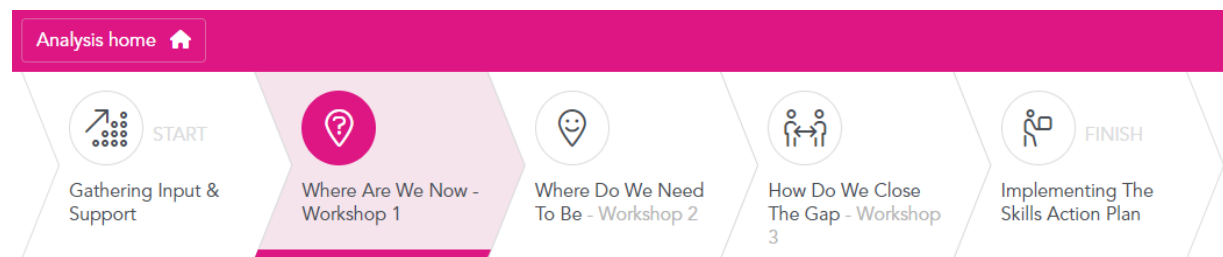


Video Transcript - Where Are We Now (Workshop 1)



- Workshop 1 is all about understanding the current state - the current key work, the current key roles and the current key skills
- Much of this information should already exist so make sure you gather and read as much as you can prior to the workshop
- Useful sources of information include any descriptions of the work done by the business area, any performance objectives or key business metrics for the business area, monthly / quarterly People reports specific to the business area, a list of Roles & Headcount / FTE from any core HR System, Business Area organisation charts.
- You may find you are even able to develop a strawman of key activities, key roles and key skills ahead of the workshop and then the session can simply be an opportunity to discuss and update your understanding.
- You probably need about an hour and a half for this workshop but depending on how much you can do in advance you might find you can do it with an hour. Alternatively, it could take you as much as three hours if the area is big and complex
- Like all of the workshops, the quality of the output will be very dependent on how well the attendees know the business area. In addition to the facilitator, I would always recommend that you have the relevant HR / People Business Partner alongside whoever this individual recommends should join from the business - just be wary of a cast of thousands!
- You are likely to want to divide the session up into three separate sections. Make sure you circulate the agenda and key collateral ahead of the workshop (e.g., the FSSC Skills Dictionary) to allow proper preparation time:
- **The first section** is about understanding the current work - ideally you would try and tease out 1 - 2 sentences that describe the purpose of the business area and the work that it does
- **The second section** is about identifying the key roles - the bulk of the session should be spent identifying the key clusters of work and then the key roles within each of them.
 - For a particular business area you should probably be looking for 6 - 8 work clusters for example you might cluster by product - for example mortgages - or by customer journey - buying a home - or by function such as customer service or customer operations
 - Within each cluster you probably want 3 - 4 Key Roles. You are not looking to identify and discuss every individual role instead you should be focussing on the Key Roles that comprise c. 70 - 80% of the workforce. Be flexible with how you define Key Roles e.g. In large Business Areas individual roles could have thousands of employees (e.g. Customer Service Advisors) but in others you might only have roles with half a dozen or so.

- **The third section** is then about identifying the key skills against each of these Key Roles
 - The simplest way to do this to ask the attendees what they look for when they are recruiting for the roles – this tends to tease out the skills that really matter
 - You can then supplement those skills by looking down the lists of skills provided in the FSSC Skills Dictionary that forms part of the toolkit. Wherever possible, stick to the titling and descriptions used in the Skills Dictionary – this removes the risk of capturing multiple versions of what is essentially the same Key Skill. At the same time, do not ‘force fit’ and where important Key Skills are missing please add them. If you are engaging in separate Workshops with multiple stakeholders it is important that you maintain a ‘parking lot’ of Key Skill so you have the opportunity to incorporate them later on if multiple people ask for them
 - It's important to keep in mind that you are looking for 5 – 6 Key Skills and not every skill you need to do each job.
 - In an ideal world, you would then assign each Key Skill a proficiency level. Again, you can use the proficiency definitions provided in the FSSC Skills Dictionary to help you do this. The benefit of having these is that you might find in the future that rather than needing a new skill employees just need to be more proficient at the skills they already have
- There is a lot to cover so don't be surprised if you run out of time. It is important to remember that Workshop 1 creates the foundation for the rest of the work so **ensure you do not rush through the content** – as a minimum it is important to leave the session with a good understanding of the current work, current Key Roles and an initial view on current Key Skills, however, you can always finalise the Key Roles, Key Skills and Proficiency Levels post the workshop
- With that in mind, before you leave it is important that everyone is clear on what needs to be done ahead of Workshop 2:
 - You will need to write-up Workshop 1 – you might want to use the templates provided in the toolkit to help you do this
 - There are likely to be outstanding questions raised during the workshop which will need an answer
 - Everyone should leave with an understanding of what additional inputs might be needed for Workshop 2