

MANAGEMENT DEVELOPMENT PROGRAMME

**DEADLINE FOR SUBMISSION OF PROPOSALS:
17:00, WEDNESDAY 24TH 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: The ITT states that there will be 14 people at a time on the programme, is it correct to assume for the purposes of this bid that suppliers should be putting forward a pricing proposal for one cohort only - i.e. one programme with a total of 14 people on it?

A1: The requirement is for the design of the programme and the delivery of the first programme. There is the possibility that we will commission the delivery of up to 8 further programmes over a 36 month period – however, this is not guaranteed. Providers should put forward pricing for the first programme and for potential subsequent programmes as indicated in the ITT.

Q2: Will TNA be providing the venue for face to face training?

A2: All face to face training will take place at The National Archives offices in Kew.

Q3: Is there a leadership framework / behavioural framework for TNA that we could have sight of and any documents relating to organisational transformation?

A3: The National Archives does not have a leadership or behavioural framework, however our Values form an integral part of performance management. We do not have any documents to share regarding our organisational transformation. Following a Resource Realignment review, we are in the process of Developing our Future Workforce, with the aim of having the right people in the right places, doing the right things to deliver our strategic priorities and tackle the Digital challenge. The detail of this should not materially affect the content of a Management Development Programme, but managers will require the skills to deal with change.

Q4: We have noted that there should be no significant duplication between the 'Aspiring Managers Programme' and 'Management Development Programme', however are there a set of management competencies / organisational values that should drive consistency between the two programmes?

A4: See answer to Q3 above.

Q5: Does TNA have a LMS to host materials for the programme e.g. pre –learning and online learning?

A5: The National Archives is exploring options for a learning platform, but does not currently have an LMS. It is unlikely that any new learning platform will be implemented prior to the delivery of this MDP.

Q6: Beyond commencing the first module at the end of March 2018, are there any further restrictions in terms of the duration of the programme and the timing, frequency and length of modules?

A6: We would not wish to prescribe the duration or format, as this is for potential providers to propose. As a guide, we would be unable to release staff for more than two consecutive days at a time.

Q7: We note that the requirement is for a core management development programme, but would ask for clarification of the level at which the modules should be set. For example, CIPD level 5 is comparable to undergraduate level student, whilst CIPD Level 7 is in line with postgraduate level student engagement. Please could you specify whether this is to be an introductory, intermediate or advanced level programme?

A7: As set out in the ITT, this programme is intended for first-line and middle managers and it is for potential providers to propose the content.

Q8: Has this programme been run before or is currently running?

A8: We have run Management Development Programmes over a number of years. The most recent programme ended in June 2017.

Q9: Will these people have gone through the Clore Short programme and/or the Emergent Leaders Programme and/or the Civil Service Learning programme? How do you see the MDP fitting into that structure?

A9: It is unlikely that many of the participants will have been through a Clore programme. If staff have previously attended a Management Development Programme through Civil Service Learning, we would not expect them to attend this programme.

Q10: Has your review of the E-learning function been completed and can the e-learning be incorporated into the MDP programme?

A10: The National Archives does not currently have any specific e-learning it wishes to incorporate into the programme but would consider what potential providers have to offer.

Q11: How are participants selected for the programme?

A11: Through an application process with management support, the detail of which will be agreed with the successful provider.

Q12: What range of professional disciplines are participants likely to be from?

A12: Participants could be from any part of the organisation, so could include operational delivery managers, technical/specialists/managers in expert areas, managers from support functions.

Q13: Is there any specific development for project leaders - either currently available or being planned - or is it expected they will attend either this or the Management Development programme?

A13: We also run a 2-day introduction to project management course. It is not expected that they would attend the Management Development Programme. Depending on the final design for both programmes, it may be appropriate for project leaders to attend the Aspiring Managers programme.

Q14: Will there be opportunity to liaise with the Organisational Development team during the design stage?

A14: The Organisational Development Team is the client for this programme, so will be involved at all stages.

Q15: Is only accreditation of the programme by CMI/ILM desirable - or are you specifically interested in delegates receiving the CMI Level 3 Certificate or Diploma in Management & Leadership?

A15: No accreditation of any sort is required. It is up to potential providers to propose the benefits/added value of any programme or individual accreditation, balanced against cost/resource requirements.

Q16: Does the TNA know whether they are eligible for Apprenticeship Levy funding to support Management and Leadership development - and would this funding vehicle be of interest for this proposed programme? If in the affirmative on both counts, the Apprenticeship Levy could be utilised to fund this Management and Leadership development programme. A CMI or ILM qualification at Level 3 could be integrated into the programme so that delegates receive a CMI Diploma in Management and Leadership at the end of their programme.

A16. The National Archives does not wish to provide management development in the form of an apprenticeship.

Q17: Will the levels of management be separated by cohort – or is it possible that a first-line manager will be in the same cohort as a middle manager (even their own manager)?

A17: Given the size of The National Archives, it is likely that cohorts would be mixed with first-line and middle managers on the same programme. We would try to avoid delegates attending with their own line managers wherever possible.

Q18: Have your managers been through any other formal or informal management development programmes in the past 3 years and if so what would you like to keep / remove from these programmes?

A18: We have run Management Development Programmes over a number of years and the most recent programme ended in June 2017. The ITT provides a steer for the key elements to include in the programme.

Q19: What level are the managers attending this programme? For example, First Line, Middle or Senior Managers?

A19: As set out in the ITT, this programme is intended for first-line and middle managers.

Q20: Are you proposing to introduce a Leadership programme for the next level up?

A20: We are not introducing a formal leadership programme at this stage.

Q21: Are you interested in introducing a Strengthscope profiling tool or similar? (This would be within the total cost of the budget)

A21: It is for potential providers to propose any tools which could add value to the learning provided through this programme.

Q22: You have mentioned that you are not expecting an accredited programme but it could be useful. If the cost for this is above the £15,000 budget set, is it ok to give you a separate price to include this accreditation for consideration?

A22: It is for potential providers to set out their costed proposal aligned to the parameters set out in the ITT.

Q23: You would like organisational change to be included within the programme. There are two aspects to this, (a) how to incorporate change throughout the organisation and (b) managing behaviours when organisational change happens. Which of these are most important to you for this programme and for this management team, or is it both?

A23: It is for potential providers to propose the content using their expertise and experience.

Q24: We have allocated both our relevant specialists to this bid, both of whom are subject to longstanding commitments to different clients on 1st February. Would we still be considered eligible for shortlisting if we could only attend for interview on 2nd February?

A24: Yes – please make this clear in your proposal.

Q24: We understand the importance of this programme for providing the services through which your strategic plan will be achieved. Do you additionally have any data from senior managers or staff that highlight:

(i) either any perceived and relevant people skill strengths already in evidence across your first-line and middle manager population?

(ii) or any "values" they need to be seen to model?

(iii) or management practice that is seen to be no longer appropriate to TNA's ways of getting things done?

If so would you be willing to share a summary/bullet points of what you have now or alternatively at the design stage?

A24. We are not in a position to share this level of detail at this stage and would consider this information for discussion at the design stage. TNA's [Values](#) form an integral part of performance management at all levels and managers would be expected to model these.

Q25: 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?

A25: All face-to-face training will take place at The National Archives offices in Kew, with no charge.