

MAXIMISING YOUR INVESTMENT IN STAFF

"Using the e-KSF to improve the productivity of your workforce development programmes"

The NHS spends over £4 billion every year on training and education. A large proportion of this is spent on Agenda-For-Change staff. But how much of this money is spent effectively? Or are we guilty of sending people on "the usual training courses" without focusing activity where it's actually required?

We believe the NHS needs to move away from "Training Wants Data" and we can help you use the KSF, and data from the e-KSF system, to make sense of your training and development provision, and explore what works and what doesn't.

We're *not* talking about sending people on more courses just because they're easy to track. We're *not* talking about responding solely to individual's wants and requests (but rather, taking into account organisational requirements too). We're *not* talking about creating mountains of hard-to-understand data, either.

A focus on DNA

...not TWD!

Which means DNA is:

Development

Training

Not about going on more courses

Needs

Wants

Focussed on role and organisation first

Analysis

Data

In a format which can be understood and used

What we *are* talking about is the need for NHS organisations, and their managers, to have:

- A language for describing gaps in an individual's knowledge, skills, competences and qualifications
- A way of storing data in one place, for easy analysis and action
- A common description of actual development activities which people plan to undertake to close their knowledge and skill gaps, so that organisations have sight of not just the gaps, but also the planned development activities
- A bottom-up approach for collecting data, so that DNA becomes just "a part of the way we do things around here" rather than a separate activity

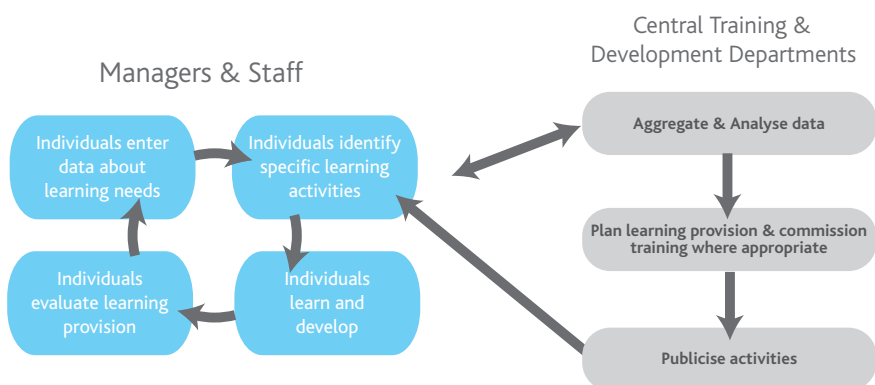
Using the KSF and e-KSF for this Workforce Development Needs Analysis

The good news, of course, is that many of these requirements are already in place for the NHS, due to the roll-out of the Knowledge and Skills Framework, the e-KSF and the Electronic Staff Record (ESR).

A language for describing gaps	The Knowledge and Skills Framework provides a standard language for all Agenda-for-Change staff. National Occupational Standards and National Workforce Competences add more detail to this picture, where they are used.
A way of storing data in one place	The e-KSF system, which is a UK-wide system, is funded centrally and available to all organisations to support the KSF. The e-KSF is also linked to the ESR, meaning that a summary of development needs is also available in the ESR data warehouse.
A common description of actual development activities	The e-KSF system allows each organisation to set up a standardised list of formal development activities. Individual staff and their managers can select activities from this list. The training and development department can then analyse this information sensibly before commissioning and scheduling the specific event with confidence that it will be well attended, and will be linked to service provision through the KSF.
A bottom-up approach for collecting data	The Knowledge and Skills Framework is a mandatory process for all Agenda for Change staff (so, the vast majority of your NHS workforce). The great opportunity with the KSF is that it gives managers and staff a standard way of describing knowledge, skills and development, as part of their regular development discussions and appraisals. This allows organisations to collect development data at a very detailed, individual-staff-member level, focusing on their actual needs – much better than previous attempts at top-down training needs analysis based on estimated requirements across staff groups.

Bringing it all together

Managers and staff, by completing their KSF development review, cycle through the 4 phases in the



blue area of the picture below: -

Step 1: An individual and his/her reviewer will review their progress against the KSF post outline, and record information about gaps in knowledge and skills.

Step 2: The individual will then identify specific learning activities, and where the activity is a piece of formal learning, then they can select from a list provided to them by their training and development department.

Step 3: The learning then takes place –online or offline, and formally or informally, and in or out of the workplace.

Step 4: The individual learner can then evaluate the effectiveness of the development, and record completion.

This process of review and development provides valuable data for the training and development department. Experts in this department can aggregate and analyse the data that’s been collected by reviewers and reviewees. This data can then be used to plan the upcoming period’s training and development, and commission training from external and internal providers if necessary. Finally, the training and development department can use technology to publicise and manage the training activities, completing the loop back to managers and staff in the service.

You may already be doing Workforce Development Needs Analysis!

If an organisation, department or team are using the e-KSF system then staff and reviewers will already be building up a picture of development needs - almost without realising it!

Data about the knowledge and skills requirements in your team (KSF post outlines on e-KSF), the current level of knowledge and skills available (KSF development reviews on e-KSF) and the current planned activities (Personal Development Plans on e-KSF, supported by the e-KSF learning activities database or local training administration system) will be being collected.

Your e-KSF administrator can then run reports, today, to show things like this – the number of staff

Dimension	Average Requirement	Average Achievement	Minimum current level	Maximum current level	Number of Staff with dev't need
G4-Finance	2.4	1.9	1	2	6
G5-Services and Project Management	2.0	2.2	1	3	3
G6-People Management	3.2	3.0	2	4	4

Largest gap

And greatest number of staff with need

with development needs in a specific KSF dimension:

...and this, showing what individuals have actually agreed with their reviewers, in order to close development gaps:

Dimension	Level	Number with need	Proposed Action	Estimated Total Cost
C1	1	175	Conflict Resolution – Half Day Course	£7,000
C1	2	175	Conflict Resolution – Full Day Course	£11,375
C2	2	300	e-KSF Reviewer Training – Half Day Course	£10,500
C2	3	300	KSF Appraisal Training - Full Day Course	£19,500

C3	1	1500	Fire Training – Annual Refresher	£12,500
etc...				

The importance of good Development Needs Analysis using e-KSF

With accurate and timely information about the actual development needs of employees, we can help you to:

- **Make the absolute best use of training and development budgets**, by developing staff in the things that are actually required to do their job
- **Meet equality and diversity requirements**, by focusing on objective knowledge and skills requirements, rather than individual wishes and requests
- **Negotiate better with external suppliers**, by requiring suppliers to focus their services on specific competence development – and then measuring how well the training course or development activity actually enhanced the competence of the attendees
- **Link training and development to organisational strategy** by showing how investment in staff develops defined competences, which in turn support organisational goals
- ...and ultimately, **IMPROVE PATIENT CARE** by making sure that staff are receiving the development to do their jobs to the appropriate standard.

What next?

If you are interested in finding out more about how we can help you to maximise your investment in staff contact us via info@think-associates.co.uk

If you want to join over 350 NHS organisations currently implementing the e-KSF then please talk to us about "e-KSF in a box" - a low cost approach to kick-starting the implementation of this key organisational tool.


Think...what you could do