

# Leadership, Resourcing and Succession



## As a line manager, how can I support the process?

A line manager is critical in the completion of a PDP. Your support could include:

- Help identify development areas and areas of strength
- Support with the writing of PDP objectives
- Conducting regular 1-2-1s
- Provide meaningful and constructive feedback
- Identify ways to meet PDP objectives
- Observations
- Providing contacts
- Attending 3-way professional discussion
- Recommend training courses and development opportunities
- Providing time to allow an individual to undertake development activities

## What is a 3-way professional discussion?

### Who attends?

The person who is completing the portfolio – the immediate line manager and their manager.

### How is it arranged?

Book a room at a mutually convenient time and location and invite the attendees. Please ensure this is arranged in a timely manner.

### What is the purpose of the meeting and what should be included?

The purpose of the meeting is to present the evidence and demonstrate how the PDP objectives have been met. The person who is completing the portfolio should lead the 3-way professional discussion, and should include:

- What has been learnt
- How the objectives on your PDP have achieved
- The new practices implemented
- How best practices have been shared
- Results achieved
- readiness to submit your portfolio for assessment

### What happens next?

Following the meeting, the PDP plan is signed off. Submit the portfolio for assessment by completing this online form [Line Manager Portfolio Sign Off](#). You may feel that there are some additional development activities that could be undertaken to fully meet the objectives.

This will involve recalling important learning events during the development process and considering how these events shaped where you are now and how they were beneficial.

### Analysis-type questions to ask:

- What were the key factors that shaped the learning?
- How has this experience changed you as an individual?
- What factors could have changed the outcome?
- What new practices have been implemented?
- What results have been achieved against the original objectives?

### Insight-type questions that you may come up during your conversation:

- Why do they want to be in the development or resource Pool?
- What did they learn from key learning experiences?
- How have they grown because of these experiences?
- In what way were these types of experiences 'game-changers'?
- Is there anything they might do differently next time?
- What were the lessons learned?
- How has the development and experience started to prepare for next role?

## Getting started on a potential development plan:

### The following tips will help get you started:

- **Objective setting** is a powerful process for motivating yourself to turn ideas into reality. It provides you with short-term determination and long-term vision, focusing your mind on how to get from where you currently are to where you want to be.
- To realise these objectives, they must be **specific, measured, action-focused, relevant and timebound**, otherwise known as **SMART** objectives.

Example of weak objective – **I am going to get fit.**

Using the SMART building blocks, you can improve your objective by making it more specific:

A stronger objective would be something like: **To gain stamina and feel fitter, I am going to start running three times a week and train for a marathon in my local area that is taking place in six months.**

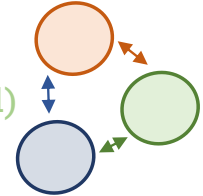
- **Specific** What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this an important objective? - **I want to get fitter. Exercising has benefits for my mental and physical wellbeing and I enjoy it. To build up my fitness I am going to start running three times a week and train for an upcoming marathon.**
- **Measurable** How can you measure progress and know if you've successfully met your objective? – **I will follow the training app programme, measuring my progress across shorter runs and running a full marathon without stopping. I will plan my runs each week and record completion on my journal.**
- **Action Focused** What action verbs could you use to remain motivated and add direction and focus to your objective? **I have done some running before and I am reasonably healthy, I will schedule runs and follow the plan on the app. I will not build my stamina overnight so will set smaller goals of 5km and 10km runs over time to reach my ultimate objective.**
- **Relevant** Why am I setting this objective now? Is it aligned with other objectives? **I want to become a fit, healthy strong person. I want to be full of vitality and energy.**
- **Timebound** What's the deadline and is it realistic? **I have signed up for a marathon in six months' time, this gives me a timeframe to complete my objective.**



# LRS Process

## Leadership, Resourcing and Succession

(Getting to the Development Pool)



**Coaching:**  
At this point, you will be offered a choice of coaches. Your coach will be available to support you and your Line Manager throughout your LRS journey.

Complete the self-assessment tool and discuss areas of strength and development with your Line Manager.

Encourage a three-way development discussion with your Line Manager and their Line Manager.

Complete your portfolio of objectives and evidence and submit for assessment.

Successful?

If your portfolio is unsuccessful, you will receive feedback and support to update and resubmit your portfolio.

You will then progress to the **Development Pool**.

**Development Pool:**  
This is where you will undergo your relevant development and access opportunities including:

- Induction and collect supporting materials
- Learning and Development courses and training
- Support completing a skills gap plan to identify development objectives
- Regular check ins with LRS and L&D teams
- Day in the life opportunities



Here, you will work towards your identified development. Once this has been signed off by two senior colleagues, you will be invited to present key elements of your portfolio and answer values-based questions, covering: Personal Impact, Outstanding Leadership, Organisational Effectiveness and Service Delivery.

Successful?

If you are unsuccessful, you will return to the Development Pool and identify further development needs.

Following success in your presentation and values-based questioning, you will move to the **Resource Pool**.



# LRS Process

## Leadership, Resourcing and Succession

### (The Resource Pool)

#### **Resource Pool:**

Here, you will be 'ready for role'. You will continue to access relevant development. This may include longer programs such as the Leadership Program.

- Whilst in the Resource Pool, there will also be opportunities for secondments and temporary positions.

Once in the Resource Pool, you will have the opportunity to apply for a role. The current application process for those in the Resource Pool is a role-specific interview.

Following your interview, there are three potential outcomes:

**Unsuccessful candidates who did not meet the standard** – look at development objectives and establish further development opportunities and support.

**Unsuccessful candidates who met the standard but were not appointed** – invited to the respective Resource Pool for up to 12 months. When there is a new (matching) role, you can apply. You will enter the process at role-specific interview.

**Successful** in role-specific interview and enter new role. It is at this point that your journey in the LRS is complete.