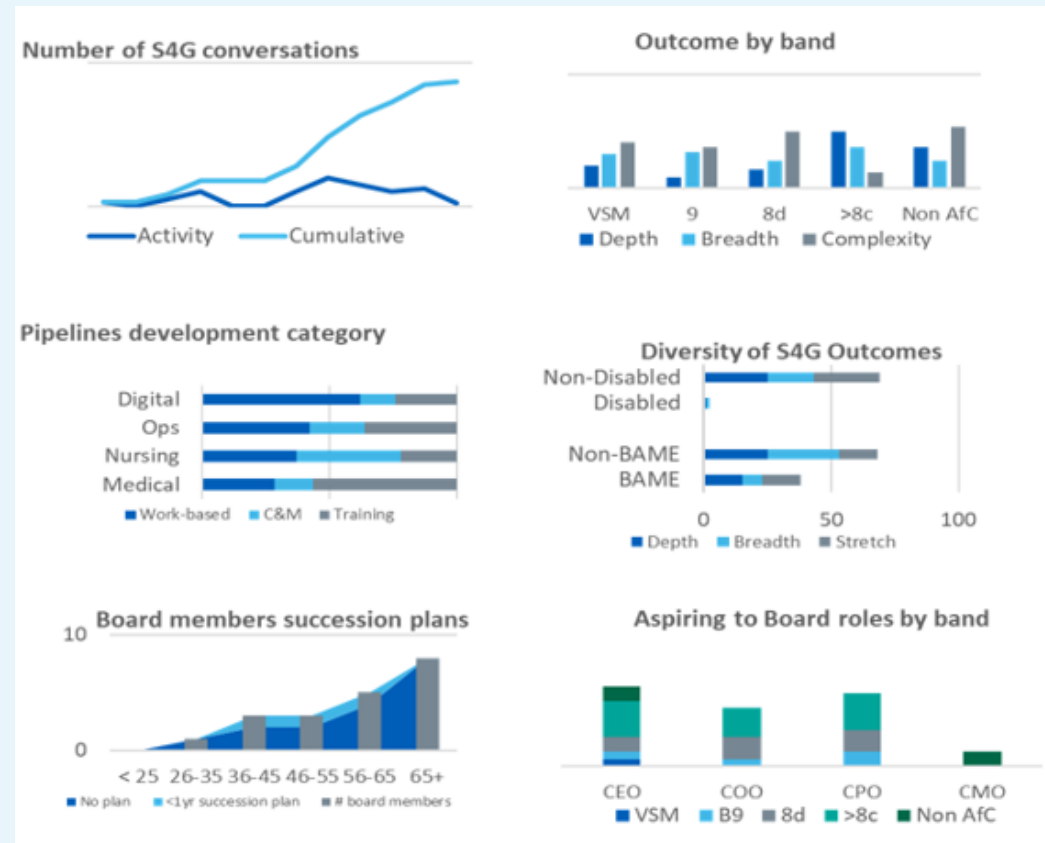
- Yes
- No

Recording the outcomes: Data points

Potential data points that Organisations and Systems could collect as a result embedding Scope for Growth conversations

Data points agreed: Captured on ESR

- Date of conversation
- Outcome (D, B, C)
- Development category
- Outline plan (free text)
- Next role aspiration
- Agreed timeframe for role
- Succession plan in place



Thank you

Any questions, please contact:
xxxxx@xxxxxxxxxx.com

