



MINISTRY OF DEFENCE

Streamlining – Enhancing Performance Maturity Model

Purpose and content of this pack

Purpose of this pack

To provide information and context regarding each Enhancing performance focus area

To provide a maturity model for each Enhancing Performance focus area

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1a. Objectives and Context of the Maturity Model

What is the Maturity Model for:

Key objective:

- To contribute to the success of the Streamlining changes through helping Business Areas achieve the required level of performance in the key behavioural areas

Other objectives:

- To enable the Streamlining Programme to monitor and manage the progress of Business Areas against the key behaviours
- To enable Business Areas to identify strong and weak areas against the key behaviours and then monitor, manage and improve their performance against them
- To indicate where L&D or other interventions may be required to improve against the behaviours
- To allow measurement of benefits against improving performance for each of the behavioural areas
- **To allow overall behavioural performance improvement of HO to be measured through aggregation of BA performance**

Key considerations:

- Business Areas have different required levels of maturity for each behavioural area – therefore the Maturity Model must cater for this
- Progress against the Maturity Model must be measurable and have measures that are relevant for BAs with differing circumstances
- The Maturity Model must be owned by an appropriate person in each BA
- The Maturity Model must fit with other initiatives that may be in progress or planned
- Base lining and recurring assessment must be planned in

Who is the audience:

- 2* groupings
- Not the 3* group

What does it link to:

- Delivery of the Streamlining interventions for each of the key behaviours e.g. workshops, courses etc
- The Ready for Launch self assessment tool
- Individual performance management
- Team / area performance management / KPIs

1b. Format for each Enhancing Performance area

For each of the Enhancing Performance areas:

1. Decision Making and Prioritisation
2. Using Resources More Flexible
3. Improving Your Team's Performance

The following format is followed:

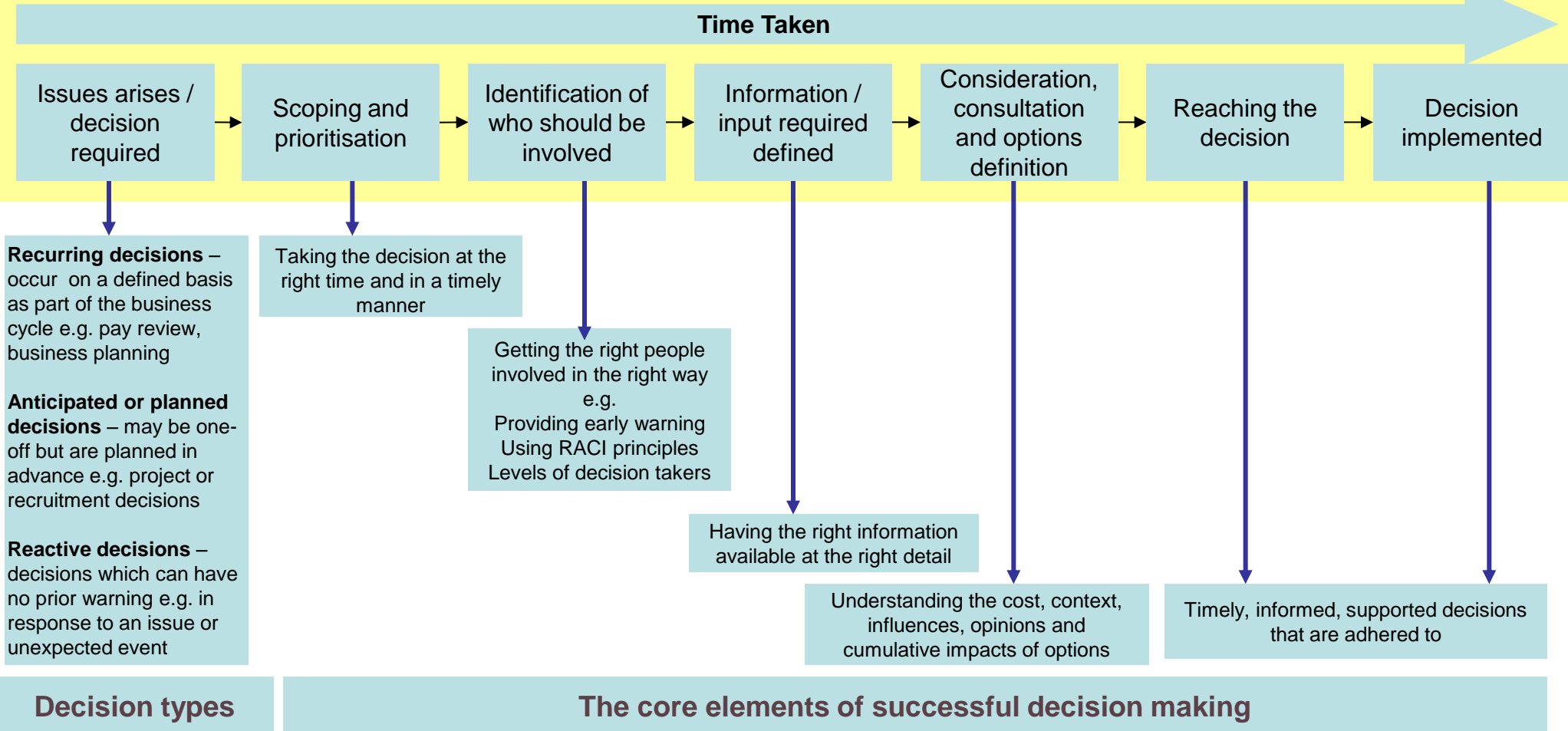
1. There is a diagram or explanation of the key elements or process that underpins the area. The Maturity Model is based upon these elements or process to give it structure
2. The main considerations or actions for the area are then detailed in a table – these are then broken down to give an indication of performance level within the Maturity Model
3. The Maturity Model itself describes performance levels from basic to excelling and indicates what the key performance indicators for the area are

2a. Decision Making

The basic process for decision making and prioritisation:

A basic decision making process can be applied to most decisions. The process is influenced by the type of decision and the core elements that make up a successful decision

The high level decision making process:



2b. In the Maturity Model the decision making and prioritisation process is used as a structure to ensure that all aspects are covered

- This table provides an overview of the types of actions / considerations at each stage of the process – these are then used in the maturity model to indicate levels of performance

| Issues arises / decision required | Scoping and prioritisation | Identification of who should be involved | Information / input required defined | Consideration / options definition process | Reaching the decision | Decision implemented |
|--|---|--|---|--|--|--|
| <ul style="list-style-type: none"> • Type of decision identified • Identification of recurring and planned decisions – early warning provided • Planning for recurring and anticipated decisions • Structure of reactive decisions | <ul style="list-style-type: none"> • Complexity level • Risk level • Associated costs • Business context • External influencing factors • Impacts of outcome • Speed decision required • Timescale for making decision • Previous patterns | <ul style="list-style-type: none"> • Decision maker set / identified at appropriate level • Identify set decision maker for anticipated / planned decisions • Who needs to be involved internally and externally identified • RACI principles used | <ul style="list-style-type: none"> • Level and type of information – factual and intuitive/non factual (e.g. political considerations) • Depth of information • Format for information • Dependencies and linkages identified • Standard information requests / info templates for recurring decisions • Providers of information • Speed required • Written request for info | <ul style="list-style-type: none"> • Options created – impact, cost , benefits and risk of options • Impact analysis • Further data requirements defined • Cost and impact of delays calculated • Consultation undertaken | <ul style="list-style-type: none"> • Decision reached in context of: <ul style="list-style-type: none"> -Impacts of various options -Risk mitigation requirements Cost of options and cost of delay -Benefits and risks of options -Political context -Outcome of consultation -Presentational aspects - Capability, competence and confidence of decision maker | <ul style="list-style-type: none"> • Defining what actions need to be taken • How and who implements • Assessment of process followed • Follow up on decision implementation |

2c. Decision Making and Prioritisation - Maturity Model 1

What you may experience at ineffective performance levels

- Slow decision making
- Over consultation/abdication of responsibility
- Bottlenecks in the process
- Lack of understanding of and adherence to decisions
- Unexpected impacts occur post decision

What you may experience at effective performance levels

- The right decision is made at the right time
- Decision made using rigorous, structured, and evidence based approach
- Decisions are prioritised effectively
- Decision impacts and outcomes are anticipated, clear and understood
- Decisions are supported and adhered to

| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|---|--|--|--|--|
| Issues arises / decision required | <ul style="list-style-type: none"> • Recurring and planned decisions are not identified or planned for • No agreed process for managing reactive decisions • Most decisions are not anticipated and are dealt with as they arise | <ul style="list-style-type: none"> • Recurring, planned and reactive decisions are managed using a loose process | <ul style="list-style-type: none"> • Recurring, planned and reactive decisions managed using a consistent process | <ul style="list-style-type: none"> • Recurring, planned and reactive decisions managed using a consistent process |
| KPI | <ul style="list-style-type: none"> • 20% of decisions are identified and planned for | <ul style="list-style-type: none"> • 40% of decisions are identified and planned for | <ul style="list-style-type: none"> • 60% of decisions are identified and planned for | <ul style="list-style-type: none"> • 80% of decisions are identified and planned for |
| Scoping , prioritisation and identifying who should be involved | <ul style="list-style-type: none"> • Level of risk and complexity assessed at a basic level only – often a 'tick in the box' exercise • Scope of decision including business context and potential impacts assessed at a very basic level - scope routinely ill defined or not considered • Decisions often made in order issues arise – no clear prioritisation process or criteria to agree timescales / urgency • No pre-defined decision owners - no clear points of accountability or responsibility • Delegation poor with decisions taken at incorrect level – confidence and competence of individual responsible not always appropriate • Lack of clarity surrounding who should be involved / contribute to the decision • Often too many and inappropriate people involved in decision | <ul style="list-style-type: none"> • Scope of decision including business context and potential impacts assessed but may not be far reaching • Decision owners and delegation levels defined and documented for recurring and planned decisions in 60% of cases • Lack of clarity surrounding who should be accountable for and involved in / contribute to reactive decisions • Often too many people and inappropriate people involved in decision | <ul style="list-style-type: none"> • Scope of decision including business context, overlap with other areas and potential impacts assessed • Decision owners and delegation levels defined and documented for recurring and planned decisions in 80% of cases • Decisions contributors for recurring and planned decisions defined and documented • Decisions owners defined and documented for each area for when reactive decisions occur • Decisions taker has confidence and competence to do so 80% of the time • Escalation routes are defined and documented | <ul style="list-style-type: none"> • Scope of decision including business context, overlap with other areas and potential impacts assessed • Decision owners and delegation levels defined and documented for recurring and planned decisions in 100% of cases • Decisions contributors for recurring and planned decisions defined • Decisions owners defined and documented for each area for when reactive decisions occur • Decisions taker always has confidence and competence to do so • Escalation routes are defined and documented • Early warning of decisions required given to those involved |
| KPI | <ul style="list-style-type: none"> • RACI principles used in 40% of cases to identify groups and individuals involved | <ul style="list-style-type: none"> • Priority and timescales agreed in 70% of cases but often in isolation of business context, other issues an business plan • RACI principles used in 70% of cases to identify groups and individuals involved | <ul style="list-style-type: none"> • Priority and timescales agreed in 80% of cases and in relation to business context and business plan • RACI principles used in 80% of cases to identify groups and individuals involved | <ul style="list-style-type: none"> • Standard prioritisation process used to reach priority in 90% of cases. • RACI principles used in 90% of cases to identify groups and individuals involved |

2d. Decision Making and Prioritisation - Maturity Model 2

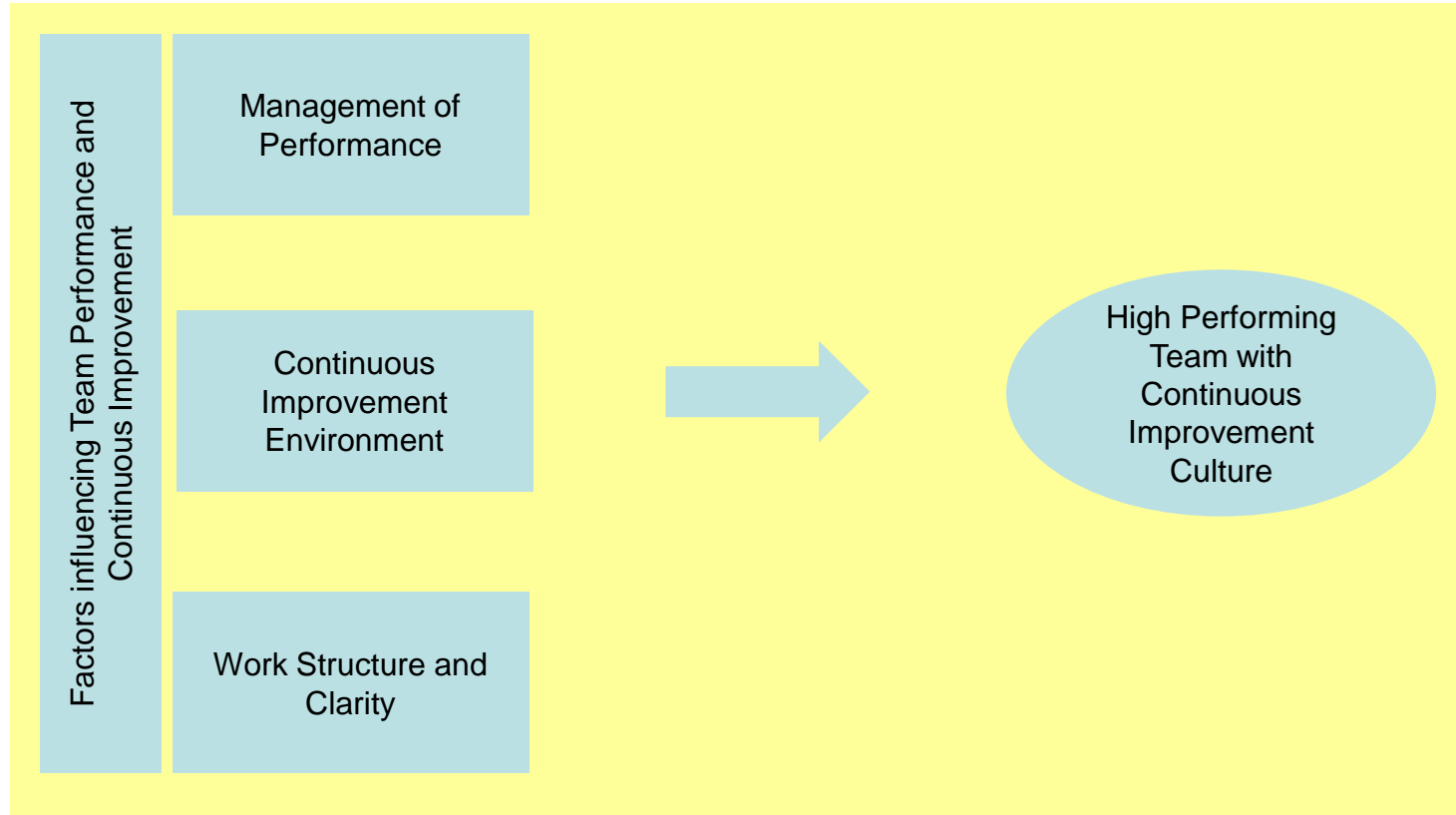
| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|---|---|--|---|---|
| Information / input required defined | <ul style="list-style-type: none"> Information providers identified on a case by case basis Information requested does not support the decision making process and is of inappropriate detail / length / type etc Many iterations of information required Confidence / integrity of data and information produced is assessed on an ad-hoc basis | <ul style="list-style-type: none"> Information providers defined and documented for 60% of recurring and planned decisions Information requests considered and defined in relation to what will be required to reach an informed decision Confidence / integrity of data and information produced is assessed for 50% of decisions | <ul style="list-style-type: none"> Information providers defined and documented for 80% of recurring and planned decisions Standard templates are in place and used 80% of the time for information requests for recurring and planned decisions Information requirements for reactive decisions are clearly defined and scoped Confidence / integrity of data and information produced is assessed for 75% of decisions | <ul style="list-style-type: none"> Information providers defined and documented for 100% of recurring and planned decisions Standard templates are in place and used 100% of the time for information requests for recurring and planned decisions Information requirements for reactive decisions clearly defined and scoped using a consistent structure and method Confidence / integrity of data and information produced is assessed for 75% of decisions |
| KPI | <ul style="list-style-type: none"> Information templates rarely used | <ul style="list-style-type: none"> Information templates used in 40% of cases | <ul style="list-style-type: none"> Information templates used in 60% of cases | <ul style="list-style-type: none"> Information templates used in 80% of cases |
| Consideration / options definition process | <ul style="list-style-type: none"> Consideration is an undefined process – options and their impact are defined as a basic level but may not be complete or wide ranging Information related to the decisions often analysed out of context of impacts, benefits, risks and costs Consultation is not structured Decision criteria not defined for reactive decisions | <ul style="list-style-type: none"> Decision options are formulated with consideration to: <ul style="list-style-type: none"> -impacts and context -benefits and risks -costs Wider issues such a political context and intuitive aspects may be overlooked Consultation is structured but may not cover all aspects or all parties Decision criteria are documented for 50% of planned and recurring decisions. Decision criteria not defined for reactive decisions Delays in decision making costed and impacts understood | <ul style="list-style-type: none"> Decision options are formulated appropriate to the complexity and urgency of the decision, with consideration to: impacts and context, benefits and risks and costs Wider issues such a political context and intuitive aspects are considered Further information requested where appropriate Consultation is structured and consultation parties defined and documented for planned and recurring decisions Decision criteria are documented for 70% of decisions Delays in decision making costed and impacts understood | <ul style="list-style-type: none"> Decision options are formulated appropriate to the complexity and urgency of the decision, with consideration to: impacts and context, benefits and risks and costs Wider issues such a political context and intuitive aspects are considered Further information requested where appropriate Consultation is structured and consultation parties defined and documented for planned and recurring decisions Decision criteria are documented for 90% of planned and recurring decisions. Decision criteria are created for reactive decisions |
| KPI | <ul style="list-style-type: none"> The decision framework is used 40% of the time | <ul style="list-style-type: none"> The decision framework is used 60% of the time | <ul style="list-style-type: none"> The decision framework is used 80% of the time | <ul style="list-style-type: none"> The decision framework is used 90% of the time |

2e. Decision Making and Prioritisation - Maturity Model 2

| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|---|---|---|---|---|
| Reaching and implementing the decision | <ul style="list-style-type: none"> Decision reached without appropriate information / evidence and consideration Decision often taken on an emotional rather than evidence based basis Consensus is often sought from a large group - increasing timescales and devaluing the decision Decision taken in unstructured manner with un-costed overrun on timescales Decision often delegated away from accountable / responsible persons Decisions not documented Communication of decision unclear and unstructured Decision often not adhered to Decision process not assessed for effectiveness | <ul style="list-style-type: none"> Decision reached with appropriate information/evidence and consideration in 60% cases Consensus not always sought - but those with differing opinions not informed of decision justification and outcome > 60% decisions are documented including key information (decision sheet) Key decisions communicated to relevant groups Key decisions understood by relevant groups Buy-in to decisions varied Decision process not assessed for effectiveness | <ul style="list-style-type: none"> Decision reached with appropriate information/evidence and consideration (as defined by decision criteria) in 80% of cases Those with differing opinions are informed of decision justification Decisions documented using a standard template The relevant audience for planned and recurring decision pre-defined Key decisions communicated to relevant groups High buy-in and adherence to decisions through rigorous process used Decision effectiveness and implementation reviewed | <ul style="list-style-type: none"> Decision reached with appropriate information/evidence and consideration (as defined by decision criteria) in 90% of cases Those with differing opinions are informed of decision justification Delays in decision making costed and impacts understood Decisions documented using a standard template The relevant audience for planned and recurring decision pre-defined and documented Key decisions communicated to relevant groups - impact on groupings understood and accommodated for High buy-in and adherence to decisions through rigorous process used Decision effectiveness and implementation reviewed |
| KPI | <ul style="list-style-type: none"> The decision framework is used 40% of the time 25% of decisions are reviewed for effectiveness | <ul style="list-style-type: none"> The decision framework is used 60% of the time 50% of decisions are reviewed for effectiveness | <ul style="list-style-type: none"> The decision framework is used 80% of the time 75% of decisions are reviewed for effectiveness | <ul style="list-style-type: none"> The decision framework is used 90% of the time 90% of decisions are reviewed for effectiveness |

3a. Improving Your Team's Performance:

The key factors that influence Improving Your Team's Performance give the context for how its maturity is measured:



3b. In the Maturity Model the elements of Improving Team Performance are used as a structure to ensure that all aspects are covered

- This table provides an overview of the types of actions / considerations for each element – these are then used in the maturity model to indicate levels of performance

| Management of Performance | Continuous Improvement Environment | Work Structure and Clarity |
|--|---|--|
| <ul style="list-style-type: none"> • Function and Team KPIs • Milestones and deliverables set • Personal performance targets • Short and long term development plans • Team involvement in objective setting • Team understanding of objectives and the use of them to improve performance | <ul style="list-style-type: none"> • Formal and informal mechanisms • Personal accountability for improvement • Open feedback • Response to suggestions • Staff engagement levels • Continuous improvement culture • Positive leadership style | <ul style="list-style-type: none"> • Clear organisation structure • Clear governance arrangements • Clear processes and procedures • Clear and understood business plans • Clear priorities • Work in business priority context • RACI • Clear roles and responsibilities defined • Resource requirements • Scheduling ability |

3c. Improving Your Team's Performance - Maturity Model 1

What you may experience at ineffective performance levels

- Low staff morale and motivation
- Low performance – slow and costly
- Performance hard to measure
- No improvement ethos

What you may experience at effective performance levels

- Team performing exceptionally
- Performance measures used to guide activity and pro-actively identify improvement areas

| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|----------------------------------|--|---|--|---|
| Management of Performance | <ul style="list-style-type: none"> • Objectives and targets at organisational, team and individual level are set in isolation of each other • There is no line of sight from individual to team, BA and organisational objectives • Staff are rarely engaged in the setting of their own objectives and targets • Staff do not understand how objectives link to wider team and BA targets • Staff do not drive their own performance and are reactive to management requests • Performance is managed in an ad-hoc manner when issues arise rather than as a continuous process | <ul style="list-style-type: none"> • The business planning cycle works to produce organisational and BA objectives but these are not linked to individual objectives • There is no line of sight between individual and organisational, BA and team objectives • Staff are engaged in the setting of their own objectives and targets around 50% of the time • Staff sometimes understand how objectives link to wider team and BA targets • Staff do not drive their own performance and are reactive to management requests • Performance is managed on an on-going basis | <ul style="list-style-type: none"> • The business planning cycle works to produce organisational, BA and team objectives which are then linked to individual objectives • There is a clear line of sight from individual to team, BA and organisational objectives • Staff are usually engaged in the setting of their own objectives and targets around 75% of the time • Staff understand how objectives link to wider team and BA targets • Staff use their objectives to monitor and improve their own performance. • Performance is managed at regular points using robust MI and feedback mechanisms | <ul style="list-style-type: none"> • The business planning cycle works to produce organisational, BA and team objectives which are then linked to individual objectives • There is a clear line of sight from individual to team, BA and organisational objectives • Staff are engaged in the setting of their own objectives and targets around 90% of the time • Staff understand how objectives link to wider team and BA targets • Staff use their objectives to monitor and improve their own performance. Staff feel personally accountable for improving their performance • Performance is managed on an on-going basis using robust MI and feedback mechanisms |
| KPI | <ul style="list-style-type: none"> • 25% of teams have KPIs that are visible, understood and are used to set individual targets | <ul style="list-style-type: none"> • 50% of teams have KPIs that are visible, understood and are used to set individual targets | <ul style="list-style-type: none"> • 75% of teams have KPIs that are visible, understood and are used to set individual targets | <ul style="list-style-type: none"> • 95% of teams have KPIs that are visible, understood and are used to set individual targets |

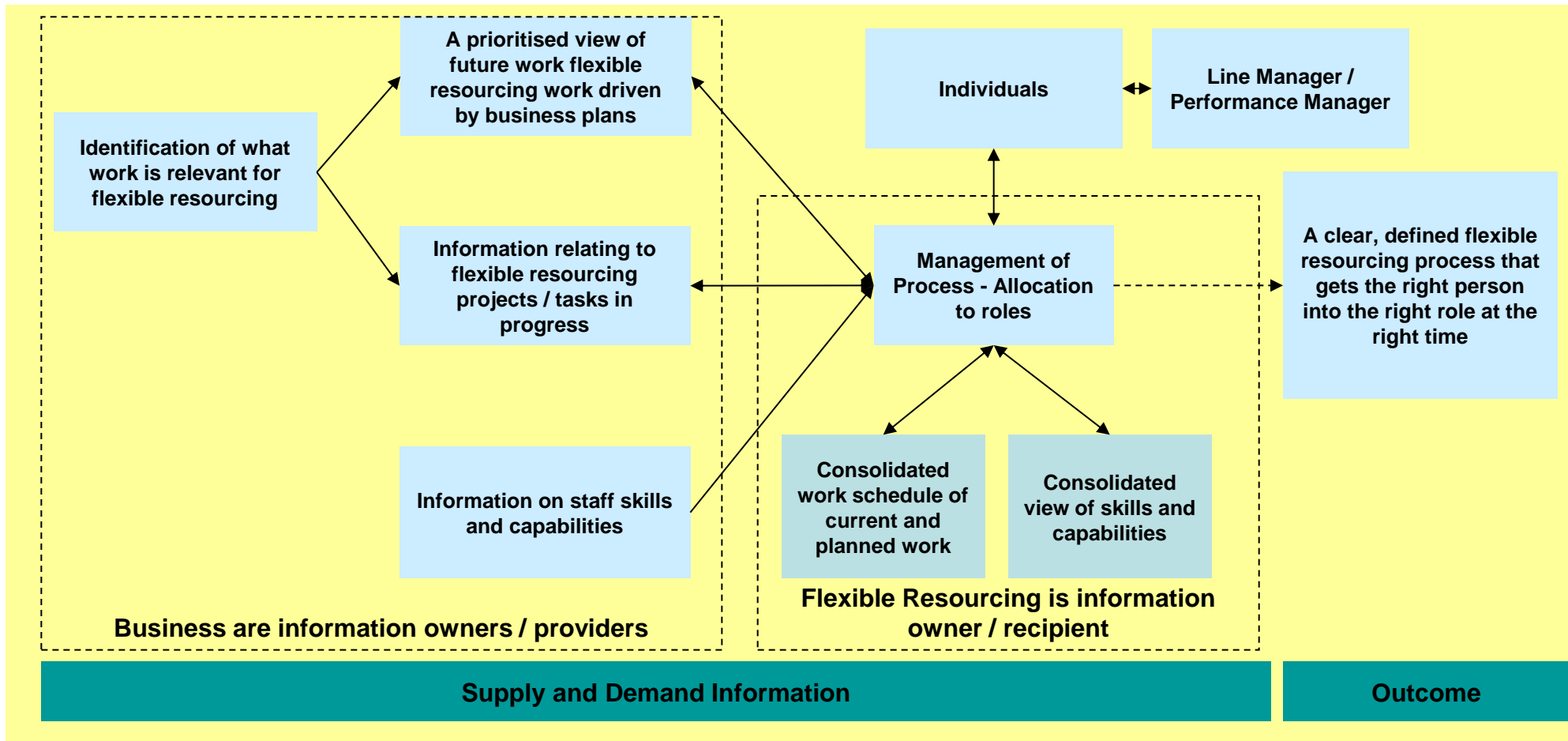
3d. Improving Your Team's Performance - Maturity Model 2

| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|---|---|--|---|---|
| Continuous Improvement Environment | <ul style="list-style-type: none"> • Staff do not analyse their own performance and do not seek to improve performance at individual or team level • There are no mechanisms for giving feedback - formal or informal - to give staff an avenue to improve performance • The culture of the team / BA does not support staff making improvements or providing suggestion to management • Managers and leaders are detached from teams and do not do not provide clear direction • The responsibility for improving performance lies solely with management • Suggestions from staff are not listened to or acted upon | <ul style="list-style-type: none"> • Staff analyse their own performance but do not seek to improve performance at team level • Informal mechanisms are in place to raise performance improvements feedback and suggestions • There is a culture where staff are confident in raising issues and ideas • Managers and leaders are visible to their teams and provide clear direction and context to work • The responsibility for improving performance lies mainly with management but staff input is incorporated • Managers and leaders listen to staff views | <ul style="list-style-type: none"> • Staff analyse their own performance and seek to improve performance at individual or team level • Informal and formal mechanisms are in place to give performance improvements feedback and suggestions • There is a culture where staff are confident in raising issues and ideas • Areas of underperformance are identified and focussed upon for improvement – improvement initiatives are focussed and have defined targets • Managers and leaders regularly interact with their teams and provide clear direction and context to work • The responsibility for improving performance lies with both management and staff • Managers and leaders listen to and act upon staff views | <ul style="list-style-type: none"> • Staff analyse their own performance and do not seek to improve performance at individual or team level • Informal and formal mechanisms are in place to give performance improvements feedback and suggestions • There is a culture where staff are confident in raising issues and ideas • Areas of underperformance are identified and focussed upon for improvement – improvement initiatives are focussed and have defined targets • Managers and leaders regularly interact with their teams and provide clear direction and context to work • The responsibility for improving performance lies with both management and staff • Managers and leaders solicit, listen to and act upon staff views |
| KPI | <ul style="list-style-type: none"> • Individuals are not targeted on improving their own or the team's performance | <ul style="list-style-type: none"> • Individuals are targeted 50% of the time on improving their own or the team's performance | <ul style="list-style-type: none"> • Individuals are targeted 75% of the time on improving their own or the team's performance | <ul style="list-style-type: none"> • Individuals are targeted 75% of the time on improving their own or the team's performance |
| Work Structure and Clarity | <ul style="list-style-type: none"> • Governance arrangements are convoluted and unclear e.g. escalation routes absent • The organisation structure is unclear with overlap and duplication between areas and teams • Processes and procedures are convoluted and slow • Business plans are not understood and do not translate into priorities and targets • Resource requirements and ability to schedule work is limited as no clear view of objectives and priorities • Individual R&Rs are undefined defined as a 'tick in the box' exercise | <ul style="list-style-type: none"> • Governance arrangements are defined with escalation routes in place • The organisation structure is logical and activities are distinct • Processes may still be convoluted and slow • Business plans are clear and are used to prioritise and give context to performance • Resource requirements and work scheduling are informed by the business plan • Individual R&Rs are understood by the individual and give structure to their activities | <ul style="list-style-type: none"> • Governance and escalation arrangements are documented and advertised • The organisation structure is intuitive with clear areas of responsibility and activity • RACI principles used • Processes are efficient • Business plans and the priorities and context they bring are understood by the whole team / BA • There is a forward view of resource requirements and work schedule • Individual R&Rs are understood by both the individual and the wider team | <ul style="list-style-type: none"> • Governance and escalation arrangements are used to best effect to give clarity • The organisation structure is intuitive and clear and is understood by those within and outside of it • RACI principles used • Processes are lean and efficient • Business plans and the priorities and context they bring are understood by the whole team / BA and associated BAs • There is a forward view of resource requirements and work schedule • Individual R&Rs are understood by both the individual, the wider team and relevant associated BAs and individuals |
| KPI | <ul style="list-style-type: none"> • 25% of staff understand how their team / BA works as a whole | <ul style="list-style-type: none"> • 50% of staff understand how their team / BA works as a whole | <ul style="list-style-type: none"> • 75% of staff understand how their team / BA works as a whole | <ul style="list-style-type: none"> • 90% of staff understand how their team / BA works as a whole |

4a. Using Resourcing More Flexibly

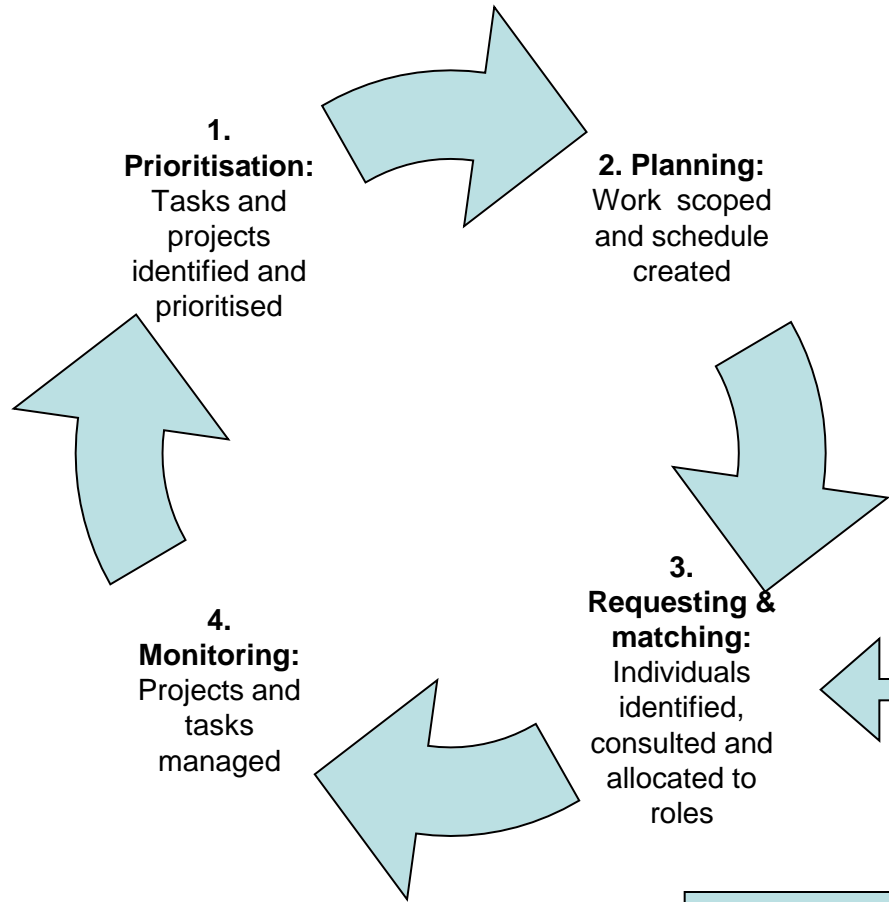
The key factors that comprise Using Resources More Flexibly

The core of good flexible resourcing:

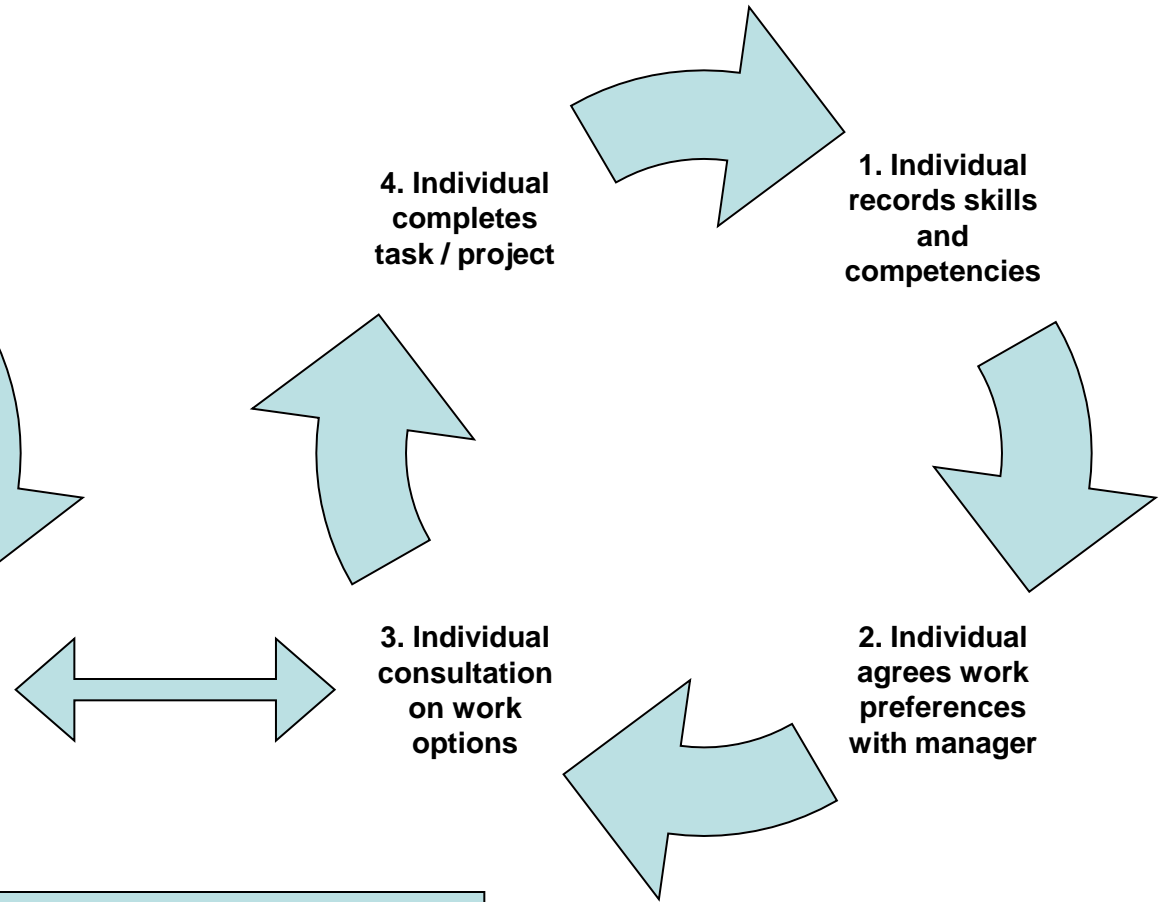


4b. The basic process for Using Resources More Flexibly

The main steps in the flexible resourcing business process:



The main steps in the flexible resourcing process for individuals:



Flexible Resource Management

4c. In the Maturity Model the Flexible Resourcing process is used as a structure to ensure that all aspects are covered

- This table provides an overview of the types of actions / considerations for each process stage – these are then used in the maturity model to indicate levels of performance

| 1. Prioritisation | 2. Planning | 3. Requesting and Matching | 4. Monitoring |
|---|--|--|--|
| <ul style="list-style-type: none"> • Assessment of what work is suitable for the flexible resourcing process • Forward view of work • Collation of tasks / projects into a single / consolidated view • Prioritisation process – impact, risk, criticality etc • Business context • Individual skills and capabilities recorded | <ul style="list-style-type: none"> • Creation of work schedule and plan based on priorities, including ongoing work and future work • Projects and tasks defined <ul style="list-style-type: none"> -duration -nature -days effort • Scope and content of roles defined: <ul style="list-style-type: none"> -duration -nature -days effort -content -skills required • Individual preferences recorded | <ul style="list-style-type: none"> • Work allocated using schedule including current and future view and skills log used for allocation of individuals to roles / staffing of teams • Work allocation through single point of contact • Consultation process undertaken • Staff comfortable with process | <ul style="list-style-type: none"> • Monitor deliver, duration and scope • Managing changes in ongoing work for impacts on resources • System in place for managing process • Re-allocation to higher priorities assessed (by exception) • Visibility of who is doing what at all times |

4d. Using Resources More Flexibly

Maturity Model 1

What you may experience at ineffective performance levels

- Little flexible resourcing even where it is appropriate
- All work allocated in an ad-hoc manner
- No view of future work or what's currently in progress
- Staff feel uncomfortable with the process
- Benefits negligible in terms of optimum use of resources

What you may experience at effective performance levels

- Clear information on skills, forward view and status of existing work consolidate in on place - leading to successful allocation of staff to roles
- Staff comfortable and bought in
- Benefits from clear prioritisation and allocation of tasks leading to optimum resource usage
- Flexibility and adaptability to respond to priorities in an informed manner

| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|----------------|---|---|---|---|
| Prioritisation | <ul style="list-style-type: none"> • There is no process for differentiating work that may be suitable for the flexible resourcing process • The process for identifying future work is reactive • Tasks and projects are not prioritised effectively and are managed as they arise • Work is often rushed and under resourced even when it is high priority • Individuals do not record their skills and experience to allow early indication of resourcing possibilities • Tasks and projects arise unexpectedly through undefined channels | <ul style="list-style-type: none"> • Work is assessed for suitability for flex resourcing process • There is a process for identifying future work and giving it a priority but this process may not be informed by the business context • Individuals record skills but often not into a single repository. Skills information rarely used • Tasks and priorities often still occur unexpectedly and through undefined channels | <ul style="list-style-type: none"> • There is a process that is linked to business planning that is used to identify future work and its suitable for flex resourcing process • The management team actively support the prioritisation process which is done in business context • There is a formal manner in which staff record their skills on an ongoing basis • The majority of tasks / projects are anticipated – new requests are raised through the single point of contact | <ul style="list-style-type: none"> • There is a process that is linked to business planning that is used to identify future work and its suitable for flex resourcing process • Creating a prioritised forward view for tasks and projects is viewed as a key part of the business planning process and carried out in business context • The management team actively support the prioritisation process • All relevant staff use formal means to update their skills after every project • All tasks / projects are anticipated, new requests are raised through the single point of contact |
| KPI | | <ul style="list-style-type: none"> • 50% of work that could be resourced flexibly is identified | <ul style="list-style-type: none"> • 75% of work that could be resourced flexibly is identified | <ul style="list-style-type: none"> • 90% of work that could be resourced flexibly is identified |
| Planning | <ul style="list-style-type: none"> • There is no process for creating a forward view of upcoming tasks and projects • Worked owners decide the extent to which tasks and projects are scoped • Role overviews and skill requirements are not always produced • Information is held in multiple places and is difficult to access • Individuals are not consulted on their work preferences | <ul style="list-style-type: none"> • Tasks and projects are scoped to define their : <ul style="list-style-type: none"> -duration -nature -days effort -number of roles -role overviews • The scope and prioritisation is used to create a basic work schedule for future and existing work • The information may be held in several different places with no one owner leading to difficulty managing the information • Individuals are sometimes consulted on their work preferences to inform future planning and allocation | <ul style="list-style-type: none"> • There is a responsible person per tasks or project who scope it to define : <ul style="list-style-type: none"> -duration -nature -days effort -number of roles -role overviews • There is a single point of contact for consolidating tasks and project information into a single place • The scope and prioritisation is used to create a work schedule for future and existing work • Individuals are consulted on their work preferences to inform future planning and allocation | <ul style="list-style-type: none"> • There is a responsible person per task or project who scopes it using standard templates to define : <ul style="list-style-type: none"> -duration -nature -days effort -number of roles -role overviews • There is a single point of contact for consolidating tasks and project information into a single place • The scope and prioritisation is used to create a work schedule for future and existing work • Individuals are consulted on their work preferences to inform future planning and allocation |
| KPI | | <ul style="list-style-type: none"> • 50% of work that is flexibly resourced is contained within the forward view | <ul style="list-style-type: none"> • 75% of work that is flexibly resourced is contained within the forward view | <ul style="list-style-type: none"> • 100% of work that is flexibly resourced is contained within the forward view |

4e. Using Resources More Flexibly

Maturity Model 2

| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|--------------------------------|--|---|---|--|
| Requesting and Matching | <ul style="list-style-type: none"> Allocation of staff to roles is done in a reactive manner - individuals are placed on tasks / projects without consultation / communication Requests to individuals are not channelled to them through appropriate means Requesting and matching often difficult due to lack of clarity over roles, availability of staff and their skills and experience Staff are often placed into inappropriate roles Staff often uncomfortable with the process Priorities often left unfilled | <ul style="list-style-type: none"> Allocation of staff to roles is done in a semi-structured manner in light of priorities and roles overviews but there is no owner of the process Individuals are consulted before allocation decision but conversations held by variety of individuals involved with project Requesting and matching often difficult as staff skills not held in a single place Staff relatively comfortable with the process but do not feel in control Staff understand role and what is required of them | <ul style="list-style-type: none"> Allocation of staff to roles is done in a structured manner through a single point of contact and in light of priorities and role requirements Individuals are consulted with by the single point of contact and project accountable person before allocation decision Matching straightforward as roles defined , staff skills held in central repository and end dates correct – tasks and projects get the right person allocated Staff mostly comfortable with the process and feel it is structured Staff understand role and what is required of them | <ul style="list-style-type: none"> Allocation of staff to roles is done in a structured manner through a single point of contact and in light of priorities and role requirements Individuals are consulted with by the single point of contact and project accountable person before allocation decision Matching straightforward as roles defined , staff skills held in central repository and end dates correct - tasks and projects get the right person allocated Staff mostly comfortable with the process and feel it is structured Staff understand role and what is required of them |
| KPI | <ul style="list-style-type: none"> 25% of roles filled within allotted timescales 25% of staff have a recorded skills profile | <ul style="list-style-type: none"> 50% of roles filled within allotted timescales 50% of staff have a recorded skills profile | <ul style="list-style-type: none"> 75% of roles filled within allotted timescales 75% of staff have a recorded skills profile | <ul style="list-style-type: none"> 90% of roles filled within allotted timescales 90% of staff have a recorded skills profile |
| Monitoring | <ul style="list-style-type: none"> Duration and nature of projects not monitored by any central point Changes in duration often missed and individuals end dates and availability becomes incorrect There is no allocated person, system or single repository for monitoring project status. duration and changes | <ul style="list-style-type: none"> Duration, roles and nature of tasks and projects updated but in a reactive manner – no accountable person Individual's end dates sometimes missed and availability not always correct There is a basic system for recording project status. duration and entering the forward view Information is difficult to access and not always up to date | <ul style="list-style-type: none"> All tasks / projects have a person accountable for flexible resourcing and making updates to duration, nature, new roles etc The work schedule is constantly updates with end dates updated methodically giving a clear view of availability There is a robust system for recording project status. duration and entering the forward view. Updates are made through tasks / project accountable person to single point of contact | <ul style="list-style-type: none"> All tasks / projects have a person accountable for flexible resourcing and making updates to duration, nature, new roles etc The work schedule is constantly updated with end dates updated methodically giving a clear view of availability There is a robust system for recording project status. duration and entering the forward view Updates are made through tasks / project accountable person to single point of contact There is a clear view on who is doing what which combined with an accurate schedule and priorities leads to optimum use of resources Relevant MI can be produced as a result of the consolidated process and system |
| KPI | <ul style="list-style-type: none"> <50% of information within the forward view is up to date | <ul style="list-style-type: none"> 70% of information within the forward view is up to date | <ul style="list-style-type: none"> 80% of information within the forward view is up to date | <ul style="list-style-type: none"> 90% of information within the forward view is up to date |

Example Maturity Model - Decision Making

| | Preparing (Basic) | Managing (Established) | Succeeding (Developed) | Excelling |
|---|---|---|--|--|
| Prioritisation of work | <ul style="list-style-type: none"> Decisions often made in order issues arise – no clear prioritisation process or criteria to agree timescales / urgency on work allocation or policy decisions | <ul style="list-style-type: none"> Priorities and timescales agreed for the most urgent decisions – No clarification of the effect on other work. | <ul style="list-style-type: none"> Priorities and timescales agreed for most decisions. The effect on other work is considered and some reprioritisation takes place. | <ul style="list-style-type: none"> Priorities and timescales agreed in the majority of decisions using a standard prioritisation process. The effect on other work is considered. Reprioritisation and rescheduling of other tasks takes place. In some cases low priority work is stopped |
| Clear Accountability and Responsibility for work | <ul style="list-style-type: none"> No pre-defined decision owners - no clear points of accountability or responsibility Delegation poor with decisions taken at incorrect level – confidence and competence of individual responsible not always appropriate Lack of clarity surrounding who should be consulted and involved in making the decision | <ul style="list-style-type: none"> Decision owners and those responsible for taking forward the work identified. Clarity on who is accountable and responsible for the decision. Delegation level defined. The right person to take the decision has been identified Lack of clarity surrounding who should be consulted and involved in making the decision | <ul style="list-style-type: none"> Decision owners, delegation levels and those responsible for taking forward the work identified. Clarity on who is accountable and responsible for the decision. Those who need to be consulted and informed have been identified. Escalation routes for issues and disagreements are defined | <ul style="list-style-type: none"> Clarity on who is accountable and responsible and who needs to be consulted and informed is achieved. Escalation routes are defined and documented Early warning of decisions required given to those involved |
| Right Information, Right Time | <ul style="list-style-type: none"> Scope of decision including business context and potential impacts assessed at a very basic level Decision options are defined at a basic level but may not be complete or wide ranging. They do not consider the context, impact, benefits, risks and costs | <ul style="list-style-type: none"> Scope of decision including business context and potential impacts assessed but may not be far reaching Decision options are formulated with consideration of context and impact; benefits, risks and costs. Wider issues such as the political context and intuitive aspects are considered | <ul style="list-style-type: none"> Scope of decision including business context, overlap with other areas and potential impacts assessed Decision options are formulated appropriate to the complexity and urgency of the decision, with consideration to: impact, context, benefits, risks and costs Wider issues such a political context and intuitive aspects are assessed Cost of delay in decision making considered | <ul style="list-style-type: none"> Scope of decision including business context, overlap with other areas and potential impacts assessed Decision options are formulated appropriate to the complexity and urgency of the decision, with consideration to: impact, context, benefits, risks and costs Wider issues such a political context and intuitive aspects are assessed Delays in decision making costed and impacts understood |
| KPI | KPI – Evidence that prioritisation of activities within the BA has taken place and that a Responsible & Accountable person has been appointed | KPI – Evidence that a decision framework is used 60% of the time | KPI – Evidence that the decision framework is used 80% of the time | KPI – Evidence that the decision framework is used 90% of the time |