Increasing staff capability to drive organisational performance- inspiration through evidence

John Mitchell – ACER JMA Analytics
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Thanks
Acknowledgements
Approach today

Background to session

Structure of workshop

Brief definitions –
1. capability analysis tools (CATs)
2. inspiration

Working definition:
Inspiration = being stimulated by a new idea or ideas to think or work creatively
How TasTAFE has built on foundations laid by other users of CATs and invented new practices

Dr. John Mitchell, ACER JMA Analytics Lead Consultant

http://jmanalytics.acer.edu.au

Some core questions

- What do the capability analysis tools do?
- How do they do it?
- In what ways will they benefit the organisation and the individual?

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Introducing the 7 capability analysis tools (CATs)

For all organisations:
- MANAGECAT®
- LEADCAT®
- ADMINCAT®
- GROWCAT®

For VET and HE organisations only:
- VETCAT®
- CURCAT®
- COMPLETIONCAT®

Introducing the CATs

- Capability analysis tools provide a systematic, whole-of-organisation approach to measuring and increasing your staff capability and organisational performance.

Typically, the use of the tools involves:
1. a staff awareness strategy and a launch workshop
2. an online survey that generates immediate reports for individual respondents
3. the provision of group reports and a debrief for the organisation
4. advice and direction about ongoing workforce development
5. ongoing reflection and discussion in the organisation about capability development.

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The criticality of capability

ACER JMA Analytics’ research and experience shows that:
- strategic corporate goals are achieved by tapping into the capabilities of the existing workforce
- strategic positioning and competitive advantage need to be based on the capabilities of staff
- innovation mainly depends on existing workforce capabilities
- outcomes are largely the result of collective staff capabilities
- the quality of products and processes is dependent on the capabilities of the existing workforce

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Introducing sample CAT clients

Jan-June 2014

- NSW Dept of Family and Community Services – 3 versions of MANAGECAT – plus 360°, governance version; mapped to NSWPCF
- TasTAFE – 5 CATs
- TAFE Nth QLD – 3 CATs
- WesTrac Institute – 2 CATs
- Challenger Institute – 1 CAT
- Illawarra Institute – 1 CAT
- Western Institute – 1 CAT
- Western Sydney Institute – 1 CAT
- MEGT Australia – 1 CAT
- Swinburne Uni Finance Planning & Performance – 1 CAT + 30 FPP questions

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Introducing the CAT people

- John Mitchell – lead consultant
- Blanca Camacho* – consultant (at conference)
- Matt McRobbie - consultant
- Anne Dening - benchmarking
- Dr Siek Toon Khoo – psychometrics

Introducing the CATs: national benchmarks

From the results of our recent use of a range of JMA Analytics capability analysis tools or CATs, the data shows that ... our staff are clear about their strengths.

More importantly, they are also honest and clear about their knowledge and skill gaps and ... are motivated to do something about it, and build new knowledge, capabilities and awareness.

(Liz Harris, CEO, Challenger Institute of Technology, in 'Continuing a Culture of Learning', Campus Review, April 2013, p.33)
Introducing the CATs: client benefits
(www.jmaanalytics.acer.edu.au)

Introducing the CATs:
organisational benefits
- lifting performance and productivity
- shaping innovation
- planning workforce development
- sharpening strategic plans
- refreshing strategic positions
- improving the quality of products and services
- delivering better client outcomes.

Janine Loves, R/Manager
Organisational Capability, TAFE NSW SWS
- Interview 1: Using GROWCAT® to become more commercial
- Interview 2: Repeating VETCAT® to maintain high quality
- See jmaanalytics.acer.edu.au

NSW Dept Family and Community Services (FACS):
Implemented MANAGECAT® three times
2013-14

Case study
Case Study No.1:
NSW Dept FACS
MANAGECAT® – first two projects 2013-14

WHO COMPLETED THE SURVEYS?

2013
61 senior managers (72% response rate) and
their supervisors (94% response rate)

2014
201 frontline managers
62 supervisors
*All participants received a Professional Development Plan
against Public Sector Capability Framework

jmaanalytics.acer.edu.au

Overall, our clients have developed from different
language and concepts from 2010 to 2015:
1. From focusing on professional development to
focusing on workforce development
2. From training needs analysis (TNA) for deficit
reasons to capability analysis to leverage off
strengths
3. From occupational and silo view of staff to whole-
of-staff capability and team-based capability
4. From inward-looking at gaps and deficits to
outward-looking and benchmarking for growth
5. From anecdotes and hunches to analytics

Our clients have moved from providing PD in 2010
to, by 2015,
6. …implementing a capability analysis system
7. …using an evidence-based approach to L&D
8. …measuring improvement in capability
9. …using data to inform a strategic approach to
building the right capabilities to meet organisation
needs and goals

FACS MANAGECAT® – headline data from the third project

FACS GOVERNANCE PROJECT

- 2012 the need was identified
- Climate of devolved accountability and
decision making
- Goal of building governance capability
- Working more with NGO partners
- Capability deficits in risk and financial
acumen

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The CATs – best practice in operational planning

Operational Planning Checklist for a CAT

This is a checklist, designed to be used in conjunction with the most extensive use of
operational planning in the operational implementation of the CAT.

1. The global benefit is set up, with a CAT ‘leader’
2. Users are empowered decision-makers
3. Positive outcomes and benefits of the CAT
4. Sponsors have purchased commitment above CAT individual value
5. Closed group process
6. Open, continuous process

1. Formal leadership and process have been tested about the benefits of the CAT
2. Issues raised, as learning opportunities
3. Feedback is simple and open for feedback to stakeholders of
behind the scenes only
4. Stakeholders have benefited, and long-term benefits of learning and growth
are used without causation are needed
5. Engage the core within leadership, what works will be assessed and other

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The CATs – best practice in strategic planning

Skeleton Plan for capability analysis tool (CAT) users, to be modified and customised by the Institute

| Implementation Plan | – for the part up to the point of the group reports and the debriefing – to ensure optimum staff engagement and expansion rates |

Background

Standard: Version 2015-2016

This version of the CATs – best practice in implementing the CATs at TasTAFE 2014-15 – best practice in debriefing and unpacking

The CATs at TasTAFE 2014-15 – best practice in debriefing and unpacking

The CATs at TasTAFE 2014-15 – best practice in how to extract value for next two years

The CATs – strategic use of the data

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In 2014-15 TasTAFE built on best practice elsewhere and invented new practices in HR analytics

1. top-down and bottom-up drivers
2. hard work and articulating an ideal future
3. combining quantitative CAT data and qualitative evidence (shared stories)