



# ST HELENA GOVERNMENT FUTURE LEADERS PROGRAMME



**Learn. Engage. Challenge. Accelerate.**



## **CANDIDATE BRIEF**

**June 2017**

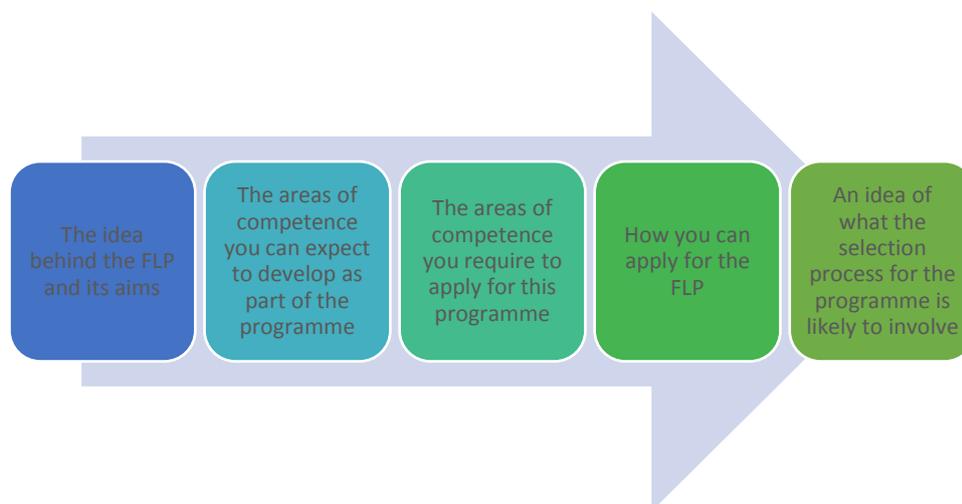
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# Introducing the Future Leaders Programme (FLP)

*'A unique way of identifying Leaders in SHG'*

This document outlines:



## What is the FLP and why are we introducing it?

At St Helena Government (SHG) we are committed to developing our people. We have a vision for the future that includes providing ambitious, career-orientated employees with the opportunity to develop their leadership skills. We also want to provide these people with the opportunity to progress to leadership and Directorial roles within SHG. The aim is to do this through a structured, supportive leadership programme, the FLP.

This is a new, innovative approach and style of programme for SHG, our aim is to create a continuously developing organisation that is committed to the development and progression of our people. This approach should also assist us in creating a culture and people that are committed to positively influencing the future outputs of SHG.

## What are the entry requirements?

Participants embarking on the Future Leaders Programme should have a minimum of:

- GCSE Maths and English at Grade C or above, or equivalent,
- ILM L3 in Leadership & Management, or equivalent,
- 3 years middle management experience, i.e. responsibility for a particular work stream and/or line management of 1 or more people.

## What do we expect from you?

Those who join the FLP will be expected to:

- Be ambitious and keen to progress your career
- Be prepared to work hard including time spent working outside of normal working hours
- Be prepared to dedicate own time to self-development
- Achieve a pass at the end of the programme. Failure to do so will mean the participant reverting to their previous level and any benefits acquired on the programme will be lost

## What do you get from the FLP?

Those who join the FLP will:

- Be transferred on to the programme from their existing role
- Spend time working in a variety of SHG departments for set periods of time
- Work on set projects or work goals within each department in order to develop their experience, knowledge and leadership skills
- Be allocated a mentor (a senior person from within SHG) who they will meet with and communicate with at intervals throughout the FLP
- Keep a portfolio of evidence of what they have learnt and achieved throughout the FLP
- Attend workshops/training sessions to develop specific leadership skills
- Be assessed on their progress and development throughout the FLP and at the end of the programme

The overall aim is to create SHG employees who have successfully developed their leadership skills, abilities and knowledge that they can then use in their future roles within SHG, ideally a leadership role or in the future as part of a Directorial role.

# Helping you decide if you would like to apply for the Future Leaders Programme (FLP)

## What skills, abilities or areas of competence could I develop as part of the FLP?

Over the next few pages we have outlined the areas of competence that we have identified as being important for our future leaders, if you are successful in joining the FLP you would be given the opportunity to develop your abilities/skills/competence in some/all of these areas.

### Abilities

Competency
Able and willing to generate new and innovative ideas
Able to think logically and make effective decisions that benefit the organisation & the wider community
Able to manage restricted resources effectively
Displays effective verbal and written communication
Able and willing to have difficult conversations
Displays financial understanding and awareness
Maintains a strong political awareness
Displays an aptitude for learning and using new systems in a timely manner

### People Skills

Competency
Demonstrates inspirational leadership
Believes in the value of team work
Able to build and maintain positive relationships with a variety of people
Committed to effectively managing change and demonstrating flexibility

### Personality and motivation

Competency
Committed to gaining an understanding of the St Helena Culture
Committed to continuous professional/personal development
Takes responsibility for actions
Dedicated to achieving positive organisational goals and positive solutions
Demonstrates organisational awareness
Is calm and resilient when working under pressure or in difficult circumstances

## What skills, abilities or areas of competence would I be assessed on if I apply for the FLP?

We recognise that if you are applying for the FLP you will not have all of the skills, abilities or areas of competence yet. However, if you decide to apply for the FLP we will assess your potential for joining this programme by asking you to demonstrate your skills, abilities or competence in the following areas. We will do this at an assessment centre/selection day. Prior to the assessment centre/selection day you will be asked to complete an application form outlining your experiences in the following areas.

### Abilities

Competency	What we will assess	What you should demonstrate to us
<b>Able and willing to generate new and innovative ideas</b>	We will assess your preference for creating new and innovative ideas.	You will need to demonstrate how you feel about generating new ideas and ways of working and be able to discuss why you like to work this way.
<b>Able to think logically and make effective decisions that benefit the organisation &amp; the wider community</b>	We will assess your ability to analyse and interpret information in a variety of formats (e.g. written & numerical).	You will need to demonstrate your ability to think logically, understand the relevant information and use this to generate ideas/solutions that are appropriate and practical.
<b>Displays effective verbal and written communication</b>	We will assess your ability to communicate effectively both verbally and in writing.	You will need to demonstrate clear, concise and direct communication verbally and in writing to a variety of people.
<b>Able and willing to have difficult conversations</b>	We will assess how you feel about having a difficult conversation and how you would approach doing this.	You will need to demonstrate how you feel about having a difficult conversation and discuss how you would approach this, including taking a direct, clear but sensitive approach.
<b>Displays financial understanding and awareness</b>	We will assess your underlying ability to work with numerical information.	You will need to demonstrate your ability to work with numerical data.
<b>Maintains a strong political awareness</b>	We will assess your political awareness.	You will need to demonstrate a political understanding in general and specifically related to SHG and St Helena Island.
<b>Displays an aptitude for learning and using new systems in a timely manner</b>	We will assess your underlying ability to learn new things and apply this knowledge.	You will need to demonstrate your ability to learn something new and to apply this knowledge quickly.

### People Skills

Competency	What we will assess	What you should demonstrate to us
<b>Demonstrates inspirational leadership</b>	We will assess your understanding of your preferred leadership style, i.e. the type of leader that you would like to be.	You will need to demonstrate how you would like to act as a leader and to discuss why you would like to adopt this style.
<b>Believes in the value of team work</b>	We will assess your preference for working as part of team.  We will also assess how you feel about supporting the development of others.	You will need to demonstrate how you feel about working as part of a team and making collaborative decisions. You will need to discuss why you like to work this way.  You will need to demonstrate how you feel about assisting/supporting others with their development and why you feel this way.

<b>Able to build and maintain positive relationships with a variety of people</b>	We will assess your ability to develop positive relationships with others.	You will need to demonstrate how you would build positive relationships with a variety of people, including building rapport and trust.
<b>Committed to effectively managing change and demonstrating flexibility</b>	We will assess how you feel about working in a changing environment and how you believe you would manage change at work.	You will need to demonstrate how you feel about change and how you personally adapt to change. In addition you would need to demonstrate how you would plan to positively and effectively manage change.

## Personality and motivation

Competency	What we will assess	What you should demonstrate to us
<b>Committed to gaining an understanding of the St Helena Culture</b>	We will assess your commitment to gaining an understanding of SHG and how this fits into the wider St Helena Island community.	You will need to demonstrate your understanding of St Helena's history, culture, local politics and how the government fits with the private sector.
<b>Committed to continuous professional/personal development</b>	We will assess your commitment to your own continuous professional development.	You will need to demonstrate how you assess your own performance and how you commit to developing in your role, both in your day-to-day job and through qualifications.
<b>Takes responsibility for actions</b>	We will assess your approach to taking responsibility for a mistake.	You will need to demonstrate how you would take responsibility for a mistake/problem and what you could learn from this.
<b>Dedicated to achieving positive organisational goals and positive solutions &amp; Demonstrates organisational awareness</b>	We will assess your commitment and willingness to understand the wider organisation beyond your role/team.	You will need to demonstrate how you feel about understanding the wider organisation and why you feel this way.
<b>Is calm and resilient when working under pressure or in difficult circumstances</b>	We will assess how you feel when things go wrong or when you are faced with a problem.	You will need to demonstrate how you would approach managing a problem and discuss why you would take this approach.

## How can I develop the skills, abilities or areas of competence that would be assessed in the FLP application form and at the assessment centre/selection day?

- Think about how your experience fits with the areas of competence described above. Do you match this area of competence:
  - To an above average level?
  - To an average level?
  - To a below average level?

- For the areas that you match to an above average level think about your past experiences and how they demonstrate your ability in this area of competence. Be prepared to discuss this or use this as part of the assessment process, including the application form.
- For the areas that you match to an average level, think about what element of the area of competence is missing. Discuss with your line manager, how you could gain some further experience here? Plan what you can do and be ready to include this in your application form and to discuss this at the assessment centre/selection day.
- For the areas that you match to a below average level, think about why you don't match well here?
  - Is it because you don't have this experience? Discuss with your line manager the opportunity to build your experience here.
  - Is it because you like to work in a different way? Think about why you like to work in a different way? Consider what you could do to try to work differently, start to implement this in your daily routine. After you have tried a different way of working reflect on this. What went well? What could you do differently next time?
  - Again, be ready to include this in your application form and to discuss this at the assessment centre/selection day.

## How do I decide whether I should apply for the FLP?

- Think about why you would like to apply for the FLP. If you are motivated, ambitious and willing to work hard then the FLP may be for you.
- Think about how your experience fits with the areas of competence described above.
- If you match all areas of competence to an above average level you may want to apply for the FLP! Be ready to tell us why you would like to apply and why you are suitable for this programme as part of your application form.

**Don't worry if you don't match all of the areas of competence to an above average level, you can still apply for the FLP! Take some steps to start developing in the areas where you match less and tell us what you are doing as part of your application form.**

# Applying for the FLP

## How can I apply for the FLP?

If you are interested in the FLP you can first talk to your Line Manager/Director for more information.

If you decide to apply you need to submit a letter through your Director to Bronwen Yon, Corporate HR on [bronwen.yon@sainthelena.gov.sh](mailto:bronwen.yon@sainthelena.gov.sh) or in hard copy to the Castle.

- The letter should not be more than 2 pages long and should include:
  - A statement about why you are applying for the FLP.
  - A few sentences describing why you think you would be a good candidate for the programme
  - A brief outline of your experience/preferences in relation to the abilities, people skills and personality/motivations outlined in the section titled 'What skills, abilities or areas of competence would I be assessed on if I apply for the FLP?'
- Your application will be reviewed by Corporate HR. If you are successful through the application process then you will be invited to a FLP assessment centre/selection day (see details on this overleaf).

## Who can help me with the application process?

- Your manager can allow you time to complete the application.
- Your manager can help you complete the application letter and show you where to get more information, i.e. the web page, posters, frequently asked questions.
- Talk to your manager about your expectations of the programme, your career aspirations and motivation for applying to the FLP, this can help you with ideas for completing the application form.

## How are applications assessed/short-listed?

Corporate HR will review your application; they will be assessing your application against the following criteria:

- Your motivation to join the FLP – are you ambitious and career minded and want to develop within SHG?

- Your experience and preferences and how these fit with the future leaders abilities, people skills and personality/motivations.

## **What will happen at the FLP assessment centre/selection day?**

If your application is successful there will be an assessment centre or selection day. This will allow us to identify the most appropriate people to put forward to the FLP. During this day we will be assessing how those who have applied for the FLP 'fit' or 'match' with the skills, attitudes and outlook of a successful future SHG leader. Members of Corporate HR are currently working with external consultants to put the details of this assessment centre/selection day together. However this day is likely to include some/all of the following:

- An introduction to the FLP and what this is about.
- Completion of some psychometric tests & exercises, for example, personality questionnaires, motivation questionnaires, ability tests and situational judgement tests.
- Undertaking a group exercise or individual task.
- Having a structured interview about your experiences.

Prior to the assessment centre/selection day applicants will be provided with information about the day and advice about how to prepare for this.

## **How can I prepare for the assessment centre/selection day?**

- Listen to the advice of your managers, what can you learn from their experience of completing an assessment centre/selection day either at SHG or elsewhere.

## **Further information and support for you**

Susan O'Bey, Chief Secretary (Designate) and Bronwen Yon from Corporate HR will be getting in touch with you to provide you with further information over the coming weeks. The aim will be to explain the application process, the assessment centre/selection day and the programme in further detail. This will also give you an opportunity to ask questions.

## **What are the next steps following successful selection to the FLP?**

- Based on individual skills assessment results, Corporate HR will liaise with the Chief Secretary (Designate) to facilitate individual development plans
- Negotiation with Line Managers and Directors will follow to agree suitable secondment dates

- Transfers to the FLP which will be led by the Chief Secretary (Designate) and further details on this will be communicated to successful candidates

## Q&A – here are some questions and answers to help you decide whether the programme is for you.

### Q: What is the Future Leaders Programme?

**A:** It is a programme aimed at creating a continuously developing SHG that is committed to the development and progression of its people. The programme is targeted at **middle managers in grade C or D**, i.e. those people who have responsibility for a particular work stream and/or line management of 1 or more people. It is designed to develop a pool of ambitious, career minded people to fast-track into future leadership positions across SHG.

### Q: If I do not have middle management experience, does this mean I will not be eligible to apply?

**A:** If you are aspiring to future leadership in SHG then you could still consider applying.

### Q: How will the Future Leaders Programme work?

**A:** You will apply to join the programme and subject to meeting the eligibility criteria, employees will transfer to the Organisation Development unit to undertake the Future Leadership Programme.

### Q: What are the entry requirements to apply to this programme?

**A:** You will need a minimum of:

- GCSE Maths and English at Grade C or above, or equivalent,
- ILM L3 in Leadership & Management, or equivalent,
- 3 years middle management experience.

### Q: What is expected from me if I am successful in joining the programme?

**A:** If you join the FLP we expect you to:

- Be ambitious and keen to progress your career
- Be prepared to work hard including time spent working outside of normal working hours
- Be prepared to dedicate your own time to self-development
- Achieve a pass at the end of the programme. Failure to do so will mean that you revert to your previous level and any benefits acquired on the programme will be lost

### Q: How do I apply?

**A:** You are invited to complete a letter (no more than 2 pages) in which you address the key criteria identified in your candidate brief pack. The candidate brief clearly sets out the eligibility criteria and the **key areas** of competency

- how you would **demonstrate** the competencies
- how you as an aspiring leader could **acquire** the competencies

Copies of the candidate brief are available from Corporate HR.

**Q: How fast is fast-track?**

**A:** This will depend on the capability of the individual employee. The programme expects to see results over a 3 – 5 year period. Results are not expected to be immediate.

**Q: What if I am selected and a few weeks into the programme realise this is not for me and decide not to continue?**

**A:** A probationary period of 6 months will apply to everyone accepted onto the programme. If, at any time during this probationary period an employee opts to leave the programme, they will return to the post they held previously.

**Q: What will the salary increase be?**

**A:** You will receive a 10% increase once you are accepted onto the programme.

## Key Dates

Official launch of the Future Leaders programme	Friday 16 June 2017
Applications open	Friday 16 June 2017
Applications close	Friday 30 June 2017
Applications shortlisted	Tuesday 3 July 2017
Applications notified and invited to attend the assessment centre  Program pre-work commences, including the Continuous Improvement Programme	Tuesday 4 July – 17 July 2017
Programme starts	Mid-September 2017

