

## ASPIRING MANAGERS PROGRAMME

**DEADLINE FOR SUBMISSION OF PROPOSALS:  
17:00, WEDNESDAY 24<sup>TH</sup> JANUARY 2018**

### CLARIFICATION QUESTIONS AND RESPONSES

The National Archives has received a number of clarification questions. Those questions and their associated responses are detailed below.

***Q1: Is there an anticipated duration of the programme as well as any requirement on the amount of days in a week that TNA staff can undertake the training?***

A1: We would not wish to prescribe the duration or format, as this is for potential suppliers to propose. As a guide, we would be unable to release staff for more than two consecutive days at a time.

***Q2: If the programme is run as one module, would this need to be completed by the 30th March 2018?***

A2: If the programme took place as one module, it would need to be completed by the 30<sup>th</sup> March 2018.

***Q3: Please can we have examples of job roles and typical levels of academic achievements?***

A3: The National Archives has a diverse range of departments and teams. Participants could range from operational delivery staff who may aspire to supervise or manage a team, technical/specialist/expert staff who may work on and need to lead cross-organisational projects, to support staff who may be considering their next career move. It is not possible to provide levels of academic achievement as TNA does not hold this information and we have not yet requested applications for this programme, however we do not consider this information particularly relevant.

***Q4: How have you selected 'Aspiring Managers' as having high potential?***

A4: TNA has not selected candidates for this programme. Once the programme has been designed, an application process will follow. Management support for the application will be required as part of this.

**Q5: Does the learning for either of the programmes need to align with an established competency framework or performance management process?**

A5: TNA does not currently operate a competency model, however our Values form an integral part of performance management at all levels.

**Q6: Do you already operate a 360 assessment / feedback process?**

A6: 360 degree feedback is compulsory for Senior Civil Servants at TNA and optional at all other levels. The audience for this programme are unlikely to have ever been part of a 360 process.

**Q7: You say the programme is for 'up to' 14 people at a time. What is the minimum number at time please?**

A7: The minimum number of people to run this programme would be 8.

**Q8: Have the staff had any management development coaching so far?**

A8: We do not have information about prior learning at this point as we have not yet requested staff applications, however it is unlikely.

**Q9: Under your 'Requirement' outline, you talk about "leading without direct line management of the team" - can you clarify this please?**

A9: Staff could show leadership without having direct line management responsibility – some examples (which are not intended to be exhaustive) are when working on or leading cross-functional projects, when role-modelling positive behaviours within a team, or when deputising for a line manager.

**Q10: What variety of skills do you require to be covered under this programme, i.e. are you looking to include IT and specialist skills, or is this programme purely around leadership performance and communication skills, such as increasing personal impact, understanding personality types, presentation skills, team management skills etc?**

A10: We are not looking to include IT and specialist skills.

**Q11: Would you wish your programme to also include external leadership skills, such as media interview training?**

A11: This is not required.

**Q12: Based on the budget you outline, would you consider a proposal for a one-day programme? We would divide the group into 3 sub-groups and rotate them to cover the modules in one day using three trainers.**

A12: It is up to potential providers to propose the format and content for this programme.

**Q13: Are you looking for a fully detailed programme with timings and full training content at this stage or an outline of our proposed methodology?**

A13: As set out in the ITT, please provide your proposed deliverables, your proposed methodology and your proposed delivery timetable. It is for potential providers to decide what level of detail you wish to go into, but we would anticipate that detailed timings for specific elements would be agreed at the design stage with the successful provider.

**Q14: Where is the training programme to be delivered?**

A14: All face-to-face training will take place at The National Archives offices in Kew.

**Q15: What is the level of participants attending each programme?**

A15: The Aspiring Managers programme is for non-managerial staff, but they could be from a range of levels as The National Archives has a diverse range of departments and teams.

**Q16: What type of roles/positions will individuals be in?**

A16: Participants could range from operational delivery staff who may aspire to supervise or manage a team, technical/specialist/expert staff who may work on and need to lead cross-organisational projects, to support staff who may be considering their next career move. They could be of any age and level of experience, though they would likely need to have at least a couple of years work experience.

**Q17: Has the TNA any preferences with regards to psychometrics that it uses?**

A17: It is for potential providers to propose any tools which could add value to the learning provided through this programme.

**Q18: Are there particular tools the organisation favours/is more familiar with?**

A18: It is for potential providers to propose any tools which could add value to the learning provided through this programme.

**Q19: Will there be an expectation that the programme will be delivered on site in Kew or at another location sourced by the supplier?**

A19: All face-to-face training will take place at The National Archives offices in Kew.

**Q20: How have participants been nominated for the programme?**

A20: We expect staff to apply for the programme once it has been designed and advertised.

**Q21: Is there any info available on culture, competency models, vision and strategic priorities of TNA?**

A21: The National Archives strategic priorities are as set out in the ITT, and our detailed [plans](#) are available on our website. We do not currently operate a competency model, however our [Values](#) form an integral part of performance management at all levels. More detailed conversations about culture will take place with the successful provider at the detailed design stage.

**Q22: I get the impression from the paperwork that the Aspiring Program is more about skills/attitudes/behaviours/general competences while the other program is more focussed on specific techniques: is that right?**

A22: Both programmes will need to address these areas, to different degrees according to the level. It is for potential providers to propose the content using their expertise and experience.

**Q23: What sort of level/age/experience are the aspiring managers for this programme?**

A23: They are non-managerial staff but could be from a range of levels as The National Archives has a diverse range of departments and teams. Participants could range from operational delivery staff who may aspire to supervise or manage a team, technical/specialist/expert staff who may work on and need to lead cross-organisational projects, to support staff who may be considering their next career move. They could be of any age and level of experience, though they would likely need to have at least a couple of years work experience.

**Q24: How are the participants for this programme chosen?**

A24: We would anticipate an application process with managerial support, however the detail of this will need to be agreed with the successful provider.

**Q25: Are the "Aspiring managers" on any form of CPD programme at the moment?**

A25: All staff have an individual development plan, however they would not be on any formal TNA talent programme.

**Q26: Does TNA have a current fast track programme for aspiring managers?**

A26: Not currently.

**Q27: What current training programme do existing managers undergo when they are promoted/recruited if any?**

A27: TNA encourages all new managers to attend the Management Development Programme.

**Q28: Do you favour any particular management models or management theories as an organisation?**

A28: Not currently.

**Q29: Do you conduct any form of Psychometric testing on employees? If so, can the trainer have access to the results for the delegates prior to the training? If not are you happy for delegates to complete one as part of the training?**

A29: TNA would not be prepared to share the results of any prior psychometric profiling as this is confidential information that would only be used for its original purpose. It is for potential providers to propose any tools which could add value.

**Q30: Are you happy for delegates to complete a pre course questionnaire prior to commencement?**

A30: We would not have any objection to this in principle.

**Q31: Do you have any feedback from previous training we can use to make the course more effective?**

A31: This would be discussed at the detailed design stage with the successful provider.

**Q32: Where will the training be held?**

A32: The face-to-face training would take place at The National Archives offices in Kew.

**Q33: Will delegates have access to Skype for remote coaching calls?**

A33: Yes, using the Skype web client, or the training provider can log in to 8x8, our telephony provider, for video calls.

**Q34: Are all questions submitted circulated around everyone?**

A34: A document with all the questions and answers will be uploaded onto Contracts Finder in due course (this document).

**Q35: Are the "Aspiring managers" on any form of CPD programme at the moment?**

A35: All staff have an individual development plan, however they would not be on any formal TNA talent programme.

**Q36: Do The National Archives have access to an appropriately sized room on site in Kew for the delivery of the modular training sessions? If so what is the cost of rental of the space per day?**

A36: All face-to-face training will take place at The National Archives offices in Kew, with no charge.