



KSF IMPLEMENTATION SERVICES

Designed for organisations who need additional support implementing the KSF

Service Overview

The implementation and future embedding of the KSF within NHS organisations is not just a project implementation but for many a cultural change initiative that requires a mix of knowledge and skills to deliver effectively. We have found that a number of organisations are still struggling to implement the KSF despite pay gateways becoming operational over 2 years ago. Some have recognised that a potential solution to this is to outsource their implementation project or aspects of it to ensure they reach the defined goalposts in agreed timescales. There are a variety of reasons behind this decision including:

- “We’ve tried to implement the KSF and it didn’t work.”
- “We’ve struggled to get the implementation of the KSF off the ground.”
- “We’ve not really tried to implement the KSF in full as it feels too complicated and we’re not really sure the best way to achieve it.”
- ‘We already have a good appraisal system and rate within the trust so we’re not sure what benefits the KSF will bring.”
- “We thought the KSF would go away - as it feels too complicated”.
- “We don’t have a culture of appraisal within the organisation and so implementing the KSF is a real uphill battle”.
- “We’ve managed to get the KSF embedded within a few key areas of the organisation but are struggling to engage other groups”.
- “We have a lack of resources required to implement the KSF”.

If any of these statements resonate with the situation within your organisation then we can help you to move forwards towards full implementation of the KSF and help to really embed the framework within the culture of your organisation.

What are the key processes involved in KSF implementation?

There are six key steps involved with the implementation of the KSF which we have outlined below, we can get involved with any or all of these to help organisations who require additional help to ensure the successful implementation of the KSF and ensure the organisation is able to enjoy the benefits the KSF should bring to organisations.



Step 1: Benchmarking - where is the organisation now?

Before any project is initiated it's important to understand where an organisation is at currently to determine the right plan to take the organisation forwards with the implementation of the KSF. We would look to use a range of diagnostic methods and tools to assess the current position including: Online surveys, telephone interviews, face to face meeting with key stakeholders, email discussions and seminars. We would also review existing paperwork, the results of recent staff surveys, e-KSF Usage (if utilised) and also analyse key ESR data to determine what requirements there are for KSF to be implemented (e.g. number of posts for how many, what post outlines are required, what management structures exist etc.). Additional information on our benchmarking exercises is available on request.

Step 2: Assessment and planning

This step involves the compilation of a report detailing the current status of KSF implementation and what resource requirements are required to take the organisation forwards towards the desired milestone. This plan will break down into timescales appropriate to the organisation – usually 3 months, 6 months, 12 months, 2-3 years. The key outputs we deliver are a detailed assessment document, project initiation document (PID), and project plan.

Step 3: Communication

Key to the success of any project is communication with stakeholders as with any new initiative it often needs to be 'sold' to the audience through a demonstration of what benefit it will be to individuals. We recommend the production of a communication plan (in conjunction with the communication team if appropriate) to ensure that the information identified as key is cascaded to individuals within the organisation in an appropriate medium. The outputs identified within the communication plan can either be produced internally or outsourced as part of the KSF implementation project. Outputs may include, awareness raising exercises (newsletters, benefits documents – what's in it for me?, posters, training advertisement), updates to policies with KSF specific information and emails marketing campaigns.

Step 4: Training

Depending on the current stage of implementation there are likely to be training requirements within the organisation. There are a range of different activities that can be run including the following;

- Train the Trainer training:
 - 2 days KSF training course
 - 3 days KSF & appraisal training course
 - 2 days e-KSF train the trainer course
- KSF Outline Development Training
 - ½ day outline development training
 - 1 day outline development training
- Appraisal Training
 - ½ day appraisal training
 - 1 day appraisal training
- e-KSF Training



- 1 -2 days e-KSF Administrator training
- ½ day e-KSF manager training
- ½ day e-KSF reviewer training
- 2 days e-KSF Champions training
- KSF Awareness training for staff
 - ½ day awareness workshops

Step 5: Project management / consultancy

There are a range of different project management tasks that will be required throughout the implementation project that we can help with including:

- Executive management team / board presentations & updates
- Team meeting briefings
- Progress tracking and regular project update reports (broken down by directorate / department)
- Progress and awareness surveys – to check that the right messages are being disseminated throughout the organisation within communication exercises and training
- Email and telephone support
- General project co-ordination
- Consistency checking of KSF Post Outlines

Step 6: e-KSF Administration

For organisations looking to roll out the e-KSF to support the implementation of the KSF within the organisation then there are a range of management and administration tasks that need to be completed, including:

- Management of the e-KSF / ESR link (or of organisational staff data)
- Managing the distribution of e-KSF usernames and passwords and managing password reminders, unlocking accounts etc.
- Managing manager and staff relationships
- Central assignment of post outlines (where required)
- Supporting staff with KSF post outline creation (data input)
- General email and telephone support

Additional components

We can provide the following additional components to support the implementation of the KSF within an organisation:

- **Project coaching**
 - We can help to develop your internal staff to manage the implementation of the KSF and thus in turn any cultural change initiatives.
- **Bridging the gap between KSF and ESR teams**
 - We often identify that organisations would benefit from additional team development to bridge gaps between KSF and ESR teams. We offer a range of team development programmes to help to remove this obstacle from the project and organisation.



- **ESR data management**
 - Many HR teams require additional support in data cleansing their HR data – we can help to support this.
- **Engaging staff development in manager / employee self service**
 - Organisations who are looking to utilise the e-KSF are often embarking on a roll out of manager / staff self service. Our systems and cultural change experience can help organisations to smooth this transition.

Why use Think Associates to help you to implement the KSF?

The following are just some of the reasons that organisations have chosen to use our team to help with the implementation of the KSF:

- **Expertise**
 - Our team form the national e-KSF Account management team and have direct links in with the national KSF Development group
- **Value for money**
 - Many organisations have been trying to implement the KSF since the start of Agenda for Change (AfC) and have invested significant resources trying to implement the framework without necessarily having the right mix of knowledge and skills to make the project a success. Using experienced people who have the right mix of knowledge, skills, and experience can represent good value for money as we will ensure the objectives agreed at the start of any project will be met.
- **Management skills**
 - All of our consultants have a strong background in project implementation which combined with our experience in the NHS help to ensure that all projects are managed within agreed timescales and budgets.
- **Availability**
 - We recognise that to implement and embed the KSF a cross range of skills is required that are seldom found within an individual post. Within our team we have a range of skills that we can draw on to ensure the project is a success.
- **Long term partnership**
 - Although a large proportion of the operational implementation of the KSF can be outsourced it is key that there is a strong partnership between internal project sponsors and staff to ensure knowledge and skills are transferred within the organisation so that there is no dependency on external consultants.



- **Knowledge transfer / skill development internally**
 - There are a number of individuals and organisations who have benefited from our consultants coaching and mentoring individuals with responsibility for delivering projects such as the KSF. This can be an effective way of up-skilling the workforce and ensuring that projects are run efficiently and effectively.
- **Communication skills**
 - Key to the success of any project is communication. Within many organisations there aren't dedicated communication teams with the capacity to embrace the communication requirements of the KSF. With our experience in internal communication strategy and operations, we can help you to create an appropriate communication strategy and also the materials identified within this. All organisations are different so the strategy and materials need to reflect the needs of the organisation.
- **Flexibility of team**
 - Our team are flexible enough to work within the requirements of any project giving your initiative the maximum opportunity for success. Our team consists of individuals who can provide the following services: consultancy, project management, training, project co-ordination / administration and we have also have the knowledge and skills of the e-KSF support desk as required.
- **Focus**
 - Organisations have found that outsourcing elements of a project useful in providing a more dedicated focus and in turn commitment to ensuring the project is a success. The dedicated focus of our consultants on the objectives identified at the start of the project ensures that other organisational priorities don't affect the implementation project. This focus often means that timescales for implementation are reduced.
- **National e-KSF Team**
 - Our consultants are all part of the national e-KSF team so organisations looking to use the e-KSF as part of their KSF implementation will benefit from being trained by the experts.

What additional material resources can we provide?

We can provide any / all of the following materials resources as part of the project along with any specific materials identified as part of the diagnostic phase:

- Project Plan
- Communication Plan
- Awareness presentations
- Fact Sheets – KSF / e-KSF
- Training workshop programmes
- Training handouts, crib sheets
- Newsletter templates

What commitment do organisations need to commit to the KSF when outsourcing implementation?

Although many of the strategic and operational tasks involved with the implementation of the KSF can be effectively outsourced, there are some key commitments that the organisation is still required to make including:

- **Commitment**
 - We assume that organisations who commission a KSF implementation project are committed to the project and recognise the benefits that a successful project implementation will bring to the organisation this commitment needs to be echoed throughout senior management. This is key to ensuring staff are open to being engaged and supported in terms of time to conduct the elements of the KSF process.
- **Proactive board level sponsor**
 - For projects to be a success a project sponsor is required in order to raise any risks and discuss any difficulties found during the implementation project.
- **Internal project lead / contact**
 - An individual with a good internal knowledge of the culture, politics, people and structures within an organisation is useful to short circuit project timescales.
- **Equipment and facilities**
 - It is assumed that consultants working on the project would be able to use equipment and facilities within the organisation – e.g. training rooms (pending availability), IT equipment, KSF Handbooks, etc.
- **Organisational data / knowledge**
 - Our consultants would require access to organisational data (not necessarily directly but through a nominated contact). As part of our national e-KSF contract we are bound by the Department of Health's data protection policy.



Beyond Implementation – the key reasons to support the implementation of the KSF in your organisation

Organisations who have implemented the KSF (either throughout the entire organisation, or in pockets) are starting to realise the range of benefits that the KSF was designed to bring. These benefits are now acting as a driver for many organisations looking to implement the KSF. Below is a summary of the organisational benefits that the KSF can help you to deliver:

- Directly links staff activity, competence and development to employment costs, which leads to improved patient care and organisational efficiency.
- Enables cost effective use of training budgets.
- Investing time and effort in staff and their development, staff morale, recruitment and retention is improved and staff turnover is reduced.
- Helps to address: employment and HR legislation, the Age Discrimination Act and equality and diversity requirements.
- Helps organisations to understand what specific learning and development is required to meet both service and patient needs.
- Provides evidence about consistent focused training for the NHS Litigation Authority audits, Health and Safety Executive (and other regulators).
- Focuses managers on the continued development of staff.
- Develops governance across the organisation through providing clear information on individuals' roles, responsibilities and development.
- Uses a common transferable language to describe the knowledge and skills required to deliver services.
- Builds the skill mix of the workforce to drive improvements in patient care.
- Designs jobs around patient needs and matches staff skills and knowledge to those jobs - improving overall productivity and job satisfaction.
- Informs and improves workforce planning, succession planning and education commissioning.
- Develops more effective team building.
- Ensures the right people are in the right posts and are effectively applying the necessary knowledge and skills.
- Helps to: Address clinical and corporate governance requirements, and issues (including Corporate Manslaughter legislation), meet Healthcare Commission - standards for better health, improve productivity and link employer and professional healthcare regulation systems.