



SUCCESSION PROGRAMME SKILLS PROFILE

Skills Profile

The aim of the Skills Profile is to:

- Provide you with an opportunity to tell us about you and your career aspirations.
- Identify your current skills, knowledge, qualifications and experience.
- Identify any development needs to ensure that you have the right skills and competencies to support your career development and career progression in line with our succession planning approach .

The skills profile comprises of three main elements.

- 1 **Personal Statement** – this provides an opportunity to 'sell yourself' and highlight your key strengths and achievements.
- 2 **Baseline** – this provides information on your career history, skills, qualifications and experience.
- 3 **Personal Development Plan**

To help you on your career journey we will use the information you provide in the Skills Profile to support your learning and development and get you 'job ready' for a future post identified in the Succession Development Programme.

Your Manager and the HR Workforce & Core Strategy Team are available to provide advice on completing your Skills Profile.

Employee Details	
Name:	
Current Job Title:	
Succession Job Title:	
Service:	
Directorate:	
Current Line Manager:	
Band:	
Working Hours:	

Personal Statement

Your personal statement provides an opportunity to tell us about yourself.

This should be a maximum of 1000 words and include what key information you most want us to know about you.

This could include any career aspirations, strengths, relevant skills and accomplishments. This may also include:

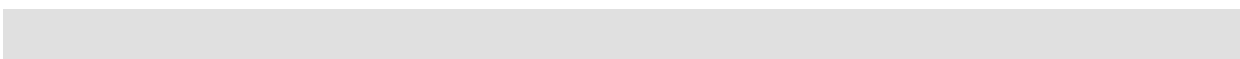
- Key things you are learning in your current role or any qualifications or development you are working towards.
- What you do in your spare time and how you've benefited from these activities e.g. School Governor.
- Why you are interested in a particular role or career.
- What challenges you've faced recently and how you've met those challenges.

Baseline: Experience (last 10 years)

Tell us about your work related experience over the last ten years, starting with your most recent role. You should tell us what your job role was, the name of the service or organisation and the key duties and tasks that you did in the role. Here we are looking for the headlines in bullet point form, not the detail.

Dates (from – to)	Employer /Service	Job Title	List of duties & key tasks (Bullet Points)

(Please include any additional rows)



Qualifications

Please include any formal qualifications you have achieved or currently undertaking, along with any other learning and development you have undertaken.

Education (Qualifications, Accreditation, Training etc.)

Technical Skills / Specialist Knowledge

Tell us about any technical skills that you have acquired as a result of the role that you are in or a previous role you have undertaken. Technical skills are the specialised skills and knowledge required to perform some of the specialist activities you undertake. They are sometimes referred to as 'work skills'. For example accounting, financial planning, market research, knowledge of a specific subject, procedures or equipment.

Competencies / Transferable Skills

Tell us about the competencies / transferable skills that you possess. There are general skills that are applicable in many different jobs and fields. They are your greatest asset as they can be transferred from one area of work to another. For example, IT/computer skills, customer service, collaborative working, communication, planning and organising, coordination, negotiation, writing and presentation skills etc.

Leadership Skills

Tell us about the leadership skills you have demonstrated in your current or previous roles. Leadership Skills are important regardless of whether you are in a supervisory/managerial role or not. We all benefit from feeling more confident in our abilities to take charge of tasks, responsibilities, projects, team processes, office work flow, goal setting, decision-making, and our own personal and career development.

Behaviours / Personal Attributes

Tell us about your personal growth skills. These are traits or personal characteristics that contribute to your performance of work. They often describe what you are like and how you would naturally go about doing things. For example efficient, flexible, resourceful, diplomatic, leadership style, results-oriented, etc. Developing these qualities may require learning skills in time management, assertiveness, or stress management. Or it may require overcoming self-defeating behaviours like procrastination.

Succession Planning - Performance Development Plan Guidance (PDP)

Your **Performance Development Plan** (PDP) will be used to support and record your personal and professional development and your continued learning. It will be used to identify key achievable development objectives and the activities and milestones required and get you 'job ready for the future post identified in the Succession Planning Development Programme. The **development plan** will be central to any review or one to one meetings.

This guidance will help you to complete your Development Plan in conjunction with your line manager.

SUMMARY:

Development Objectives

Use this section to develop a set of development objectives to be achieved during the succession planning timeframe agreed with your manager. You may want to consider areas such as strategic leadership and management, service area, budgetary responsibility, knowledge and skills and personal approach and appropriate objectives from your most recent performance Development Review (PDR). These objectives should be designed to ensure you achieve the expected level of knowledge skills and behaviours required in the role.

The objectives should fit into the team, service and councils business plans and overall objectives for the future. All objectives within the Development Plan must be;

Specific –	what is it that is needed?
Measurable –	how will you know when the need has been met?
Achievable –	is it realistic within the given timeframe?
Relevant –	how will it directly achieve the objective?
Time-bound –	when will it be done?

An example of a SMART objective would be 'Meet with Heads of Service to understand their budget and financial needs and expectations within 6 months from xxx (date)'

An example of an UNSMART objective would be 'I will gain a better understanding of my service area'

Development objectives should be linked the future role identified in the Succession Planning Development Programme including Trafford's values.

You should endeavour to agree objectives that can be linked to Trafford's values. These values will help you to achieve the Councils aims and objectives. Further information on these values can be found using the link below;

Include LINK

Priority

Agree whether the achievement of the objective is a low, medium or high priority.

Support/ Activity or Resources

You should use this section to agree any support/activities or resources that may be required to achieve the objectives. Activities can constitute any learning or development intervention that will enable you to achieve your development objectives e.g. time off to attend relevant meetings, coaching, mentoring, conference or formal training, on-the-job training, work-shadowing, working on a specific project or spending time in another service or organisation.

Progress towards achieving my objectives

You should use this section to monitor the progress towards achieving your objectives, identifying what you have achieved so far in terms of your development and how this has and will positively benefit the organisation and yourself now and in the future.

Your progress should be monitored through regular one-to-ones and performance development reviews with your manager.

Agree date/s to review progress on your PDP and schedule these in your diaries. Assuming that you undergo the performance development review process annually, we recommend that you review your PDP every three months therefore enabling you to:

- Assess your progress
- Reflect on your learning
- Identify whether your development objectives need to be amended
- Identify factors that may have prevented you from achieving your development objectives
- Build in contingencies to enable you (where possible) to meet your agreed target date in the future

Target dates for achieving my objectives and Achievement Date

Agree a target date that is ambitious but also realistic and achievable followed by the date you actually achieve your objectives. Data in these columns is particularly useful when you review your PDP as it will enable you to identify any factors that may have prevented you from achieving your development objectives on the target date and build in contingencies to prevent this from occurring in the future.

Employee Comments

You should use this section to make any additional comments you may have about the objectives set.

Line Manager Comments

If the Line Manager has any additional comments about your Development Plan, they will make a note of them in this section.

Manager's signature

Please ensure the relevant Manager validates the succession plan.

Employee	Name:	Signature:
Current Job Title:	Succession Job Title:	
Covering Period	From:	To:
Line Manager	Name:	Signature:

	Development Objectives (Linked to future post, including reference to Trafford's Values & competencies)	Priority <i>Low/ Medium/ High</i>	Support/Activity & Resources required to achieve my objectives	Progress towards achieving objective	Target Date	Achievement Date
1						
2						
3						
4						

Employee Comments

Managers Comments