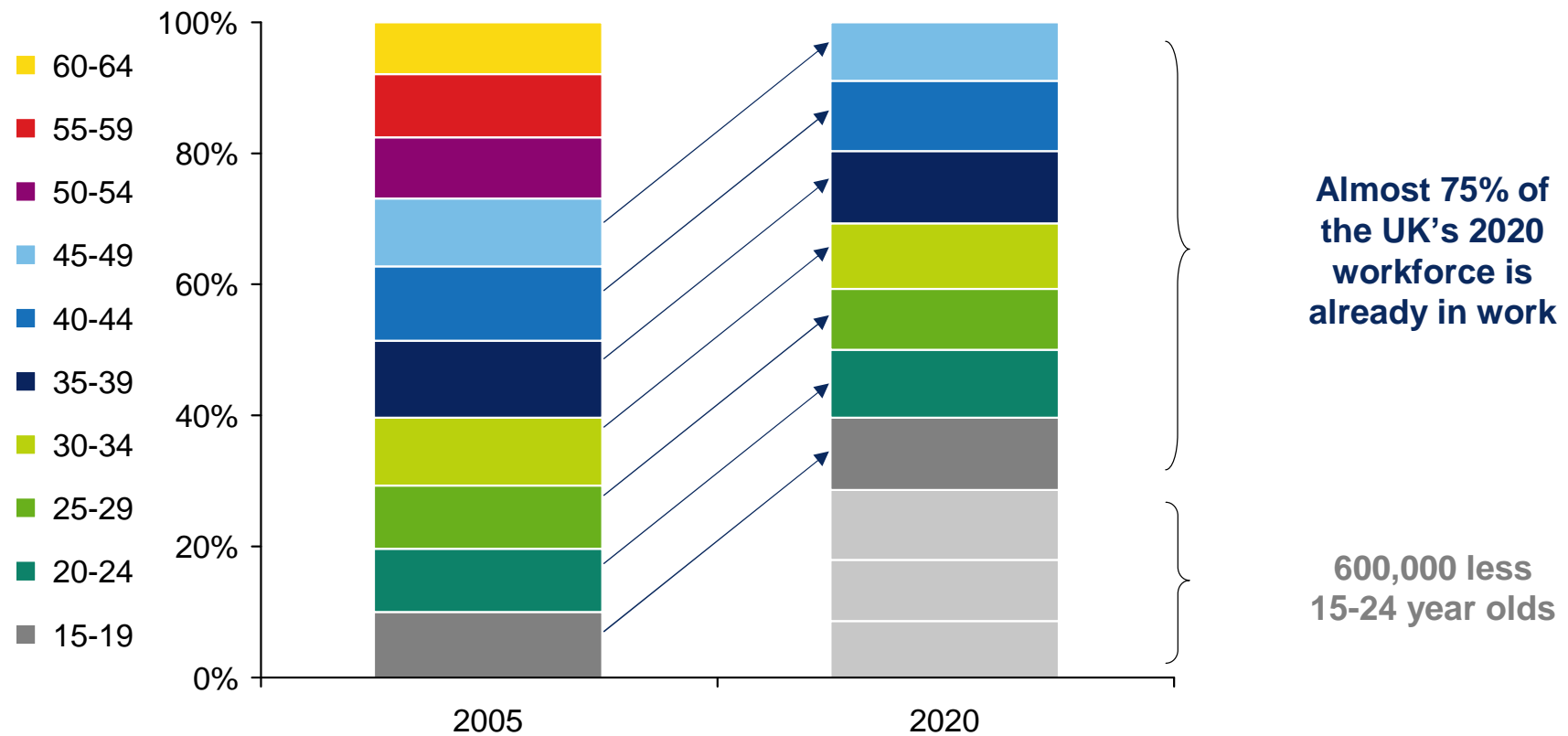


# World Class Skills Developing Responsive Provision

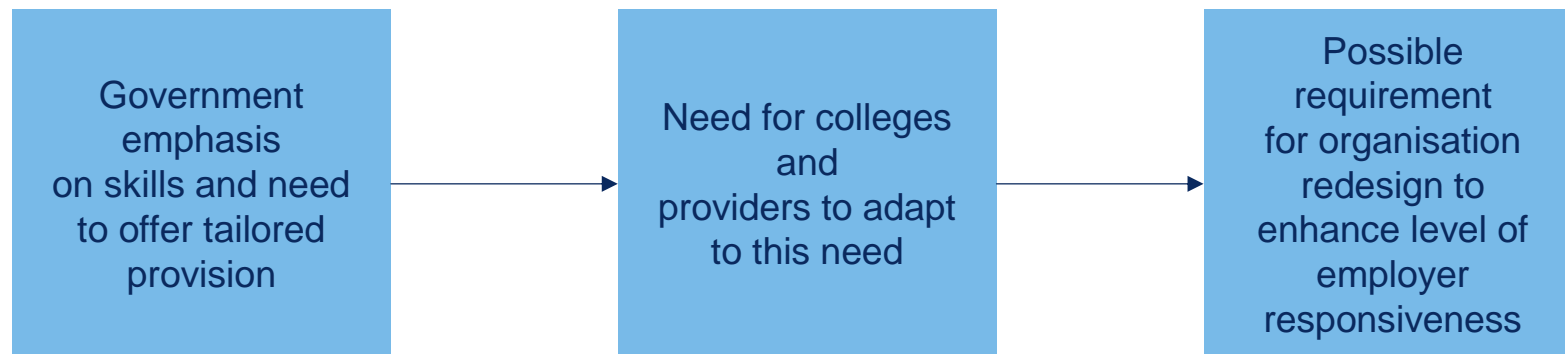
Organisational Design and Development

# Why is 'World Class Skills' important?



## Increasing emphasis on employer engagement

Leitch review	Skills pledge	Train to Gain
Machinery of Government changes	Empowerment of Sector Skills Councils	Establishment of UK Commission for Employment and Skills
Training Quality Standard	Employer Responsiveness element of Framework for Excellence	LSC 2008/09 National Priorities – creating demand for skills

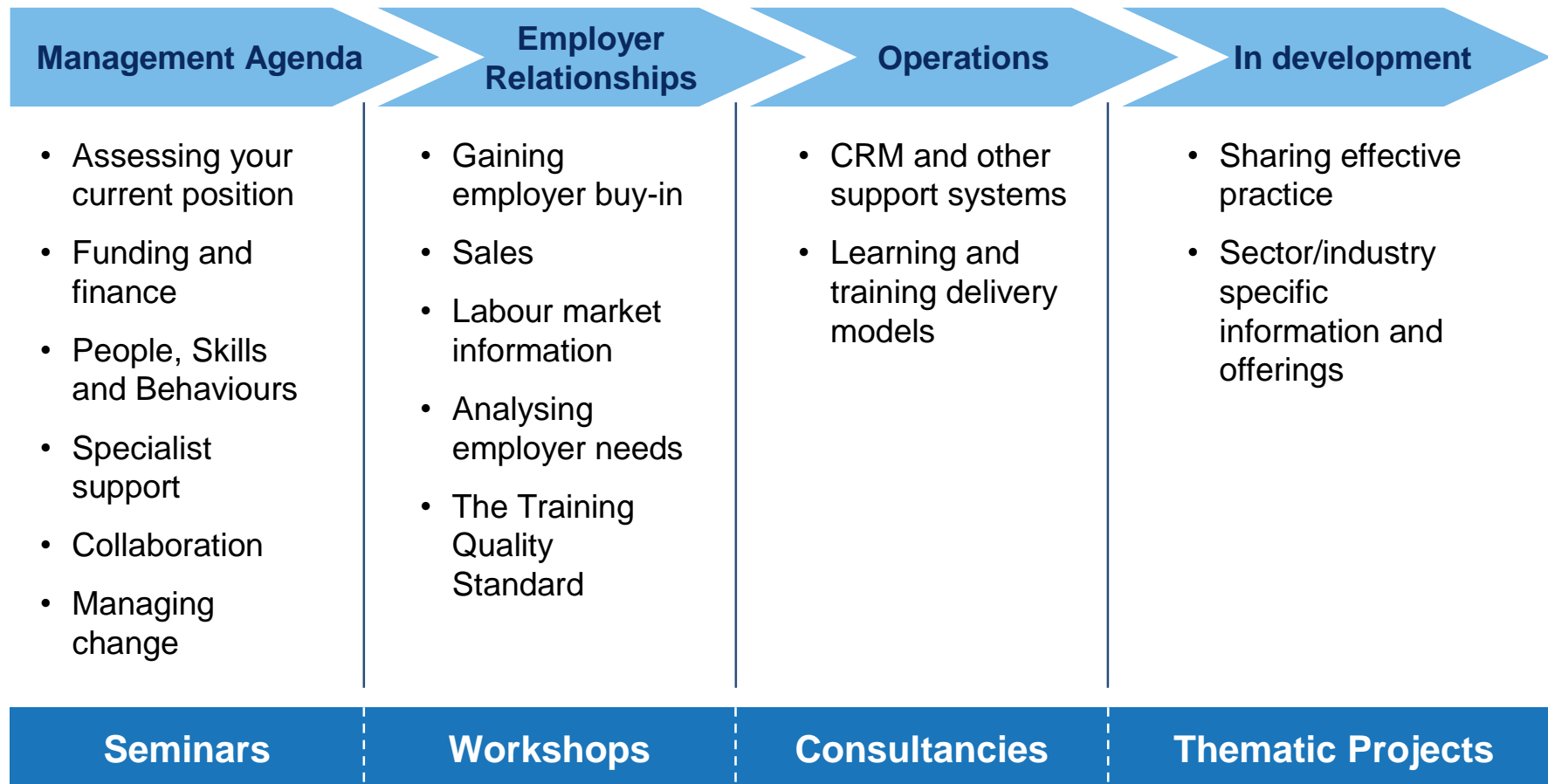


## Background of the World Class Skills programme

Support programme developed in response to Leitch Review to assist all LSC funded providers to:

- Develop and extend their relationships with employers
- Ensure that with growth they maintain quality
- Put in place fit-for-purpose structures
- Be well positioned to gain relevant accreditation
- Access both high level and intensive support
- Learn from each other

# The World Class Skills Programme



# Organisational Design and Development

## Aim:

To provide participants with a practical introduction to the principles of organisational design. Particular attention is given to the development of business and delivery models that will enable FE providers to respond to employer needs and offer more flexible and innovative service delivery.

## Objectives:

- Introduce a structured approach to organisational design
- Discuss good practice in organisational design and development
- Gain a fuller understanding of operating model design
- Review alternative approaches to designing for employer responsiveness

# Current challenges facing the sector

## Further Education Colleges

- Ensuring the ongoing success of educational provision
- Remaining responsive to a varied set of stakeholder needs
- Ensuring ongoing capability of the mission and values of the college
- Delivering strategic plans as agreed with the LSC in line with regional and national priorities
- Meeting obligations under various FE/ HE legislation and inspection regimes
- Managing costs and cash-flow
- Aligning senior executive and management capabilities
- Balancing teaching and curriculum with changes in student numbers and modes of attendance
- Building flexibility to respond to new government (e.g., DWP and DIUS) and LSC requirements.
- Embedding the systems and support required to 'run the business' and support curriculum delivery

## Independent Training Providers

- Ensuring responsiveness to client needs
- Defining the mission and values of the learning provider in a changing environment
- Delivering its strategic plan as agreed with the LSC and in response to Ofsted inspections
- Balancing the size and maturity of the organisation with the complexity of provision
- Ensuring effective management across multiple operating sites
- Balancing the method of delivery [e.g., on site, e-learning etc] with the range of curriculum on offer
- Building flexibility to respond to new government (e.g., DIUS and DWP) and LSC requirements
- Embedding the systems and support required to 'run the business' and support curriculum delivery

# Why organisation design?

*“All organisations are perfectly designed to deliver the results they achieve”*

W.E. Deming



# What is organisational design?

## Ways of thinking about your organisation

What are we currently trying to achieve?

What is our focus, both explicitly and implicitly?

What would we like to be able to achieve in the future?

What capabilities do we possess?

Where are these capabilities in the organisation?

What are our current strengths? Where are they?

What does our operating environment demand of us?

How do we respond to operational demands?

Are we reactive, proactive or collaborative?

## Ways of working with your organisation

Do we understand how work gets done?

Do our current structure, processes, behaviours and activities work for us or against us?

How do we respond to the needs and demands of our various stakeholders?

What kind of organisation are we to work in?

What kind of organisation are we to work with?

How do we match problems and solutions?

What impact does this have across the organisation?

How do we balance the multiple demands we face?

How should we be organised to get things done?

## A review of your current situation

	SA	A	D	SD
Our organisational design allows us to focus efficiently and effectively on our relationships with external stakeholders (i.e., government, industry).				
Our organisational design allows us to focus effectively on our core mission.				
Our organisational design is flexible enough to allow us to change as required.				
The design of our organisation provides our people with clear and appropriate responsibilities and accountabilities.				
The design of our organisation is consistently supportive of our culture.				
Units within our organisation work together effectively.				
Our organisation design provides clarity on where different types of work should be undertaken.				
Units across the organisation have clearly defined operational accountabilities and responsibilities.				
Decisions across the organisation are made in a timely manner and with clear accountability.				
Performance of all units can be measured unambiguously and realistically.				

## Scoring your organisation's design needs

Strongly Agree: **1**

Agree: **2**

Disagree: **3**

Strongly Disagree: **4**

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## Interpreting your scores

- Scores between **10-17** highlight a well-aligned, effectively functioning organisational model. Continue to review and re-evaluate things on a regular basis.
- Scores between **18-24** illustrate some localised issues which are best addressed via selective interventions (e.g., reviewing working practices, role definitions, etc.).
- Scores between **25-33** point to the need to re-evaluate the current operating model. Where are the main areas of concern?
- Scores between **34-40** signal the need for wholesale organisational redesign. Fear not, support is at hand!



## Example Design Criteria

Strategic objectives	Critical success factors	Design principles	Examples
Diverse service offering designed with employer needs in mind	Gaining employer support in curriculum design	Employer representative on curriculum design boards to balance qualifications and skills driven learning	Plumbing curriculum designed with input from the local widget company
Entire organisation is committed to responsiveness	Regular contact with local employers	Fewer management layers allowing closer working relationships with employers	Request for information from a new area employer is handled seamlessly from initial contact through faculty follow-up
Integrated curriculum, planning and resource allocation systems	All of our employees using the most up to date data to drive provision	All of our key teaching, marketing and business management processes will be technology enabled	Single system managing student information from enrolment through final marks

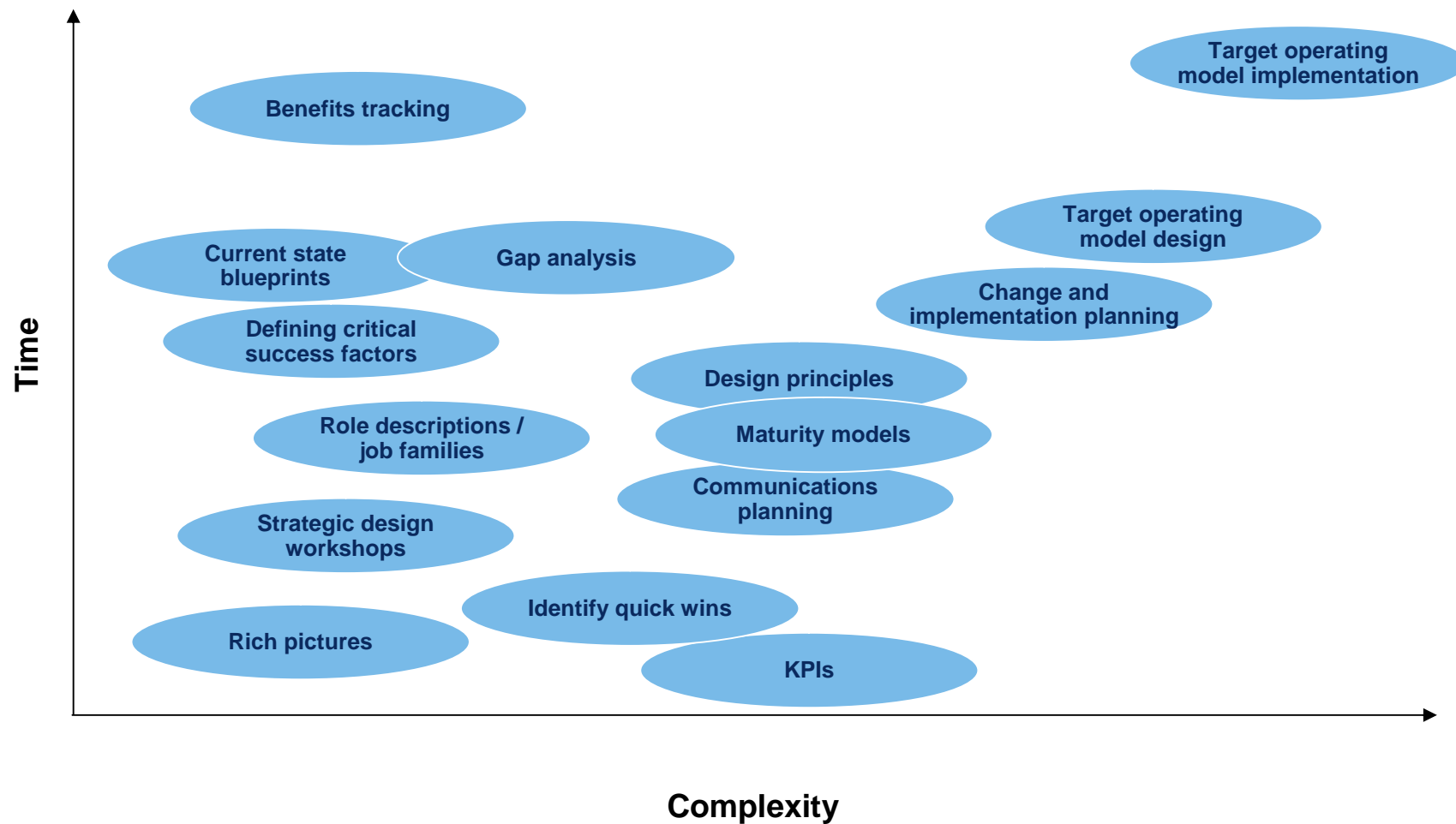
## Group Exercise

Working as a team, develop two design criteria and two critical success factors the sector as a whole.

### Questions to keep in mind:

- **What do all providers need to be able to do?**
- **What will make these new requirements possible?**
- **What will success look like?**

# Additional OD Services





## How to get involved

The Website: <http://wcs.excellence.qia.org.uk>

The Booking Engine:

<http://excellence.qia.org.uk/programmesandservices/wcs/booking>

If you have any queries, contact us at [wcsenquiries@kpmg.co.uk](mailto:wcsenquiries@kpmg.co.uk) or free phone 0800 328 6075