

# Assess the capability



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# Overview



For a change programme to be successful, we first need to assess capabilities at both an organisational level, and an individual one.

- It's important to identify the relevant core capabilities required to deliver the strategy and meet customer requirements
- The analysis of gaps in knowledge and capabilities identifies what employees will need to learn to be fully capable in their jobs now, and in the future
- Development Needs Analysis involves gathering data about existing employees' capabilities and the organisation's demands for capabilities, then analysing the implications of new and changed roles
- The outcome of the high level assessment should inform key workforce considerations such as approach to Voluntary Severance, and skills and development interventions

# Purpose

## Why is capability assessment important for the organisation?

- It helps in defining the capabilities and behaviours that impact on business outcomes
- Without the right quality and level of capability, we might struggle to implement change initiatives and business strategies, and to achieve our strategic imperatives
- Analysing the areas where capability needs to be enhanced will enable us to create a staff investment strategy to support our business imperatives
- Change is one of the biggest factors contributing to the need for training and development – change leads to the need for training and development, and training and development leads to individual and organisational change (it's a cycle)

# Purpose

## Why this is important for the individual?

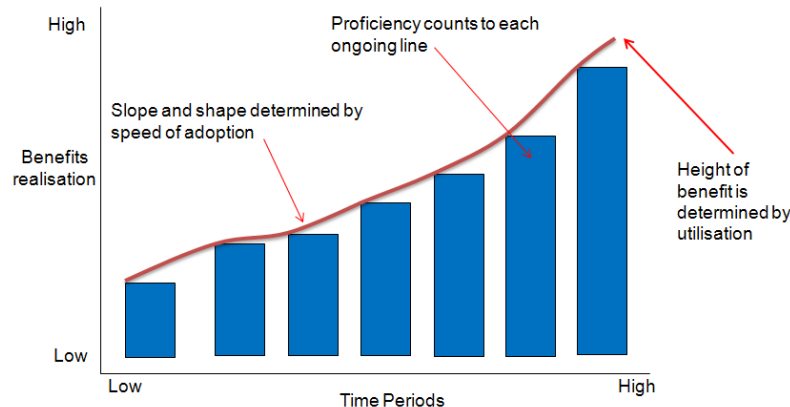
- By identifying needs, we'll be able to build a learning plan to fill any gaps identified and ensure we have the capability to meet our strategic imperatives
- These gaps might be filled through formal or informal training and development, or through other learning opportunities
- Development needs analysis involves systematically gathering data to find out where any gaps lie in the existing capabilities, knowledge and attitudes of employees



# Purpose

## Why this is important for your change and benefits realisation?

- To success and speed of delivering your benefits can rely on:
  - **Speed of adoption** - 'how quickly' people are doing their job the new way, whether it is a new process, system, tool or job role
  - **Ultimate utilisation** - 'how many' of the entire group participate in the change
  - **Proficiency** - 'how effective' are each and every employee at doing their job the new way



- By assessing capability and putting interventions in place you can address these points.

# How you can do this

A lot of this work will take place in workshops to encourage discussion.

- Conducting an organisational capability assessment involves:
  - Clearly setting out key strategic categories such as the quality of customer experience or journey time reductions
  - Defining strategic elements – this is the specific long-term plan associated with each category e.g. integrated technology to support the use of Oyster
  - Describing the capabilities (knowledge skills and expertise, technical frameworks/competencies) necessary for delivering the business strategy
- From this, you can identify the key challenges or problems that need to be resolved in order to successfully execute the business strategy.

# Where can you get support for this?

Specialist Support is available to help you to achieve a successful outcome.

- You'll need to work with your HR Business Partner – they'll ensure the right people are engaged to help you
- Learning and Development specialists can provide guidance and support on how to carry out a Development Needs Analysis Survey
- Your HRBP can discuss the options for using the TfL High Performing Team Model to diagnose development needs for your team