

Capability
Wednesday

#5

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Profession

Please note this
session is
recorded.

Wednesday 27 May 2020 at 11:00am

Hi. Welcome. We will
start soon.

Introduce yourself in
text chat.

- Name
- What department
- Your role

Digital, Data
and Technology
Profession

Constructing a DDaT Pay Framework Business Case

Introductions



Jack Hunnaball- Capability and Reward Lead DDaT Profession

- previously reward consultant at CSEP and with CO Workforce Policy
- works with departments to enhance their DDaT Reward offer

We are hosting the meeting under 'Chatham House rules'

All documentation relating to pay is marked **OFFICIAL SENSITIVE** and should not be shared widely.

The background of the DDaT Pay Framework

Support on offer to construct a business case

Pay Policy is delegated to departments

DDaT Reward

The DDaT Pay Approach is made up of 2 things...

1. Pay guidance for each role in the DDaT Capability Framework

Guidance, with maximum for each level of capability

Applied within organisations own pay flexibilities

A coherent way to award pay to all DDaT professionals

2. DDaT Pay Framework for 'critical roles'

Covers 'critical roles' at SEO, G7 and G6

Consistent, enhanced pay ranges and common allowances

Capability based pay ranges

Reappropriate contractor 'spend' to fund DDaT civil servants

Group 1

- Infrastructure Engineer
- Specialist Infrastructure Engineer
- Technical Architect
- Technical Specialist Architect
- Service Designer
- Security Architect
- Data Scientist
- Software Developer
- Dev Ops

Supports retention by ensuring DDaT professionals are rewarded with a consistent approach for the same type and size of role, aligned to the wider industry market, regardless of the organisation they work in

Attract, develop and retain DDaT Professionals

Map DDaT roles to the Capability Framework

Know your population
and establish a
workforce baseline

Recruit DDaT roles using the Capability Framework

Set recruitment
standards, ensure
compensation for new
starters is following the
Pay Approach.



Assess DDaT skills

Ensure decisions and
interventions are
capability-based

Reward with the DDaT Pay Approach

Enable capability-based
pay in line with
government demand
trends. Stay competitive
with the market.

Why Radford?



The Radford Global Technology Survey (UK) is used as the source of guidance data because it is considered to be robust in nature with a wide coverage of companies operating in the DDaT space



Radford, compared to other data sources we have access to has more granular detail in terms of DDaT job role breakdowns, allowing a more accurate job match to be created

How we got here

The importance and benefits of a market led design

Kicked off at Civil Service Board level in 2016

Avoiding “races to the top” and ensuring we retain core talent.

Collaborative approach between the profession team, CSHR and wider professional stakeholders

NTUC informed of the principles of the approach in 2018.

DVLA, were our trailblazer organisation

Worked with organisations of all different shapes and sizes.
Most recently FCO and MOJ.

11 Organisations have signed off cases and we are actively working with a further 8.

This is a quote from Rupert McNeil when he attended our Pay Show and Tell back in September 2018.

“The thing I hope accelerates, is departments coming to CSEP and to the DDaT Profession Capability team, to help you get [contractor recycling] that money. That’s an innovation for teams like the DDaT Profession Capability team and others through this Pay Framework”

We now worked with other professions to share our best practice

Future Focus

Cyber Security, Expansion

SCS CSHR

Standing up a business case

Steps for implementation

Mapping of all roles to DDaT Capability Framework

Roles recruited to role descriptions and skills

Capability assessments for people in DDaT jobs

Pay Business Case

Start with the 'why'

What problem are you trying to solve?

Roles recruited
to job role
descriptions
and skills

+ 3 months

Capability
assessments for
people in all DDaT
job roles

3-6 months

DDaT Pay
alignment

+ 6 months



Align

- DDaT Capability Framework
- Single Point of Contact
- Wider DDaT Profession Strategy

Design

- Where are your recruitment and retention issues?
- Full framework required?
- Staggered or full implementation?
- Is the cost saving “predictive future” or “real past”

Engage

- Gather required data from your various Business Units.
- Assess your internal governance, key stakeholders will include Digital, Finance and HR colleagues.
- Consider your Departmental Trade Unions engagement plan

Refine

- Once constructed the business case will go via the CO Workforce Policy and Reward and then HMT.

Implementation

- Case Approved!
- Report back on impact
- Advocate the Pay Approach!

Govern

Plan ahead who needs to be involved and how they will be engaged.

Establish an Senior Responsible Owner

Map out the Stakeholders and Sign Offs

Stakeholder Engagement Planning

Scope

Understand what is it you want to change and why?

Just your main department or linked ALBs?

Which roles within the Pay Framework?

How does this Business Case fit into your wider pay strategy?

Gather

Capture the data that will inform change

Recruitment and Retention Data

Cost of Contractors

Total Cost Impact for The Framework

Cost of Inaction

Modeling for different Capability Outcomes

The Business Case Template

Because of the sensitive nature of pay as a topic- the business case template is available upon request as opposed to direct download on Knowledge Hub

There is no definitive way to create a business case and departments retain their delegated authority

However, we are confident in the template and to date it boasts a 100% success rate

This runthrough relates to the Business Case within the parameters of the DDaT Framework

However, if a department is considering a wider business case much of the same insight will be relevant.

Introduction

This document sets out the case for implementing the Digital, Data and Technology (DDaT) pay framework in the “*department name/s*”

Summary of core points discussed within the case

Opportunity to hone in a central narrative e.g “Large cost savings” or “Opportunity to regionalise our workforce”

Organisational set-up

What organisations are being impacted in this case? Just a department or department +ALBs

What is the organisations DDaT focus? Is it purely an enabling function or do you directly interact with the taxpayer.

What are the exact roles you are targeting? Is it all Group 1 roles or are you honing in on a priority.

What is your current headcount is those roles? Contractors and Civil Servants.

Recruitment and Retention Challenges

Where are you facing R&R challenges within DDaT? The more data driven and specific you can be the better. E.g Department standard campaign success rate is X% for target DDaT roles its Y% or in X role we have Y attrition rate

What interventions have you already put in place? It's important to show that reward isn't the only solution, have you for example look at job advert language?

What is the Market Evidence that your R&R problem is reward related? Radford data is all you need here but any supplemental evidence based on your context can be helpful

Any evidence you face challenges relative to peer departments or particular employers ? E.g we lose X% of leavers to Y department because they are an incentive in place.

The more specific the better

How recruitment and retention challenges impact the department...

Are specific departmental/cross government objectives at risk from not being able to supply talent?

How does this impact on your Single Departmental Plan or other objective statement?

Is there an impact on resilience or specific skill retention

Is there an impact on the other programmes- e.g the longer term outcomes of early talent interventions.

Driver	Existing Status/ "Nothing Changes"	Anticipated impact of DDaT pay framework
Parity of pay across the "Department" group	<i>Inconsistency</i>	Moving to objective reasoning
Ability to compete on pay with other government departments	<i>Uncompetitive</i>	Sustainably competing while maintain prudence
Ability to compete on pay with private sector	<i>Uncompetitive</i>	Market driven pay
Building of a highly-skilled, expert workforce	<i>Risk to talent programmes</i>	Incentives in place
Retaining knowledge and expertise	<i>Risk to programme</i>	Incentives in place
Ability to rapidly resource critical roles in a time of organisational pressure.	<i>Reliance on contractors</i>	Moving to mixed approach

Internal drivers for change

Solution

Here is where you outlined the exact implementation you are looking for.

If going for all possible roles you can directly copy the wording from the DDaT Framework into the business case.

If you are excluding specific roles/grades make it clear here.

Possible risks and mitigations

Identify that you recognise no intervention is risk free, however you have actively considered those risks.

Examples of risks you might include:

- Financial Impact
- Impact on wider staff/engagement
- Impact on workforce planning
- Impact on Labour Relations

Risks	Impact	Likelihood	Mitigation
Failure to align to the DDaT Pay Framework will mean we will find difficulty in recruitment and potentially have high attrition			
Organisation TU need to be engaged early on with the risk of DTUs going against the proposal (with the view that everyone should be paid higher salaries)			
Over time (est 2-3 years) as capability improves more role holders may be assessed as Accomplished and receive capability based pay (exceeding 20:60:20 model)			
Potential cost savings: where role holders are being paid above the Pay Approach guidance			
Upon assessment all role holders in all roles are deemed 'Accomplished' providing a potential funding challenge			
Accuracy of roles being mapped correctly and consistently			

Examples from our Financial Impact Analysis.

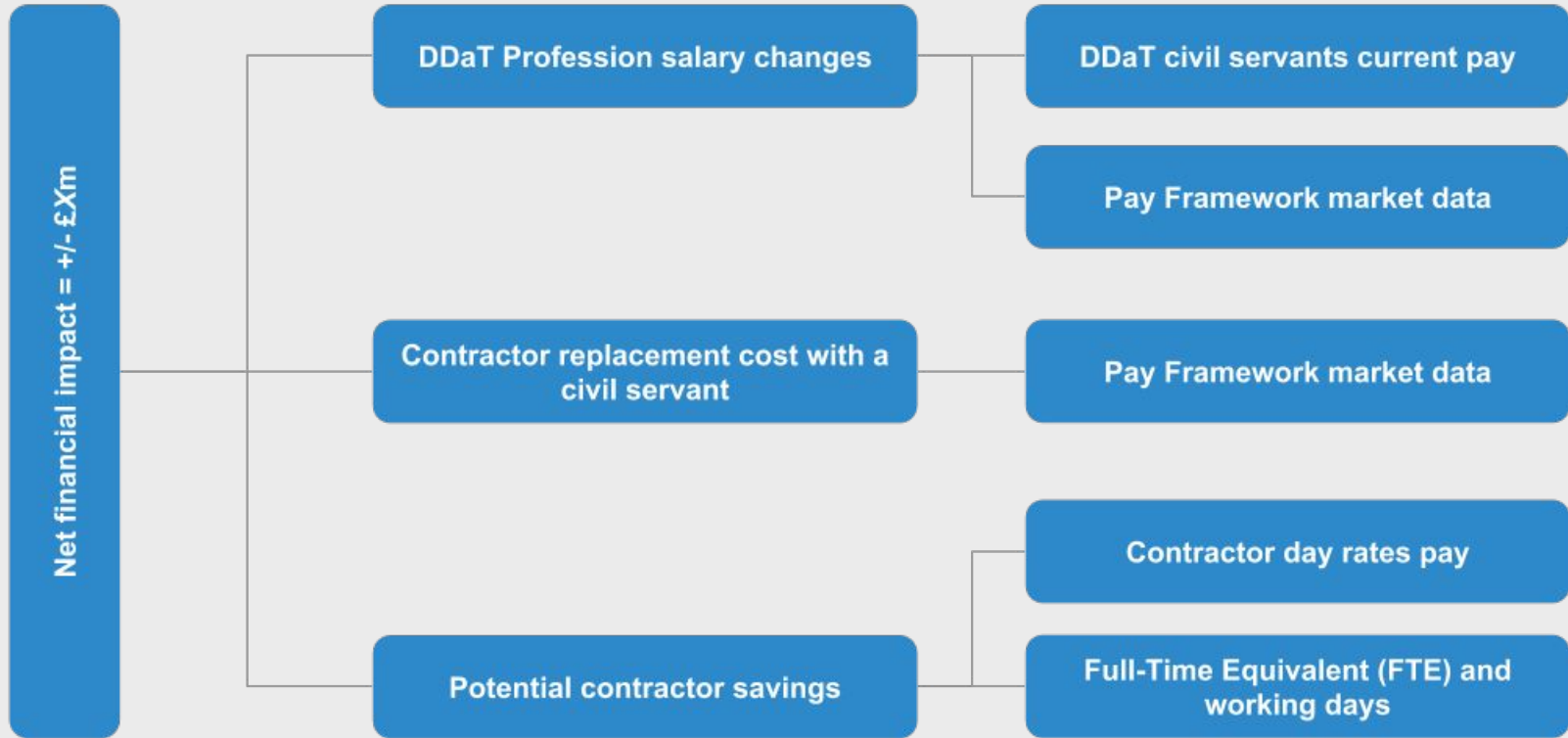
Net financial impact

The pay modelling shows the net financial impact following adoption of the Pay Framework

This includes the savings and additional cost of replacing contractors with civil servants, one-for-one

	100%	50%	30%	10%
All accomplished	£XXX	£XXX	-£XXX	-£XXX
All proficient	£XXX	£XXX	£XXX	-£XXX
All developing	£XXX	£XXX	£XXX	£XXX
20/60/20	£XXX	£XXX	-£XXX	-£XXX

Pay model for assessing Pay Framework affordability



“The pay modelling tool developed by the DDaT Profession team has provided Cabinet Office with the relevant insight and information around the impacts of pay framework implementation. The DDaT Profession team have helpfully refined the model to ensure we get relevant analysis throughout our discovery phase. This has helped us to make the decision to pursue implementation the Pay Framework via the HMT business case across the Cabinet Office.”

Cabinet Office implementation team

Wider Benefits to Pay Framework Implementation

Aside from the Positive Financial Case outlined above the Framework Implementation also carries a number of further benefits. This can be a useful opportunity to target specific goals from Framework Implementation. Impacts you could include:

- Reducing churn
- Increase recruitment campaign success rates
- Creating coherent T&Cs within an organisation
- Enabling further collaboration with OGDs.
- Using this as an opportunity for increased regionalisation

Application of the framework in practice

Many implementation details do not need to be explicitly ironed out in the business case as they will need community input... however it will be important to outline your intention to develop the following:

Comms approach to impacted staff and the wider organisation

Trade Union dialogues

Process of alignment of terms and conditions (or not)

Creation of new HR Policy (e.g. Assessment processes, appeals etc)

Any impact on existing HR Policy (e.g. Current allowances)

Work closely with other departments who are currently implementing the framework to on board lessons learned from their experience and, where deemed appropriate, adopt best practice.

Next Steps

Sign off routes

Any relevant internal stakeholders e.g DDaT Leadership, HR Leadership, Chief Exec/Perm Sec/Minister if necessary

DDaT Profession- *not necessary but organisations are advised to share with the DDaT Profession team for comment before formal submission.

CO Workforce Policy and Reward and HMT

**Important to
Remember**

These business cases are data driven

We are providing a foundation, the business case is your departments to own.

We are here to help and continue to develop further guidance, let us know what else would help you.

Guidance for Implementation

Leads on the interaction

between the DDaT Pay

Approach and

Organisational Pay Policy

1. The following guidance note outlines the interaction between the Digital Data and Technology (DDaT) Pay Approach and the delegated pay authority held by public organisations. It is intended to give capability/implementation/reward leads clarity on the advisory nature of the DDaT Pay Approach and the support on offer to organisations. It was produced by the DDaT profession team in Government Digital Service, Cabinet Office in collaboration with Government Legal Department (GLD) and Civil Service HR Employee Policy's Pay and Reward team (CSEP).

And departments are sharing mutual benefit from collaboration stay active and engaged on the Knowledge Hub Platform

Service offers

Bespoke analysis using the workforce data

- i.e. Location analysis

Pay modelling analysis for Pay Approach affordability

- Includes analysis for Pay Framework business case

Questions

This Q&A session is unrecorded

Please bare in mind the confidentiality of others when discuss departmental pay challenges.

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#6

Paul Schagen

Head of Operations at the GDS Academy -
DDaT Profession

Wednesday 10 June 2020 at 11:00am

L&D: the GDS Academy's refreshed online course offer

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