

Midlands Highway Alliance – learning, training and development structure

Groups¹

Group A
Competence in working with people and providing services

Group B
Competence in managing people, and delivering services

Group C
Competence in strategic planning, and management

Group D
Competence in strategic management and leadership

Skill

Level one

Level two

Level three

Level four

Competencies²

1. Understands dignity and respect when working with individuals
2. Seeks information, resources and support from outside own team
3. Aware of safe systems of work, hazards and alerting colleagues to potential risks
4. Seeks to develop new skills and experiences
5. Adapts working practices to support change
6. Undertakes analysis to support decisions
7. Acts as a role model by valuing diversity and celebrating difference
8. Identifies risks and potential problems and plans how to manage them
9. Seeks out best or emerging practice inside and outside of the business
10. Evaluates the impact of innovation and change
11. Maintains accurate, complete and up-to-date records
12. Identifies benchmarks or standards to measure service levels/service outputs
13. Explores different project options outlining costs, benefits and risks of each
14. Manages health, safety and welfare within own area of responsibility
15. Works to improve working practices to ensure fairness, inclusion and respect
16. Plans for effective project implementation
17. Translates strategic priorities into clear outcome focussed objectives
18. Uses new capacity and skills to benefit the organisation
19. Anticipates future trends, innovations and consequences
20. Leads teams and develops staff to meet changing managerial and technical needs
21. Plans and executes influencing strategies to build commitment across the business
22. Leading continuous improvement in health safety and welfare
23. Plans, directs and controls people and resources

¹ Group structure is a set of broad occupational categories, bringing together roles that are similar in terms of qualifications, training, skills and experience commonly associated with the competent performance of work tasks.

² Adapted from the citb behavioural competency framework 2014

Learning and development competences

in the development of a learning and development structure, national occupational classification³, qualification, skills⁴, training and experience have been considered and are incorporated into the content of mha learning and development activities and strategies.

In addition, mha learning, training and development programmes are based on the expectations and business plan objectives of Midlands Highways Alliance (MHA); sector skills councils; perspectives on capability and capacity⁵ from related professional bodies and the.

The mha learning and development structure uses competencies⁶, attributes,⁷ national minimum standards and typical entry routes and associated qualifications.

Staff Group A Competencies 1-6:

This group have knowledge and experience to operate and monitor plant; assemble products to rules, apply procedures and undertake testing; some roles require licences issued by statutory or professional bodies.

This group will undertake roles that are supported by short periods of formal experience-related training

Staff Group B Competencies 7-14:

This group undertakes complex roles that require initiative, dexterity and practical skills. The roles require experience with the work context, requirements of the structures, and other items produced. This group may manage or supervise staff

The group will be supported by substantial period of training, often provided by a work-based training programme.

Staff Group C Competencies 15-20:

This group have experience and knowledge of principles and practices necessary to assume operational responsibility and give technical support. In addition, they will have oversight of the development of systems, policies and procedures to facilitate safe and effective working conditions.

This group will ensure consistency in project management, technical approach, compliance with performance standards and quality of service

This group will have undertaken formal and vocational training and require task-related learning, training and updates to ensure systems, policies and procedures are fit for purpose

Staff Group D Competencies 21-23:

This group have a high level of knowledge and experience in engineering. They are required to work in strategic and operational roles and apply theoretical, research, management and leadership.

This group will undertake roles that are supported by learning and development to support functional, technical and leadership competencies.

³ Standard occupational classification 2010: ONS

⁴ Construction Skills Network: East Midlands 2015 - 2019

⁵ ICE skills report 2015

⁶ <http://www.citb.co.uk/jobs/competency>

⁷ ICE: Professional Review Guidance: attributes group and descriptors