

Implementation of the CPD Framework case study

Name of Institution:	University of Stirling
Title of Project:	Development Planning using personality profiling and the AUA CPD framework
Level:	Individual
Date of Project:	May to November 2011

1. The Project Brief

The project focuses on the use of a Professional Behaviours framework for the purpose of personal development planning and incorporates the OPQ psychometric tool, currently used for selected recruitment projects.

Project aims:

- To introduce a CPD competency framework to be used for personal development planning
- To provide a meaningful and informed personal development process to be incorporated within University performance review process
- To demonstrate the value of CPD framework in conjunction with the Occupational Personality Questionnaire (OPQ)
- To explore the versatility of OPQ as a new personal development tool to the University
- To provide a set of tools for managers to conduct personal development conversations

Desired outcomes:

- Evidence of meaning and relevant personal development planning against CPD framework, amongst pilot group
- Positive 'user' experience of participants and department manager
- Wider roll out across Information Services Directorate (over 200 staff)

2. Project Context

We have been working with a specialist IT team within Information Services (IS) called Business Systems and Development Services (BSDS), who are responsible for the integration and maintenance of core IT systems, including those required in HR and Finance. The Head of Department was interested to trial the framework to explore opportunities for development, but more broadly to apply the framework as a management tool, to "manage the intangibles", i.e. behaviours (something we know from staff survey and stakeholder conversations we know to be a requirement)

From an institutional perspective the framework complements our existing performance review process, and it provided us with an opportunity to apply the

OPQ psychometric tool, which we use for selected recruitment projects, and to explore its compatibility with the CPD framework.

The Occupational Personality Questionnaire (OPQ) is a self-report questionnaire. This questionnaire invites participants to describe their behaviour, preferences and attitudes, in relation to different aspects of their working life. The questionnaire produces a profile of perceived preferences in typical situations in the workplace, covering thirty two characteristics grouped into relationships with people, thinking style, and feelings and emotions.

3. Project Participants

Initially three members of the BSDS team and the Head of Department, to be expanded across IS in 2012.

4. Outline of approach taken

We approached the Head of BSDS to work with us on the project as she is very much 'pro-development', and being a member of the IS Senior Team she would provide us with a platform to launch into the wider IS directorate. She asked for volunteers from the team to complete an OPQ and to help us understand how the CPD framework might be applied to their roles. A number of actions followed group as detailed below:

- Mapping of CPD competencies against roles (group exercise) – participants were required to rate how frequently each of the nine competencies are required in their day to day roles. They rated the competencies using a 3 tier scale (called priority levels) and these were then used with the OPQ results as part of the feedback process (see appendix 1 for full mapping outcomes)
- Mapping of OPQ dimensions against AUA (appendix 1)
- Individual completion of OPQ questionnaire, results fed back against competencies (appendix 2)
- Resulting discussion captured into personal development plans using existing performance review process

There were no formal reporting dates agreed, although the Head of Department was very much involved in the process throughout. The consultancy support was utilised once or twice in January, but not at all thereafter. In hindsight January was too soon for us, although the discussions were useful to help us to identify what would potentially work and what would not work at Stirling.

5. Materials used

AUA materials used (to date):

- Professional Behaviours template
- CPD framework guidance notes

Materials developed:

- OPQ/AUA/HERA maps

HR tools used

- Existing performance review process

6. Observations, learning points

The main learning point so far is that the process of taking each participant through an OPQ with the CPD framework is time consuming and results in a 5 page report. This is not practical for larger groups and will not be used for the wider IS roll out. We regularly fed back progress to the Head of Department, which was really effective for helping us to reflect and document learning points. One major success from the project been a success is a developing understanding of the potential of the framework and a number of personal development objectives that otherwise would not have been identified.

We did not fully appreciate the work involved in mapping the framework against individual roles, and the mapping of the OPQ and CPD frameworks. We also did not plan for some big changes within our own team, with the project manager seeing a 50% reduction in his own team, which impacted on the project scope and our capacity to include more participants. The risk of further disruption is mitigated with the proposed creation of a project steering group to oversee implementation within the wider IS directorate.

Despite the relatively small size the project has been a success and has served a useful purpose – to give us an ‘in’ to sell to the wider IS directorate and we now have an influential champion in the Head of Department who is fully supportive.

7. Evaluation

The project participants have been positive so far and we are due to evaluate their full experience in November as a group, and taking into account the views of the Head of Department.

List of Resources

Appendix 1 – Extract from mapping exercise. Colour denotes priority status (how frequently the competencies are required in role)

Appendix 2 – Extract from participant feedback report

Appendix 1 – Extract from Mapping Exercise

High Priority
Medium Priority
Low Priority

AUA Behaviour	BSDS personal qualities	OPQ Dimensions
<p>Managing Self and Personal Development</p> <p><i>Willing and able to assess and apply own skills, abilities and experience. Being aware of own behaviour and how it impacts upon others.</i></p>	<p>willingness to learn and adapt to new skills</p> <p>ability to prioritise</p> <p>organised</p> <p>ability to manage time</p> <p>taking ownership of issues</p>	<p>Optimistic</p> <p>Rule Following</p> <p>Outspoken</p> <p>Affiliative</p> <p>Democratic</p> <p>Conscientious</p>
<p>Delivering Excellent Service</p> <p><i>Providing the best quality service to external and internal clients. Building genuine and open long-term relationships in order to drive up service standards.</i></p>	<p>good communicator</p> <p>awareness of user requirements</p> <p>ability to analyse root cause of problems</p> <p>ability to negotiate</p> <p>consultative</p> <p>responsive to others' needs</p> <p>taking ownership of issues</p> <p>flexible</p>	<p>Detail Conscious</p> <p>Optimistic</p> <p>Evaluative</p> <p>Behavioral</p> <p>Adaptable</p> <p>Conventional</p> <p>Trusting</p> <p>Emotionally Controlled</p>
<p>Finding Innovative Solutions</p> <p><i>Taking a holistic view and working enthusiastically and creatively to analyse problems and develop workable solutions. Identifying opportunities for innovation.</i></p>	<p>awareness of user requirements</p> <p>ability to analyse root cause of problems</p> <p>ability to find solutions creative within boundaries</p>	<p>Evaluative</p> <p>Adaptable</p> <p>Innovative</p> <p>Democratic</p> <p>Conventional</p>

Appendix 2 – extract from individual feedback report

AUA Behaviour	BSDS personal qualities	OPQ Dimensions	Participant X
<p>Managing Self and Personal Development</p> <p><i>Willing and able to assess and apply own skills, abilities and experience. Being aware of own behaviour and how it impacts upon others.</i></p>	<p>willingness to learn and adapt to new skills</p> <p>ability to prioritise</p> <p>organised ability to manage time</p> <p>taking ownership of issues</p>	<p>Optimistic</p> <p>Rule Following</p> <p>Outspoken Affiliative</p> <p>Democratic Conscientious</p>	<p>Slight tendency to be methodical, organised and systematic</p> <p>More likely to follow rules and regulations</p> <p>Extreme disliking of discussing personal achievements</p> <p><i>To be selected for next project group, consider how to sell self to raise personal profile in department</i></p>
<p>Delivering Excellent Service</p> <p><i>Providing the best quality service to external and internal clients. Building genuine and open long-term relationships in order to drive up service standards.</i></p>	<p>good communicator</p> <p>awareness of user requirements</p> <p>ability to analyse root cause of problems</p> <p>ability to negotiate consultative</p> <p>responsive to others' needs</p> <p>taking ownership of issues</p> <p>flexible</p>	<p>Detail Conscious</p> <p>Optimistic</p> <p>Evaluative Behavioral Adaptable</p> <p>Conventional</p> <p>Trusting Emotionally Controlled</p>	<p>Very keen on the detail - very likely to make sure job is to high standard</p> <p>Tendency to dislike negotiation and selling</p> <p>Dislikes telling others what to do</p>
<p>Finding Innovative Solutions</p> <p><i>Taking a holistic view and working enthusiastically and creatively to analyse problems and develop workable solutions. Identifying opportunities for innovation.</i></p>	<p>awareness of user requirements</p> <p>ability to analyse root cause of problems</p> <p>ability to find solutions creative within boundaries</p>	<p>Evaluative</p> <p>Adaptable</p> <p>Innovative</p> <p>Democratic Conventional Rule Following Affiliative</p>	<p>Prefers established way of working</p> <p>More likely to build on existing ideas than to generate new ones</p> <p>Reasonably consultative when working with a new idea with service users</p>

		Data Rational	
Embracing Change <i>Adjusting to unfamiliar situations, demands and changing roles. Seeing change as an opportunity and being receptive to new ideas.</i>	flexible perserverence resiliance ability to influence changes	Adaptable Conventional (-ve) Rule Following Independent Minded Variety Seeking	Slight tendency to follow rules and regulations Likely to prefer majority decision, less likely to 'go against the grain' with own approach Generally comfortable with change but less likely to feel comfortable persuading others to change, and an extreme disliking of telling others what to do.
Using Resources <i>Making effective use of available resources including people, information, networks and budgets. Being aware of the financial and commercial aspects of the organisation.</i>	ability to prioritise technical competency understanding linkages between systems	Detail Conscious Evaluative Data Rational Democratic Controlling	Comfortable processing hard and soft data and when critically analysing information.
Providing Direction <i>Seeing the work that you do in the context of the bigger picture and taking a long term view. Communicating the vision clearly and enthusiastically to inspire and motivate others.</i>	good communicator Industry and sector awareness	Detail Conscious (-ve) Independent Minded Democratic Outspoken Optimistic Caring Forward Thinking	More likely to focus upon immediate than long-term issues Reasonably willing to consult others on decisions Slight tendency to withhold views in meetings Unlikely to feel comfortable 'selling' an idea to group , although likely to prepare thouroughly for such meetings Extremely unlikely to take the lead in a group