

organisational development



Development Centres Linked to World Class Commissioning Competencies

The Client

An inner London Primary Care Trust regarded as a “good” PCT has the aspiration to become truly excellent and to meet world class standards in commissioning. The PCT developed an OD Plan to create an organisation capable of achieving this aspiration.

One of the objectives highlighted in the plan was to develop capacity and capability in commissioning with a particular emphasis on working with others to secure the maximum impact in terms of outcomes and the quality of the patient and carer experience.

The Requirement

In order to identify the specific development needs of the managers at associate director level in the commissioning arm, the PCT commissioned Zenon Consulting to design and run a development centre.

The Solution

Zenon developed competency based behavioural indicators, using the individual World Class Commissioning competencies developed by NHS London and the PCT's own Behaviour Model. These were then used as the basis of the exercises designed to assess the managers against the individual World Class Commissioning competencies. Three 2-day development centres for 36 staff at Band 8b level and above were held over two months.

Day one included bespoke observed exercises where participants worked alone, in small groups and in larger groups. Day two included a competency based interview and a numeracy critical reasoning test, as commissioning roles increasingly require financial awareness and an ability to analyse numerical and financial information.

At the end of day two, each manager had a one-to-one coaching-type session with an assessor where they received feedback on their performance at the centre and their development needs were discussed and agreed. The initial feedback from the centres was very positive.

The Results

Participants were scored against 4 levels - awareness, standard application, skillful application and mastery. No individuals reached mastery level in any of the competencies and 'standard application' was the most commonly observed. The PCT received detailed individual reports on each participant identifying their development needs and an overall report of the findings with recommendations on the development themes for this group of managers in commissioning.



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