Operational Delivery Profession- Capability Framework for SCS1

Developing - Strategically operates at a level that demonstrates impact and sets the operational delivery agenda across their **operational span**.	**Proficient -** Strategically operates at a level that demonstrates impact and sets the operational delivery agenda across their **operational group/division.**	**Expert -** Strategically operates at a level that demonstrates impact and sets the operational delivery agenda to a service excellence standard that is recognised across their **operational department.**
Power of Connections	**Power of Connections**	**Power of Connections**
• Actively builds relationships which will enable them to deliver on their portfolio, communicating across teams and then more widely with peers, stakeholders, suppliers and senior leaders. • Develops and shares knowledge/expertise through those relationships, creates honest dialogue, seeks to understand different perspectives, works through challenges and builds trust.	• Develops peer credibility by working collaboratively with operational delivery professionals, influencing at a senior level within their own organisation. • Pre-empts the needs of diverse stakeholders and groups, including trade unions and suppliers, proactively engaging, communicating with and drawing on expertise to shape strategy and support deliver.	• Takes a strategic view balanced with focus on the detail when shaping and delivering on business outcomes, influencing stakeholders both inside and outside of their organisation and driving a brilliant customer service. • Influences peers and is sought out across departments for their support and expertise as well as being an advocate for the profession. Ensures there is an honest feedback loop with senior stakeholders, speaking truth to power on what works well and what does not, and contributes to Ministerial decision making.
System Leadership	**System Leadership**	**System Leadership**

• Recognises where their portfolio sits within the wider organisational system. Inspires teams with clear vision and purpose, increasing understanding of how their work interconnects with the system and where the dependencies / interdependencies have an impact. • Works with colleagues and teams across their organisational area, learning from and with one another, collaborating on process improvements and seeking to prevent issues from arising in the first place.	• Works collaboratively with teams across the operational system and across professional boundaries to influence performance/delivery to the customer, joining together to build cross cutting solutions and deliver outcomes in partnership. • Proactively able to spot when issues are likely to occur and factors this into planning within their portfolio, integrating all aspects of data, insight and capabilities.	• Identifies interdependencies across complex systems (ministers, policy colleagues or external partners); leading with clear vision, purpose and awareness of cultural barriers. Anticipates and takes pre-emptive action to address ineffective processes. • Collaborates extensively with a wide range of colleagues across government to protect, improve and transform 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**
• Invests time in the short term to ensure processes are fit for purpose and quality service delivery is consistently maintained. Implements innovative solutions to operational issues within their system. • Understands the strategic climate and appetite for risk and ensures risk is balanced alongside improving delivery processes and ways of working to enhance customer experience.	• Identifies and develops innovative solutions to protect and maintain effective service delivery to the customer, anticipating and mitigating risks before they occur. • Evaluates risks of political landscape and the impact on their system, creating a continuous improvement loop with policy and operational delivery profession.	• Communicates effectively across key stakeholders within and beyond the organisation, taking long term action to prevent future risk rather than relying on the ability to fix/manage immediate or current issues across their operational department. • Develops innovative solutions to improve the long term efficiency, effectiveness, and impact of services on the customer, delivering tangible and

		measurable improvements – whilst balancing the risk to service delivery.
Data and Insight	**Data and Insight**	**Data and Insight**
• Uses data to maintain regular view of health and efficiency of processes across their portfolio. Identifies areas of concern, fine tunes processes and mitigates risks quickly. • Creates a culture where teams remain curious and open to change as new patterns/insights emerge from insight; and builds the capability of their teams to turn data into insights to shape operational delivery.	• Uses varied and complex data sets and management information to make process improvement decisions quickly and deliver service performance efficiencies across their portfolio. • Ensures data is available to teams and fosters a culture of using insight to inform decisions across operational teams, asking the right questions to ensure actions are focused on delivering outcomes and mitigate risks.	• Uses data to articulate multi-layered, complex issues to inform policy development and ensures this is effectively translated into operational performance, delivering a consistent and high-quality service and driving performance improvement/transforming the way customers access and experience service. • Supports a culture where teams are encouraged to question the origin of insight, handle the absence of data sets and consider which insight is most relevant to inform decision making.
Decisions at Pace	**Decisions at Pace**	**Decisions at Pace**
• Is adept at positioning issues and asking difficult questions to enable informed judgements protecting service delivery to the customer, balancing different views. • Has awareness of the impact that decisions have within the organisation	• Implements timely decisions derived from a range of sources to deliver improved outcomes for the customer, managing expectations as necessary. • Recognises when information sources are limited and seeks additional perspectives to inform decision making,	• Demonstrates ability to lead through ambiguity and is confident making spend to save decisions impacting service delivery. Balances advice from experts, opinions and data and recognises the impact of decisions both internally and externally. • Fosters a culture of empowering staff to make decisions, evidencing high levels

Last Updated 03.06.2023

and empowers their team to make decisions	whilst empowering staff to the deepest level of the organisation.	of trust for staff to make nuanced decisions and recognising when senior intervention is appropriate.
Human Centred Design	**Human Centred Design**	**Human Centred Design**
• Ensures that both the voice of the customer and colleagues is at the heart of service improvement/designing better services for their portfolio, building feedback into business plans. • Creates a culture where teams are encouraged to understand customer experience and identify potential improvements.	• Translates strategy into delivery with a focus on continuous improvement. Delivers tangible improvements in the customer journey within their portfolio through consideration of the diverse perspectives of customers and colleagues. • Fosters a culture where teams are empowered to co-create solutions to improve the customer experience, focusing on quality as designed by service users.	• Manages relationships with key stakeholders within and beyond the organisation and delivers through them to create a culture where a diverse range of customers are valued equally to deliver recognised improvements in customer experience and service excellence. • Demonstrates a focus on user experience, empowering teams to consider accessibility and creative solutions to meet the needs of a range of customers and colleagues.
Learning Agility	**Learning Agility**	**Learning Agility**
• Recognises the importance of continuous improvement, learning quickly and questioning thoroughly, and creating an environment where their teams share concerns, learning and emerging risks. • Develops plans which draw on learning from mistakes and continuously improves services for the customer,	• Implements continuous improvement plans and adapts quickly when needed, learning from successes and mistakes then translating insight into action. • Creates space for operational teams to have honest conversations, learn from mistakes and empowers those.	• Demonstrates strong individual learning agility in role, cultivates and is recognised for a strong culture where continuous improvement is integrated throughout teams. • Shares best practice and expertise with others and establishes a space for innovation across teams, encouraging a culture of resilience and learning agility

| delivering service excellence against performance objectives. | operational teams to build resilience and tackle/respond to new issues. | at an organisational level, where failure is reframed as learning within teams. |

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**
Senior operational delivery leaders need to understand how to navigate at the strategic and ministerial level as well as effectively executing their strategy. Deep	Senior operational delivery leaders need to understand complex issues require integrated solutions. That is, integrating capabilities, processes, and data insight	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	Senior operational delivery leaders need to have a constant understanding of the operational health and efficiency of their processes (cost, time,	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,	Senior operational delivery leaders need to understand that effective service design blends human, organisational and technological perspectives. It emphasises the	Senior operational delivery leaders need to understand that learning agility encapsulates an individual's ability and passion to quickly study a new problem and

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 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

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 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

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 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

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 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

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 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

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.

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 critical role in developing learning organisations, developing their own learning agility and that of their teams

the political space and influence more broadly across government to affect prioritisation and resourcing is key.	requirements or the introduction of new technology.	try things out. All while balancing this within agreed risk management frameworks and managing innovation and risk within operational and political environments.	rapid planning to make process improvement decisions where required and asking the right questions of those who own processes or customer outcomes.	policy, applying operational experience and judgement with an eye on the bigger picture/purpose of the organisation.		