

Minutes of Meeting 4th October 2012

Cross Party Group on Skills

Date: 4th October 2012

Location: Holyrood, Committee Room 2

Present:

| | | | |
|--|----------------|--|------------------------------|
| A4E | Alison Nimmo | Pearson | Baljinder Birdi |
| Chartered Banker Institute | Shona Matthews | SECTT | Anne Galbraith |
| Construction Skills Scotland | Sian Mathews | Scottish Conservative Party | Gavin Brown MSP |
| In-Train | Ian McCulloch | Scottish Credit and Qualification Framework | Julie Cavanagh |
| Institute of the Motor Industry | Sandy Burgess | Scottish Enterprise | Brian McLeish / Linda Murray |
| Investors in People | Peter Russian | Scottish Labour Party | John Park MSP |
| JHP Training | Jim Murphy | SQA | Joe Wilson |
| LifeSkills Centres | John Brown | STUC / Close the Gap | Suzanne Motherwell |
| Investors in People | Peter Russian | Scottish Whisky Association | Alison Galbraith |
| Loch Lomond & Trossachs Community Partnership | Kate Sankey | Scottish Training Federation | Stuart Leitch |
| NHS Education for Scotland | Simon Williams | The Open University | Úna Bartley / Pete Cannell |
| NSCC & Independent Roof Training Association | John McKinney | Unite the Union | Lindsey Millen |
| OPITO | Gillian Black | Independent Consultant | Gerry Croall |

Apologies received:

| | | | |
|--|--|---------------------------------------|--------------------------------|
| Alliance of Sector Skills Council Scotland | Iain McCaskey | Investors in People | Judith Ackerman / Vicki McLean |
| Association of Accounting Technicians | Helen McGougan | Lantra | Willie Ferguson |
| Bio Reliance | Louise Rice | Remploy Employment Services | Margaret Barnton |
| British Retail Consortium | Ian Shearer | ScotlandIS | Polly Purvis |
| Chartered Banker Institute | Simon Thompson | SCQF | Aileen Ponton |
| COGENT Scotland | Paul Coffey | Scottish Investment Operations | Alan Thornburrow |
| Construction Skills Scotland | Graeme Ogilvy / Stephen Sheridan / Phil Ford | Scottish Labour Party | Margaret McCulloch MSP |
| Creative Scotland | Helena Ward | Scottish Liberal Democrats | Liam McArthur MSP |
| Economic Development Association [Scotland] | Irene Bell / Anne Meikle | SQA | George Brown |
| Education Scotland | Ruth Ohldag | SELECT | Newell McGuinness |
| Employment Enterprise | Jay Smith | Skills Development Scotland | Fiona Stewart |
| Federation of Small Business Scotland | Mary Goodman | University of Abertay | Prof. Stephen Olivier |
| ICS Ltd | Joanne McManus | | |

Agenda Items:

1 Welcome:

- 1.1** John Park MSP the Co-Convenor [JP] welcomed everyone to the meeting and opened the meeting by thanking Julie Cavanagh of the Scottish Credit and Qualification Framework Partnership [SCQFP} for sponsoring the lunch and to say a few .
- 1.2** Julie was delighted to have the opportunity to address the Group and to update them on the current focus of SCQFP. The team was looking at the life-long learning framework and working to understand the full range and inter-relation of what is available and the ways in which this is accessed. Julie made the Group aware that framework also supports recognition of informal learning and can be used as a useful tool for workforce development. Skills audits can be referenced against the framework and job roles can be set against an SCQF level. The latter can be very useful in recruitment terms to show what skills are required. With reference to the later speakers, Julie highlighted the work that Investors in People do with SCQF. Supporting materials, including a guide for employers was available at the end of the meeting and anyone requiring further information was invited to speak with Julie directly at the end.
- 1.3** JP thanked Julie once again and moved to the formal part of the Agenda.

2 Minutes of the last meeting and matters arising

- 2.1** The Minutes of the meeting of the AGM and meeting of 10th May 2012 were approved. Matters arising included:
 - 2.1.1** Joint Meeting with the CPG for Colleges and Universities: JP noted that the event was a success and that further opportunities to hold a follow up meeting were being investigated. A report from the CPG for Colleges and Universities was anticipated.
 - 2.1.2** Progress of Workplan: Items 3 and 4 of the Agenda took forward the items on the workplan.
 - 2.1.3** Equality and Diversity in modern apprenticeships: Referring to the letter received and discussed at the previous meeting on this issue, the Co-convenors have prepared and sent a letter to Mary Fee MSP, Convenor of the Equal Opportunities Committee raising the matter for further investigation. Any response shall be circulated.

3 Workplan presentation - Leadership and Management Skills

- 3.1** JP welcomed Linda Murray of Scottish Enterprise and Peter Russian of Investors in People Scotland and invited them to take the floor.
- 3.2** Linda noted that, following the successful summer of sport, it was a good time to focus on this topic. Sport had offered up many great examples of leadership and management. Not least the strong vision of being part of a team, the thinking beyond the actual event, the aim of creating a legacy. Working together to support the Scottish Government's Skills Strategy,

Investors in People and Scottish Enterprise have looked at how empowered leadership can help put a business into action. The presentation on the findings given by Linda and Peter is attached as Appendix 2 to the Minutes.

- 3.3** Peter noted a significant difference of opinion as regards what is effective management between the views of employers and employees and queried whether skills surveys are accurately capturing this. There was also a need for change in the types of leadership skills adopted in some environments, noting that sometimes it is not clear what is leadership and what is management. To support the project a number of resources have been used, including work between Scottish Enterprise and the Chambers of Commerce, sharing best practice here and abroad. There was a need to look at what business schools are doing to embed entrepreneurship; to highlight that in the Third Sector much of the leadership development is done by the organisations themselves. For others, it is not clear what skills require development and when to invest.
- 3.4** Peter and Linda opened the discussion by asking a couple of questions:
- 3.4.1** How do we encourage organisations and individuals to invest in leadership and management development? and; What do we need to do differently ?
- 3.4.2** Co-Convenor Gavin Brown MSP was struck by some of the issues raised and asked how had ‘unenlightened’ leaders been responding to the work? Peter noted that by asking them what their business is trying to do; increasingly there was an understanding that to achieve their goals development in leadership and management skills was required.
- 3.4.3** Suzanne Motherwell asked about the experiences noted in dealing with women in leadership. Linda admitted that this was a real challenge as role models were thin on the ground, of which some can be uncomfortable talking about their experiences. She added that she would be grateful to hear of other role models, particularly outside the Public sector. Peter added that the move away from traditional forms of leadership and management [e.g. ‘command and control’ style] may support progressive leadership and better utilise the skills of the female workforce.
- 3.4.4** Gerry Croall noted there were seven Public sector organisations engaged at outset. He asked whether the engagement of multi-sector could have encouraged greater buy in or was the choice of engagement made by design. Linda Murray responded that only seven logos are shown on the presentation as they were part of the forum. In fact 40 organisations were invited to engage. There is an awareness of this as a potential barrier but logistically it was not possible to have all participants involved in the writing of the report.
- 3.4.5** Gillian Black of Opito referred to research undertaken last year on similar issues and performance management which highlighted cultural issues. There is a great deal of training going on but embedding this is a problem. Peter noted this and referred to his earlier example: when not driven by a clear business need it is hard to embed. Greater success is achieved when the starting point is what the leadership wishes to achieve and then defining what skills are required.

- 3.4.6** JP asked whether there was more activity due to the economic climate. Peter replied that it had gone both ways – some organisations have battened down the hatches, others are seeking to leverage an advantage through their people. A small investment can provide a good return and make all the difference at this time.
- 3.4.7** JP also asked about the wider issues, citing cases where organisations are looking inwardly, cascading issues downwards to help with tough decision making in tough economic times. Linda noted the case of Alexander Dennis where they have invested skills development quite far down the chain of command and benefited from this. JP was interested to hear of any other similar cases.
- 3.4.8** Sandy Burgess of the Institute of the Motor Industry raised the issue of the return on investment of the report. He noted that many people are doing the jobs above their level and how this affected the assessment.
- 3.4.9** Joe Wilson of SQA noted his concern that to avoid confident people leaving education and arriving into a world of work very different to that for which they have been prepared. Linda Murray advised that the framework for action includes reference to the Curriculum for Excellence.
- 3.4.10** Looking at slide 4 of the pack, Kate Sankey asked whether board members and Trustees had been considered – particularly of importance within the Third Sector where such individuals are likely to have the responsibility for making key decisions. The examples provided, said Peter Russian, illustrate the links therefore within the leadership cog there are many variables. There are lots of good examples but with every environment unique to each individual organisation they can be complex and the diagram aims to provide a rationalised and consider approach. Linda Murray added that consideration was being given about how to engage non-executive directors, trustees etc. and to investigate how they can take on mentor roles to nurture the leadership skills of others. John Brown of LifeskillsCentres noted the impact made by the fact that Boards have to keep changing - as regularly witnessed currently.
- 3.4.11** Lindsey Millen of Unite commented on the ease with which human capital can be undervalued. Employees are working hard but leadership might not be using the right output measures for the economic climate. Further investigations are to be made, said Linda Murray, looking at what happens during, immediately after and one year out from skills investment. She stressed the need to look at leadership beside the culture of the organisation - an improvement in leadership should make things better for all. Peter Russian added that the project is striving to help organisations see the frontline impact on delivery of the product and therefore a move to empowering people: by understanding what the customer wants, it should be clearer what needs to be delivered.
- 3.4.12** John McKinney of NSCC stressed that implementation is the critical point, for example in construction health and safety may be an issue, but when the key decision for the leadership is revenue, then implementation may fall short. Peter Russian replied that there are several examples within their work which can show the link between leadership decisions and

improvement to the bottom line. John McKinney noted the question about implementation still remains an issue and for which, Peter agreed, there may be no magic solution.

3.4.13 Simon Williams of NHS Education commented that investment can only be made in his sector where the difference is made to public service. The media perception of what this might be makes things very difficult. NHS Education has many statistics and increasingly sharing more to support investments.

3.4.14 JP brought what he felt was a great discussion to a conclusion. He noted that the Economy, Energy and Tourism Committee, on which he sits, was looking at this issue as part of its inquiry into the issues of productivity. He noted that the Health and Sport Committee had undertaken something similar.

4 Workplan

4.1 JP noted that, following the success of the joint meeting with the CPG on Colleges and Universities in June, another joint meeting might be set up with them, and also possibly with the CPG on Renewables. The December and February meetings have been aligned to the remaining issues on the workplan: funding and return on investment.

5 Close of Meeting

5.1 With no further business to discuss JP thanked the speakers, the lunch sponsors and all members for their participation. He advised that the next meeting would take place on 6th December and at which funding issues would be discussed before formally closing the meeting.

Appendix 1.

Cross Party Group on Skills

AGENDA

12.45pm Thursday 4th October 2012

Committee Room 2, The Scottish Parliament

1. Welcome

- Short presentation from SCQF - lunch sponsor

2. Minutes and Actions from last meeting

- Matters arising

1. Joint meeting with CPG for Colleges and Universities
2. Workplan – see item 3 and 4
3. Equality and diversity in modern apprenticeships;

The Co- Convenors have sent a letter to Mary Fee MSP, Convenor of the Equal Opportunities Committee to highlight the issues raised by the CRER letter and those tabled during the discussion.

3. Workplan presentation – Leadership and Management Skills

- Presentation by Investors in People and Scottish Enterprise
- Group discussion

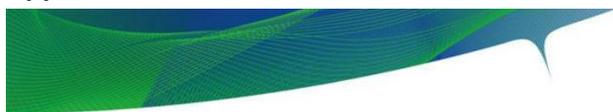
4. Workplan

- Update on progress

5. AOCB

6. Close and date of next meeting - 6th December 2012

Appendix 2



Leadership and Management



The Heart of the Matter



FRAMEWORK FOR ACTION

A **shared** vision for Scotland is "a country **characterised** by its strong ambition, entrepreneurial spirit and excellent leadership **in all sectors of society**"

Vision

- Society values excellent leadership
- Ambitious leaders are entrepreneurial
- Organisations have a culture of leadership
- Excellent leadership

People

To help people from all backgrounds and at all ages and stages of life

Organisation

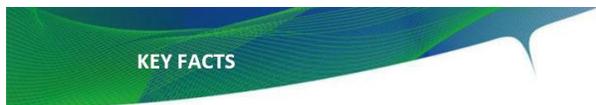
To help foster an embedded culture of ambition and leadership and build their leadership capacity

Investment and responsiveness

To encourage investment in high quality leadership development and ensure that provision is responsive and relevant to needs

Strategic Objectives:

- Productivity
- Economic Growth
- Sustainability



KEY FACTS



- Only 21% of individuals thought their manager was highly effective
- 69% of business leaders say that it is important to have a mentor
- 65% of people said that coaching by their line manager improved the quality of their work and 52% said mentoring schemes help them to become more motivated and energised

- The more Management and Leadership Development undertaken by individuals, the more confident and skilled they feel to progress their career

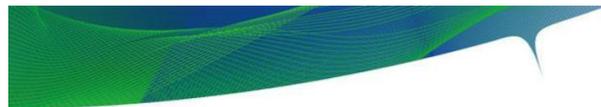
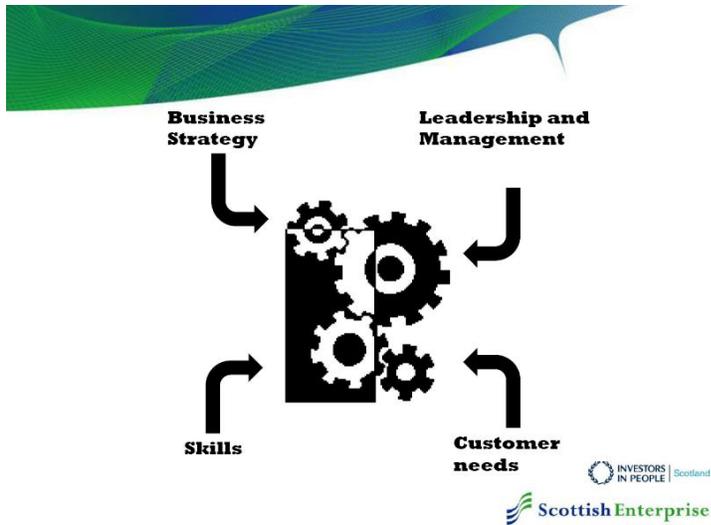


- Only 47% of all managers say they have current opportunities to use the skills and knowledge they have gained



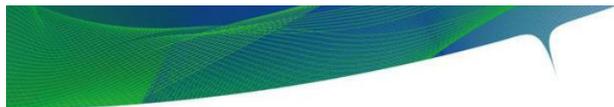
- Leadership has a clear relationship to employee satisfaction, employee performance and employee motivation





Challenges

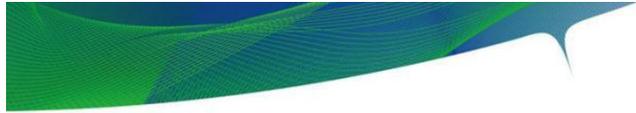
- Employers and employees have different views on effectiveness
- Need for improvement not recognised / valued
- Employer skill surveys don't capture the need
- Leadership that works today might not work for the future
- Confusion between leadership and management



Resources

- Enterprise Agencies
- Investors in People
- Business Schools
- Third sector
- Private sector





Discussion

- How do we encourage organisations and individuals to invest in leadership and management development?
- What do we need to do differently ?

