Career Development Policy

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1 PURPOSE

1.1 This document sets out the policy and procedures used by the Library for the career development of staff.

2 SCOPE AND ELIGIBILITY

2.1 The policy is applicable to all members of staff. Eligibility conditions apply to certain career development activities (see 5.3 and 7.2b)

2.2 Conditions apply to funding for career development activities for individuals on short term contracts (see Learning & Development Policy, 11.3)

3 POLICY STATEMENT

3.1 Career development can be defined as the sequence of jobs and working experiences that an individual has over his or her working life. These may be focused on developing depth or breadth of expertise, just as much as on upward progression. Within the British Library, the term 'career development' encompasses a wide range of work or development experiences and is not confined to an individual undertaking an upward progression of jobs which increase in pay, status and responsibility. Evidence from the Library's Staff Survey shows that career development is important to staff.

3.2 The Library aims to provide opportunities to help individuals with their longer-term career development.

3.2.a Career development is about what an individual wants from their working life in terms of job progression and development of knowledge and skills beyond their current role. Individual career development choices are influenced by their needs in material and personal development terms, lifestyle choices and aspirations for the future. Aspirations may involve promotion within the Library, job rotation, work shadowing, taking on new/different responsibilities, investing in new skills/qualifications, professional development, secondments, taking career breaks, reducing/increasing work hours, moving to a new job with a different employer etc.

3.2.b Talent development is about the organisation needing to ensure it has staff with the right mix of knowledge and skills for the future. In this context talent is a generic term for appropriate skills and knowledge ie related to specific requirements, and it tends to have a future focus.

3.2.c Very often these organisation and individual aims coincide. Talent development builds on this through succession planning and the creation of talent pools (see 7.1 and 7.2). However this policy also supports career development for staff whose aims may not coincide with those of the organisation, subject to resource availability.

3.2.d Career development is also about motivating and engaging Library staff, allowing individuals to perform to their maximum potential, encouraging engagement and promoting diversity, both from the point of view of enabling the Library to draw on wider skills, and that of equal opportunities. .

3.3 This policy is based on three principles:

3.3.a Responsibility for career development is shared between individuals, managers, directorates and Human Resources.

3.3.b Formal career development opportunities will be open to those performing well in their current job.

3.3.c There will be no pressure on staff to take part in career development activities, and no penalties or stigma for those who decide not to take part.

4 CAREER DEVELOPMENT RESPONSIBILITIES

4.1 Responsibilities for career development are shared between:

- Individuals
- Line managers
- Human Resources
- Executive Team
- Directorates

4.2 Individuals who are interested in developing their career and taking advantage of the Library's opportunities are responsible for:

4.2.a Accepting ownership of their own career development

4.2.b Identifying their career aspirations and what career success will look like

4.2.c Discussing their aspirations with their manager through career development discussions and during Organisation Talent Reviews (OTRs) (see Section 7.2).

4.2.d Discussing development needs and being responsive to feedback

4.2.e Taking advantage of the career development opportunities available

4.2.f Deciding, and acting upon, a personal action plan

4.3 Line managers are responsible for:

4.3.a Providing constructive feedback on strengths and development needs through the Performance Management process

4.3.b Offering Career Development Discussions to all eligible staff (see 5.3).

4.3.c Providing opportunities for development wherever possible, which further both the individual's long-term career aspirations and the Library's future skill and knowledge needs, subject to service delivery and budgetary restraints (see 5.3.f and 5.3.g).

4.3.d Guiding individuals through the OTR or DTR process, where appropriate.

4.3.e Positively supporting and promoting career and talent development activities in an equitable manner to all of their staff who meet the criteria.

4.4 Human Resources is responsible for:

4.4.a Providing guidance and support to both managers and individuals, to enable them to carry out performance management processes, career development discussions, and OTR processes effectively.

4.4.b Providing guidance and support to help individuals understand their own career aspirations and to develop associated skills eg applying for jobs and interview skills.

4.4.c Providing the processes necessary to allow the Library to carry out OTRs successfully.

4.4.d Maintaining the Library's succession plan for the OTR.

4.4.e Monitoring the effectiveness of the OTRs, including diversity monitoring.

4.4.f Carrying out Equality Impact Assessments as required for career development activities and processes

4.5 The Executive Team is responsible for:

4.5.a Carrying out annual OTRs

4.5.b Using a fair and transparent process to carry out the OTR

4.5.c Considering what resources can be provided, subject to budgetary restraints, to make opportunities for career development available to those who have taken part in the OTR, though there is no guarantee that all development needs can always be supported (see 7.2.a).

5 CAREER PLANNING AND SUPPORT

5.1 While some individuals have very clear career goals, others need help to identify their strengths and weaknesses and to plan their own career development. Such help encourages the individual to take responsibility for their own career within a supportive framework. It also helps to align individual development goals with future business needs.

5.2 The Library's performance management process provides a structure whereby individuals work with their managers to:

- identify personal strengths and weaknesses through discussion and feedback
- discuss and agree short and long-term development needs
- explore development options and agree actions, which are recorded on the Personal Development Plan

5.3 Staff who achieve a rating of 'Strong all round Performance' or 'Exceptional Performance' for both their objectives and core/role competencies must be offered a career development discussion by their manager. It is up to the individual whether they accept this offer or not. The manager must show on the PM Record whether the career development discussion has been accepted or declined. If declined, this decision should be reviewed during the current performance management cycle.

Individuals who do not achieve a marking of ‘Strong All Round Performance’ or ‘Exceptional Performance’ for both their objectives and core/role competencies are not entitled to a formal career development discussion. However, either the manager or the individual can request an informal career discussion. This would not be noted on the Performance Management Record and any actions appearing on the Personal Development Plan should be focused on achieving a fully competent performance in the current job, and not on future career development.

5.3.a The aim of the formal career development discussion is to open up ideas and options and help the person find their own answers, not to finalise decisions or come up with concrete solutions. It may include, for example, a discussion of what the individual is looking for in a career, opportunities to develop specialisms or diversify skills etc. Because internal and external environments are changing all the time, career development within a job is just as important as career development by moving jobs. The career development discussion should not be seen predominantly as a discussion of promotion prospects. The discussion helps individuals achieve:

- a clearer sense of ownership of their own career and future career direction
- increased self-insight into their abilities and potential
- better understanding of career options for either the current, or a different job, and available help
- increased confidence and motivation to act

5.3.b The discussion should focus on the area/s of most concern to the individual, whether this is:

- exploring what they want from their career
- receiving feedback on the gap between current skills/experience and a role they aspire to
- talking through the pros and cons of different development options

5.3.c Staff should be encouraged and be given an opportunity to prepare for the discussion, including reading the supporting material provided, and are reminded that the success of the discussion depends on their preparation and participation. Individuals should expect to do much of the talking and should be ready to raise any issues that they consider relevant.

5.3.d A career development discussion will probably last 45 to 75 minutes. It may be more helpful to have several short discussions over a period of time rather than one longer one.

5.3.e Supporting material to help both managers and individuals prepare for the career development discussion is available on the Intranet. This material includes a suggested structure for the discussion.

5.3.f At the end of the discussion, both the individual and the manager should have a clear understanding of the conclusions reached and any follow-up action to be taken. The outcomes of the career development discussion should be recorded by the individual. This can be in any format, though a form (PM Career Discussion: Individual’s Record of Outcomes) has been provided and is available on the Intranet.

5.3.g The Library aims to provide opportunities for longer-term career development where these meet individual and Library needs. Managers have the same discretion over supporting longer-term development activities as they have when making decisions about allowing resources for development within the current role. The issues to be considered are:

- Whether the individual has the potential to achieve their current aspirations.
- Whether any funding is required/available.
- How much time the proposed development would take.
- How this development balances against the needs of other individuals in the team.

HR can provide advice for managers.

5.3.h Agreed development activities should be recorded on the Personal Development Plan and progress monitored in the normal way. If the manager declines a request for development, the individual can ask for the reasons to be given in writing, or put in an appeal, following Sections 12.6 and 17 of the Learning & Development Policy.

5.3.i If the individual's desired career development cannot be supported by the Library because there is no Library benefit to be derived, the individual may be eligible to apply to the corporate Personal Learning Scheme for partial financial support [see Learning and Development Policy, Section 15]

6 CAREER INFORMATION AND ADVICE

6.1 The Library has procedures for making career information and advice available to all staff as follows, to encourage individuals to take responsibility for their own development.

6.1.a All current job vacancies are advertised internally through the Intranet and Office Notice and provide a full job profile detailing the purpose, responsibilities and main tasks of the job being advertised, plus the essential and desirable requirements that potential candidates need to demonstrate. Individuals who are actively seeking a new job can use the online recruitment system to be alerted of any jobs that meet the search criteria they have selected. Guidance is provided on the Intranet to help with the application process. See Recruitment Policy for further details.

6.1.b Individuals who are unsuccessful at either the short-listing or interview stage of an internal recruitment can ask for feedback from the chair of the recruitment panel. The aim of this feedback is both motivational (to provide information about what went well) and developmental (to provide information on anything that could have been improved or on what would be needed to be a better candidate for a similar role in the future e.g. more/different experience).

6.1.c Individuals may seek either an internal or external secondment opportunity to develop their career. Library secondment opportunities are advertised internally and, where appropriate, externally. (see Secondment Policy)

6.1.d Information is available to support both managers and individuals taking part in Performance Management Career Development Discussions (see 5.3e)

6.1.e Information about corporate training and development opportunities is the responsibility of the HR Organisation Development team and is communicated to all staff using a variety of methods. Where training initiatives are undertaken by specific directorates, it is the responsibility of the directorate concerned to make sure these are adequately communicated to all appropriate staff.

6.1.f Staff wanting information about the role competencies required for higher grade jobs can consult the competency framework. Written grading guidance is also available, and can be used to see how different levels of job are differentiated.

6.1.g Staff taking part in organisation talent reviews (see 7.2) will be fully briefed about the process and what is required.

6.1.h As well as providing information to support career development, the Library also recognises that it is important to help staff develop key skills to equip them to analyse what is important in terms of individual career success, understanding how to match skills to a job profile, knowing how to present evidence of their experience and competencies during the selection process etc. The corporate training programme makes development opportunities in this area available to all staff, covering broad career development, how to apply for jobs, and interview skills.

6.1.i Managers and staff may also consider what professional development (refer to Learning and Development Policy Section 10) may be required to enhance an individual's career development and whether practical and/or financial support can be given.

7 TALENT DEVELOPMENT FRAMEWORK

7.1 The Executive Team has approved a Talent Development Framework which is a major element of the Library's people strategy. This framework is a set of activities and processes designed to ensure the Library builds and maintains the capability and capacity it needs to achieve its strategy, at the same time providing staff with greater career development opportunities.

7.1.a Talent Development aims to equip the Library to:

- Develop an effective leadership culture.
- Drive change, modernisation and transformation.
- Respond to the needs of service users.
- Identify staff potential at all levels of the organisation.
- Provide greater career development opportunities.
- Protect against succession risks.
- Enhance the Library's reputation as a great place to work.

7.1.b Talent Development relies on four levels of data for its success:

- Individual performance level in the current role.
- Individual career development aims.
- Organisation needs in terms of future skills and succession.

- Individual potential against these organisational needs.

7.1.c Talent Development aims to equip the Library to:
The Library has a structured talent review process to capture data from these four levels and identify where 'talent pools' exist for succession. A 'talent pool' is a group of individuals who aspire to fill a post at some point in the future, who are performing their current roles to an acceptable standard and have potential to perform in the aspirational role.

7.1.d The talent review process benefits both the Library and individuals. It enables the Library to understand:

- Where there are individuals with the necessary capability and capacity to fill future roles.
- Where there are gaps and what is required to fill those gaps.
- Strengths and vulnerabilities which indicate where talent can be developed in-house and where external recruitment may be necessary.

It enables individuals to think holistically about their career development and develop a strategy to support it.

7.1.e Talent reviews will operate at both organisation and directorate level to bring together the four levels of data described above (see 7.1b) to create a succession plan and broader career development opportunities for staff. When roles become vacant however, recruitment is carried out through fair and open competition in accordance with the Recruitment Policy, with neither advantage to those who have participated in the talent review, nor disadvantage to those who have not.

7.2 **Organisation Talent Reviews** (OTRs) are intended to develop an understanding of talent pools for senior roles across the Library. They aim to identify where an individual's performance, potential and aspirations are closely matched to other, possibly more senior, job roles and what further development might be required to reduce any gaps in skills, knowledge, experience or competencies. As such they:

- Build up the capabilities of the organisation.
- Support people according to their personal and development needs.
- Enable participants to develop into their next role.

7.2.a OTRs are based on the following principles:

- Career development is a partnership between the Library and its staff within which individuals take responsibility for their careers with support from the Library.
- The process used must be transparent, fair and objective.
- There are no extra guarantees of career advancement to staff participating
- There is no guarantee that every development need can be automatically met by the Library
- The normal recruitment process will apply when posts become vacant

7.2.b OTRs are open to all staff in a defined population who have achieved a marking of at least "Strong all round performance" for both their objectives and core/role competencies. Individuals also need to have at least one year's service with

the Library. Individuals on contracts of less than a year and with no prospect of staying longer are not eligible.

7.2.c Participation in the OTR is voluntary. Individuals who choose not to take part will not be prevented from applying for any vacant roles that become available.

7.2.d Participants in the OTR will be required to think about their career development aspirations and whether these include aspiring to particular roles as part of the succession plan. Participants and their line managers assess participants' key professional competencies, their potential against the leadership capabilities and the requirements of specific roles included in the OTR to determine the extent to which these coincide. Members of the talent pool for each role will be at varying degrees of readiness according to their match to the requirements of the post.

7.2.e The HR Organisation Development team is responsible for providing a model process (see Appendix 1) to allow this information to be captured, analysed and reported.

7.2.f Participants in the OTR must give consent to their personal data being shared with members of the Talent Development Board which is made up of the Executive Team, the HR Organisation Development Manager and the HR Talent Development manager, all of whom will have access to the data for talent development planning purposes. The OD Manager is responsible for maintaining and controlling access to the electronic database.

7.2.g The 'health' of talent pools, i.e. whether they suggest a supply of suitable successors, will be assessed regularly at an OTR meeting by the Talent Development Board and a succession plan developed as a result. Gaps in the succession plan will inform the future scope of the People Strategy.

7.2.h OTRs will be held annually.

8 INITIATIVES AIMED AT UNDER-REPRESENTED GROUPS

8.1 The Executive Team has approved a Talent Development Framework which is a major element of the Library's people strategy. This framework is a set of activities and processes designed to ensure the Library builds and maintains the capability and capacity it needs to achieve its strategy, at the same time providing staff with greater career development opportunities.

8.2 The Library is committed to equality and promoting a culture where everyone is valued and is able to develop to their full potential. From time to time the Library may identify, e.g. through Equality Scheme consultation or the monitoring of statistics, that career development initiatives aimed at a specific, under-represented group of staff and for specific purposes need to be considered.

8.3 When applying for initiatives, staff from these under-represented groups are still required to meet the relevant eligibility criteria.

8.4 When such initiatives are undertaken, the aims will be explained openly to all staff and to all staff in the under-represented groups who are eligible to be considered.

9 EQUAL OPPORTUNITIES MONITORING

9.1 The Library is committed to equality and will undertake to monitor career development activities on the grounds of gender, ethnic origin, disability and age. This is to ensure there is equality of opportunity for all employees to the access and take-up of career development activities in order to support the implementation of our Equality and Diversity Policy. This information will be kept confidential by the Human Resources team and will be used for no other purpose than to enable the Library to fulfil its obligations for monitoring equal opportunities.

9.2 Human Resources will carry out Equality Impact Assessments as required for career development activities and processes.

10 APPEALS PROCESSES

10.1 Employees have a right to appeal if they are not satisfied with a decision about career development. This should be done using the Library's Grievance or Dignity and Respect at Work Policies. However individuals are encouraged to try and resolve the issue informally with their line management first, before going through the grievance procedure.

10.1.a Appeals relating to non-selection at short-listing or interview in an internal vacancy/secondment should be made in writing to the chair of the interview panel. The appeal should be made within 5 working days and must state in full the grounds on which the appeal is being made (see Recruitment Policy, Section 12).

11 RESPONSIBILITY

11.1 All members of staff referred to within the scope of this policy are required to adhere to its terms and conditions.

11.2 Human Resources has the responsibility for ensuring the maintenance, regular review and updating of this policy. Proposed changes to the policy will follow the process as described in Section A: Introduction: Paragraph 1 of the Staff Handbook.

Appendix 1 – Organisation Talent Review Process

ACTIVITY	TIMEFRAME
1.Managers contacted with information about taking part, by Human Resources Organisation Development (HR-OD)	Month 1, week 1
This is to prepare managers and for them to encourage their direct reports to consider taking part in the OTR, linked to the career development discussion, which may or may not have already taken place.	
2. Staff contacted with guidelines by HR-OD	Month 1, week 3
Drawing from the current staff list of names for that specific staff group, staff are contacted by email, with guidelines and an invitation to attend a road show or a 1:1 with Talent Development Manager.	
3. Staff request OTR pack from HR-OD	Between Month 1 and Month 3
This consists of: ○ *Leadership Capabilities and self assessment document*, this lists the seven capabilities with descriptors for each capability plus a guide for each participant to rate themselves against 3 categories; strong, competent, or a development need and an opportunity to add text that will help support their recognised areas for growth and development. ○ *Candidate profile template*, which asks participants to identify their professional competencies, qualifications, specialist skills and competency against the leadership capabilities which will either be a self assessed or the actual outcome following attendance at an LDC (Leadership Development Centre), together with career aspirations which may or may not relate to current senior management job titles. ○ *List of current job titles* from Director to SB4 to assist participants when requesting to view specific post profiles that they may have an interest for.	
4. Staff request specific post profiles from HR-OD	Between Month 1 and Month 3
This data will be similar to the candidate profile i.e. listing the professional competencies required to function in this role, expectation of level of competency for each of the leadership capabilities, and any other qualifications necessary for the role. Each post profile is signed off by the relevant Director.	
5. Career discussion with line Manager	Month 2 & 3
Staff arrange either their first career or a second discussion with their line manager to discuss OTR participation, aspirations and leadership capabilities.	

6. Formal application for OTR	By end of month 3
If staff decide they want to continue with the OTR process, they must complete their candidate profile, and get sign off from their line manager. Completion of a data consent form, which consents for the data in the candidate profile to be viewed by; the Talent Development Manager, Organisation Development Manager and the Executive Team only. This data is not stored on the candidate's personal file, nor is it used for recruitment and selection or any other purpose other than the OTR and for continued career development discussions between participant and line manager. Both forms are sent to HR-OD.	
7. OD compile report for ET (OTR)	End Month 5
Information relating to candidate's profiles and post profiles is transferred by either the Talent Development Manager or the OD Manager who have sole access to the bespoke data base, 'Talent Lab', designed by ResourcingNET. This data base uses a role based permissions model, using the https encrypted data protocol and was cleared by the e-IS Directorate and the Records Manager in CIMU for security and data protection. The report is structured to identify who has aspirations against each role profile, and summarises the matching of participants' professional competencies and leadership capabilities against the requirements of the role. For participants who have no specific role aspirations, their information is collated in the latter part of the report. These reports are handed to Directors personally, in sealed envelopes, and not through the usual distribution process.	
8. Consideration of the OTR by ET	Month 6
During the Organisation Talent Review, each application is considered against each talent pipeline and identified where the Library can support individuals with their career development and aspirations. This process also enables the Executive Team to identify areas of vulnerability in the organisation, should a senior post become vacant.	
9. Outcome of the OTR	Months 7-8
The OTR action plan (recorded by the Talent Development Manager) is confidentially circulated to each Director. Directors then provide feedback to their direct reports through an arranged career development discussion drawing up a personal development plan, linked to PMR process. Where participants do not report to Directors, their line manager will receive feedback from their Director who will then follow through to their direct reports via the career development discussion and as above draw up a personal development plan.	
10. Monitoring of Action Plans	Month 10 -12
At this stage, OD-HR request an update from Directors on participant's development action plans, and this update is reviewed at an Executive Team meeting.	