

Case Study

Prospects Programme -Talent Development at HM Treasury and Cabinet Office

The HMT/CO 'Prospects' programme was a talent development programme, set up to respond to a gap in internal career development opportunities for government professional and policy support staff. The programme promoted internal opportunities for staff from a range of diverse groups including BME (Black, Minority, Ethnic) groups, people with a disability, women returners and part time workers. The programme had an annual intake of 16- 32 participants and was structured around an initial Development Centre, including structured competency assessment activities, with observation and feedback from internal senior colleagues.

Programme

- Development of senior policy staff in observation, feedback and coaching skills, to provide effective development centre support to programme participants
- Development centres delivery, followed by a 10 month blended learning programme, covering skills such as stakeholder engagement, project management, policy development and personal impact.
- This was augmented by quarterly 90 minute, 1:1 coaching sessions, tailoring the learning to individual's career development goals.
- Coaching sessions focused on supporting participants in identifying career goals, applying the development centre feedback to drawing up individual development plans, removing internal and external barriers to progress and advising on structured on-the-job activities, supporting preparation of CV and selection interviews.

Outcome

For 12 years from 2010 - 2022, Waterfall Coaching were been the lead provider to the programme, responsible for the development centres and the training of the observer coaches, coaching sessions and programme review meetings.

With over 200 programme participants, the programme led to significant increases in promotion and progression against equivalent grades in HM Treasury and Cabinet Office. Between 2014- 2022, an annual average of 50- 70% of participants achieved promotion to the next grade during the course of each 10 month programme, with the figure rising to 90% within six months of programme completion.

Client Comments

"In addition to excellent organisation of complex Development Centre schedules, her coaching sessions add enormous value to the Prospect participants' experience of the programme and the learning gained."

Prospects Programme Manager, HM Treasury

'The Prospects Course helped me realise my potential and how to reach it. I came away from every session feeling that I had learnt new skills and knowledge, which I have endeavoured to implement into my everyday role with great results. The course and coaching sessions have greatly helped my self-confidence in many ways, initially by identifying my key strengths and development needs. By concentrating on these areas, I have been able to build on my existing skills and learnt to appreciate my abilities.' **Programme Participant, 2017**