



# DDaT Unconference

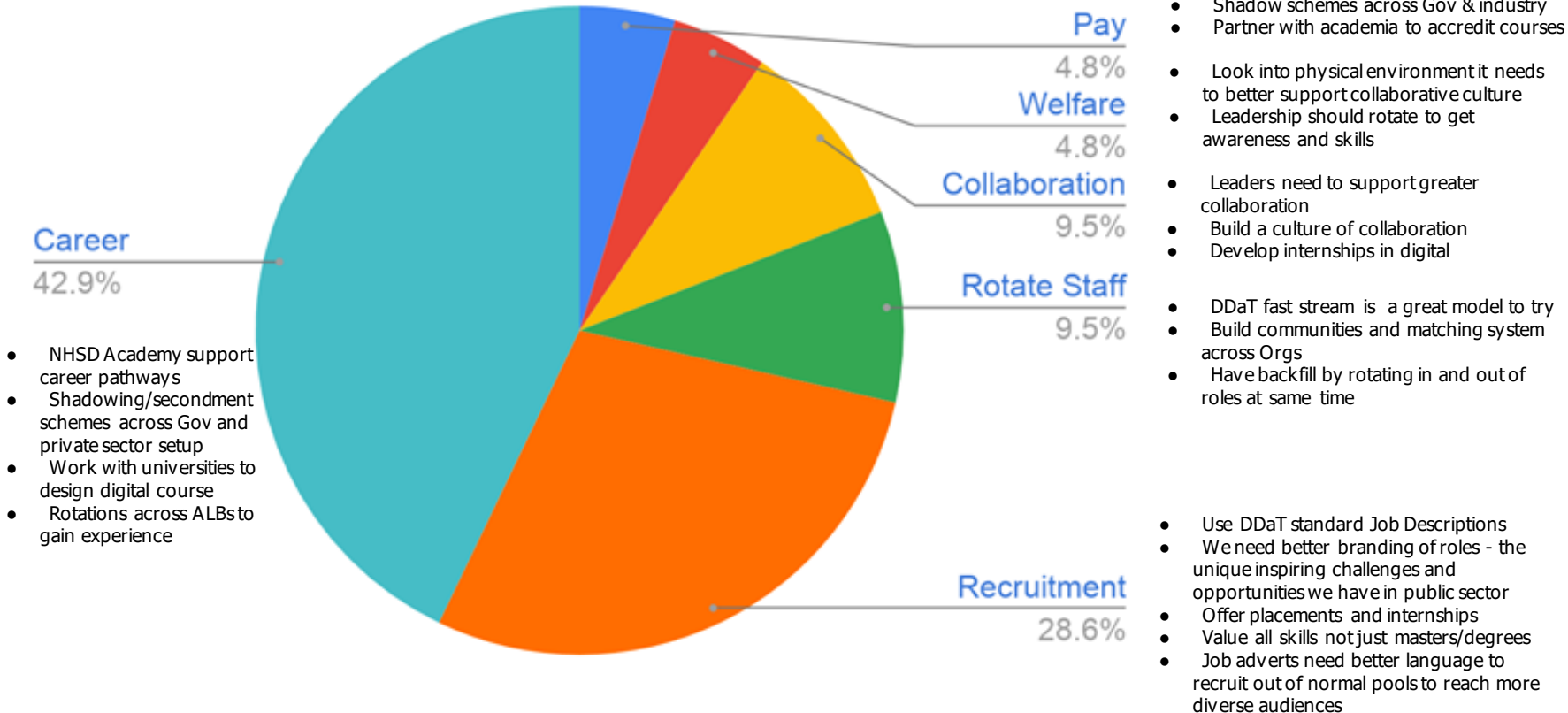
## Playback



# Exec Summary



# Overall Summary of topics both sites with suggested actions



# Word cloud of all session titles





The next few slides are more detail on London and Leeds

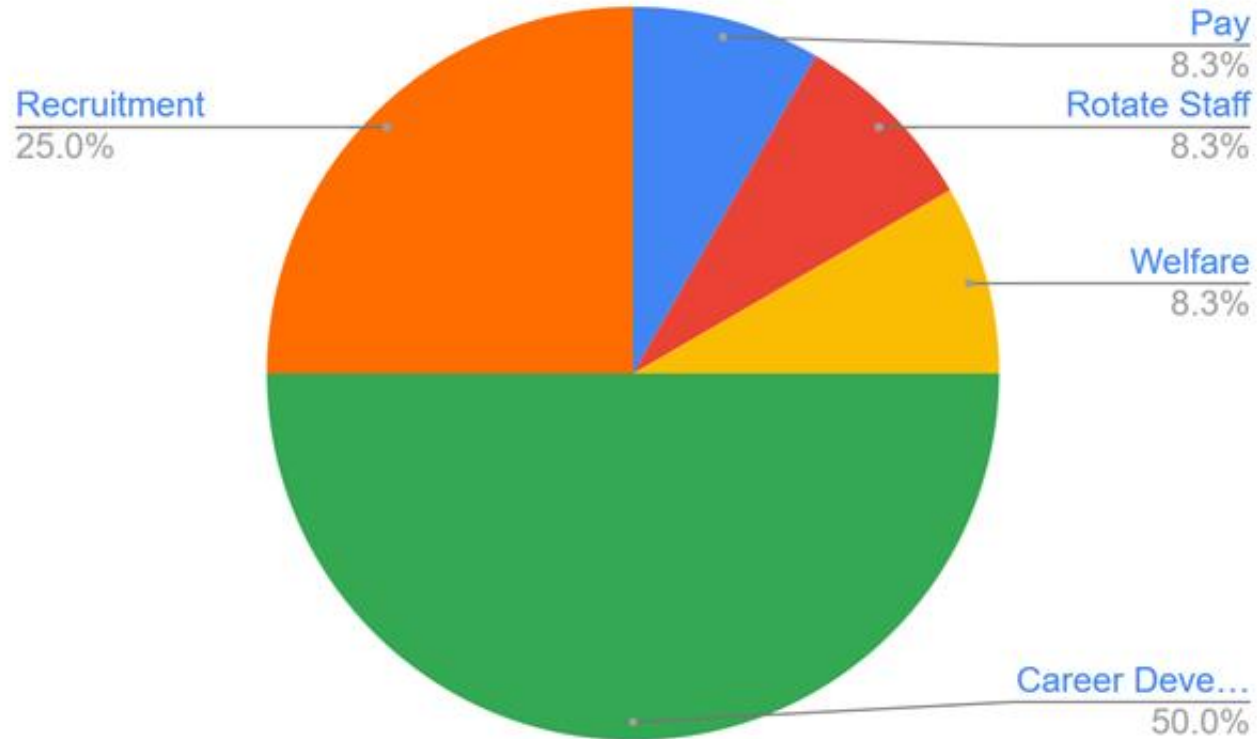




# London Session



# London Summary of topics





# Word cloud of London topic titles



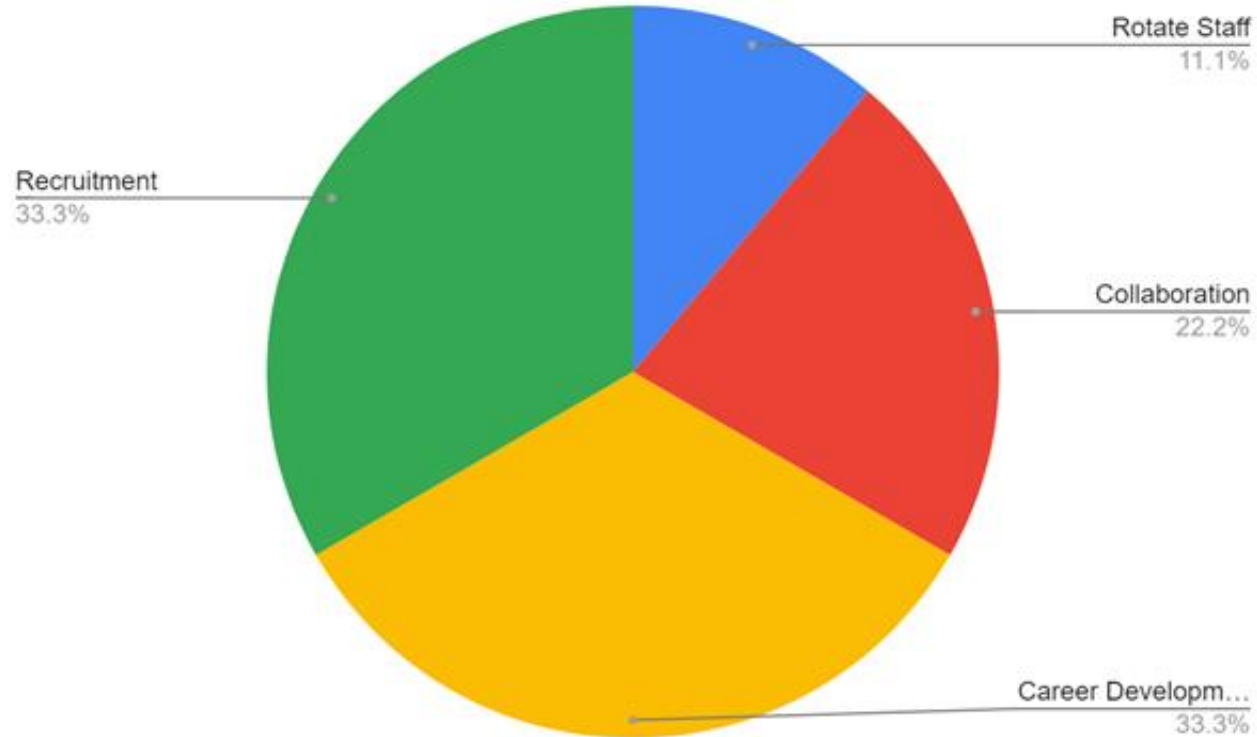




# Leeds Summary



# Leads Summary of topics

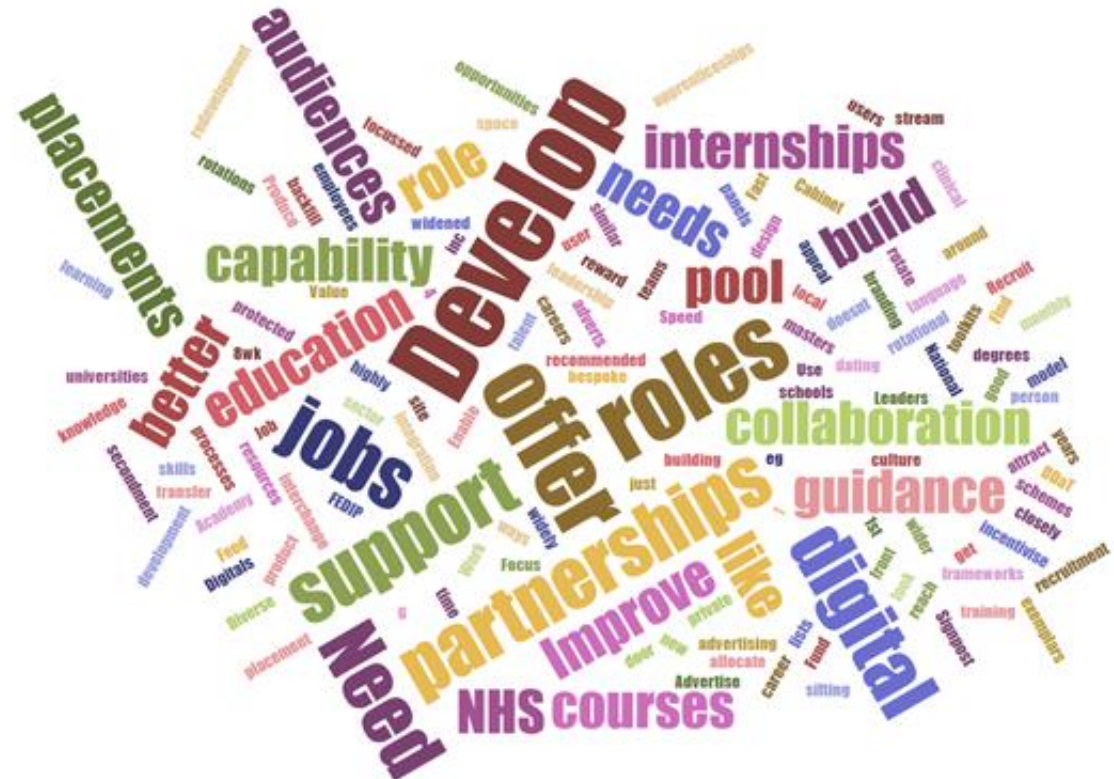


# Word cloud of all Leeds topic titles





# Leeds word cloud of actions







Annex



# London Grid - Session 1

Session 1 (Di Conf 2)	Discussion	Actions	Session 1 (Conf 3)	Discussion	Actions	Session 1 (Andy Room 22)	Discussion	Actions	Session 1 (Phil Room 24)	Discussion	Actions
<p>Clear career pathway to digital leadership</p> <p>No clear pathway yet</p> <p>Should aim for multidisciplinary leadership teams</p> <p>Need to manage talent and succession plan - across organisations</p> <p>What contact is there between leaders and aspirants?</p>	<p>Need to define digital leadership - many different titles e.g. CIO, CTO, CDO and how do these relate to titles used outside health?</p>	<p>Influence the curricula of the NHS Digital Academy to provide learning supporting career pathways</p> <p>Map DDaT to AFC</p> <p>Develop national rotation scheme so people gain experience in different areas</p>	<p>Digitally structured training with recognised institutions</p>	<ul style="list-style-type: none"> <li>MoJ partnered with Warwick Uni</li> <li>Partnerships with academia &amp; Universities</li> </ul>	<ul style="list-style-type: none"> <li>Show schemes across Gov and industry</li> <li>Partner with academia to accredit courses</li> </ul>	<p>Enable and promote clear career progressions</p>	<p>What does progression in a DDaT role look like and is it the same across all organisations within the public sector?</p> <p>Are we looking at retention being within the organisation, or public sector?</p> <p>Value of T-shaped and M-shaped people, rather than 'just' single function specialists</p> <p>Leadership academy set up for non-leaders. DDaT academy?</p>	<ul style="list-style-type: none"> <li>Define what 'sideways' (same level / new skills / within or outside current org, temporarily or permanently) and 'vertical' (to other DDaT roles that aren't promotions away from DDaT work) moves look like</li> <li>Consider secondments as incentives in recruitment into public sector DDaT roles</li> <li>Focus on recruiting for attitude and adaptability - because the skills of today are *not* going to be the skills for tomorrow.</li> </ul>	<p>If the NHS is only a small portion of the digital / tech workforce, do we need to align closer to the tech workforce than the NHS workforce. Is the agenda for change hampering recruitment?</p>	<p>Why are we limited to using AFC - does anyone know?</p> <p>More interaction between tech and clinical staff</p> <p>Priorities - what is higher - pay / better working environment</p> <p>Does AFC mean we are not rewarding good staff and that we actually only retain bad staff?</p> <p>Structure - are our organisations set up correctly for digital development? Triangle of creative, engineering and product</p> <p>How to demonstrate the ROI in terms of better decision making and patient outcomes</p> <p>Heads of profession as SCS equivalent</p> <p>Put data scientist into teams where they can spot and start to solve problems</p> <p>Storytelling and anecdotes of complementary roles and teams</p>	<p>For recruitment - emphasise non-monetary benefits (although this may not be the USP for much longer)</p> <p>Review AFC - does it work for tech, is it fast enough?</p> <p>Set digital and less digital leaders together so they can learn</p> <p>Cross functional teams around problems</p>

# London Grid - Session 2

Session 2 (Conf 2)	Discussion	Actions	Session 2 (Di Conf 3)	Discussion	Actions	Session 2 (Andy Room 22)	Discussion	Actions	Session 2 (Phil Room 24)	Discussion	Actions
<p>Placements for staff to rotate to another Dept / Organisation</p> <p>Job swap match and swap skills 1 day a week.</p> <p>Protected time or space for digital skills development</p> <p>Centralise secondment talent pool so no backfill issues</p> <p>Need culture to allow rotation</p>	<p>Could start with short-term pilots</p> <p>DDaT fast stream is a good model</p> <p>Build communities and match Departments</p> <p>We need to establish what our needs are?</p>	<p>We should pay market rates for digital professionals based on professional criteria</p> <p>Don't just focus on salary - also t&amp;cs, flexi working, careers. Need to get better at advertising roles.</p> <p>Is low salary reflection on perceived value?</p> <p>Can money saved on contractors be used to fund higher salaries?</p>	<p>Difficult but ways around it. Needs to be consistent across organisations.</p> <p>In some areas think we do pay market rates.</p> <p>Don't just focus on salary - also t&amp;cs, flexi working, careers. Need to get better at advertising roles.</p> <p>Is low salary reflection on perceived value?</p> <p>Can money saved on contractors be used to fund higher salaries?</p>	<p>Investigate joint recruitment across organisations</p> <p>Salaries need to be benchmarked &amp; FEDIP standards can provide consistency.</p> <p>Raise understanding of value of this work - should increase salaries</p>	<p>Job Descriptions aligned to specific roles</p> <p>Write good JDs - that enable the right grading to attract the right candidates, but are also descriptive of the role - HR / Grading panels don't understand DDaT roles / market rates</p> <p>160 DDaT people at HEE. 142 different job titles!! Should we fight this, or accept that job titles aren't important?</p> <p>Can we identify core skills and aptitudes for DDaT roles?</p> <p>Do we write one doc (JD) for grading purposes, and another ("Job Summary" or something) for liaising with agencies / candidates?</p> <p>Agenda for change plays a part in JDs becoming 'bloated' rather than lean, descriptive, effective recruitment tools</p> <p>Finance roles, for example, may not change year on year. DDaT roles are changing almost monthly - pace of change in DDaT universe is increasingly exponential</p> <p>Promote non-financial incentives: Agile working; Flexibility of role; Opportunity - training, learning, working with open source tech; etc</p> <p>Include definitions of what 'good' looks like for the candidate in this role</p>	<p>Empower managers to have more flexibility when hiring - HR should not have a one size fits all approach. Use a library of basic standard DDaT JDs, with the ability to add extras as required</p> <p>Focus on purpose / key skills and avoid trying to hire two jobs into one role -</p>	<p>Improve Working Environment</p> <p>Collaborative spaces across organisations</p> <p>DDaT - Same values as traditional values e.g. clinical</p> <p>Sandbox / Incubation for rapid development avoiding heavy process. Process is too heavy</p> <p>Leadership - need to be shadowing, project evidence, define objectives, understand strategy vs tactic and understand value not service.. They need a 360 perspective</p> <p>Culture - understand it and improve it</p> <p>Control is too strong - governance and process. Adds to stress and frustration</p> <p>Weight of roles e.g. data person same as a clinician</p>	<p>Look into physical environment - do they support a collaborative culture</p> <p>Leadership to rotate to get more awareness and skills</p> <p>Look at sandbox / incubation to allow ideas / creativity without the frustration</p>			

# London Grid - Session 3

Session 3 (Conf 2)	Discussion	Actions	Session 3 (Di Conf 3)	Discussion	Actions	Session 3 (Room 22)	Discussion	Actions	(Phil Room 24)	Discussion	Actions
Allow teams to write concise job descriptions	Remove bureaucracy around hiring	Use DDaT standard job descriptions  Allow minor customisation of job descriptions  GDS have senior role job descriptions	Invest in junior talent and support professional development. Use subject matter experts to build capabilities.	Create opportunities for people to gain experience without moving roles.  Mentoring schemes, communities of practice, rotation schemes (NHS and Civil Service are big enough).  Fear of developing people because they will leave.  Where consultants are used, ensure knowledge transfer to permanent staff.  Junior roles are often more specialised - create more generalist starting roles.	Explore better use of the apprenticeship levy (some good examples already)  Develop mentoring schemes for NHS staff (Civil Service already have).  Expand the NHS GMTS technical specialism  Organisations work together to create rotations and opportunities to gain experience in different areas.	Value in role: clear feedback and progression (flexi-working: 20th Century thought toward work is outdated	<ul style="list-style-type: none"> <li>We need to relate digital offering to actual saving and value</li> <li>Performance management is patchwork</li> <li>Job Descriptions don't allow for good performance management</li> </ul>	<ul style="list-style-type: none"> <li>We need flexi-working</li> <li>Expand VPN licenses</li> <li>Change culture around use of data to realise opportunities</li> <li>Bad tech needs to be better to support wider working</li> </ul>	How to nurture multidisciplinary team teams and digital multidisciplinary team leadership	Structure - are our organisations are setup correctly for digital development? Triangle of creative, engineering and product  How to demonstrate the ROI in terms of better decision making and patient outcomes  Heads of profession as SCS equivalent  Put data scientist into teams where they can spot and start to solve problems  Storytelling and anecdotes of complementary roles and teams  Add digital data roles to clinical MDT  Form teams around problems to solve  Creating and sustaining digital multi disciplinary teams	Set digital and less digital leaders together so they can learn  Cross functional teams around problems  Leadership trust and value digital skills  Rotation of leadership to upskill

# Leeds Grid - Session 1

Session 1 (Main Room)	Discussion	Actions	Session 1 (Di - Scarba)	Discussion	Actions	Session 1 (Nicola)	Discussion	Actions
Greater transparency & resource sharing to make it easier for staff to move between organisations	<ul style="list-style-type: none"> <li>We need enabling infrastructure to support resource sharing (IT systems, common platforms etc)</li> <li>Culture within NHS is risk averse</li> <li>We need better tech</li> <li>Our IT is locked down</li> <li>Can we have</li> </ul>	<ul style="list-style-type: none"> <li>Can we have a pool of roles?</li> <li>National and local interchange - can we do this?</li> <li>Signpost to similar roles</li> <li>Speed dating between jobs and employees</li> <li>Can we have highly recommended lists if person doesn't get 1st role?</li> <li>1 front door for roles?</li> </ul>	More cross government development working (no silos)	What's stopping us doing this? <ul style="list-style-type: none"> <li>Remove mistrust</li> <li>build culture of openness and collaboration</li> <li>working 'in the open'</li> <li>Mandate collaboration</li> <li>Leaders need to support and make it happen</li> <li>digital integration</li> </ul>	Leaders to support collaboration  Build a culture of collaboration  Enable digital integration  Focus on needs of users - then build partnerships focussed on user needs	Access high quality education and training to support retention.  'Employer of choice'	Career pathways and frameworks - should be consistent not uniform  Schwarts rounds for tech  Attracting people - put development opportunities in job adverts  Leavers - do exit interviews, retention data  Advertise job roles explicit to FEDIP standards  Separate career conversations from performance  Development opportunities <ul style="list-style-type: none"> <li>Hack days and hackathons</li> <li>LinkedIn Learning</li> <li>Communities of practice</li> <li>Use networks e.g.</li> </ul>	Develop education leadership to support apprenticeships in digital  Produce training and education guidance inc. protected time and resources  Use capability frameworks e.g. FEDIP to support and incentivise learning

# Leeds Grid - Session 2

Session 2 (Main Room)	Discussion	Actions	Session 2 (Di - Scarba)	Discussion	Actions	Session 2 (Nicola)	Discussion	Actions
Shake up recruitment so not just recruiting internal NHS staff on a big "merry-go-round" - get external digital expertise	<ul style="list-style-type: none"> <li>We need more diversity</li> <li>People aren't aware of what we do and the variety of roles on offer</li> <li>We need to sell ourselves better - we have uniquely interesting careers that tackle life changing issues across healthcare</li> </ul>	<ul style="list-style-type: none"> <li>We need better branding of roles to attract wider audiences</li> <li>Could we offer rotations with the private sector?</li> <li>Offer partnerships and internships</li> </ul>	Attract DDaT talent by creating a DDaT healthcare jobs portal	<p>Many issues with recruitment - job descriptions need to appeal to those outside health - AfC doesn't work for digital staff - recruitment processes need to be smooth, quick and flexible e.g. to recruit to higher or lower band - advertising - what's good about working in the NHS</p> <p>NHS Jobs site - most digital people outside health wouldn't look there. - is being redeveloped so might be suitable</p> <p>Need better careers advertising</p> <p>Rigid job roles, grades and promotion processes stifle career progression</p>	<p>Improve careers guidance and advertising</p> <p>Feed in to redevelopment of NHS Jobs site</p> <p>Improve recruitment processes</p> <p>Recruit to a talent pool - then allocate to jobs</p>	Enable career progression planning and skills development in the context of the DDaT framework	<p>What does the Civil Service do? 39 roles, 5 distinct families.</p> <p>Framework implementation - still gaps?</p> <p>DDaT provides a suite of complementary roles to design multi-disciplinary team</p> <p>Small organisations need to master everything. DDaT allows understanding of skills sets not specialisation.</p> <p>Capability drives competitiveness of team.</p> <p>Barriers - DDaT used as a stick No workforce planning - determined by finance</p>	<p>What does good look like? Develop toolkits and exemplars.</p> <p>Find ways to reward capability</p> <p>Fund teams around building a product</p>



# Leeds Grid - Session 3

Session 3 (main room)	Discussion	Actions	Session 3 (Di - Scarba)	Discussion	Actions	Session 3 (Nicola)	Discussion	Actions
Build a diverse and inclusive workforce	<ul style="list-style-type: none"> <li>How do people get in - eg NHS jobs website?</li> <li>Need to make better use of assessments rather than just interviews where people get good at gaming interviewing</li> <li>We should have competency and evidence based interviews</li> <li>Need to remove implicit biases within JDs</li> </ul>	<ul style="list-style-type: none"> <li>Offer placements and internships</li> <li>Value all skills not just degrees/ masters</li> <li>Job adverts need better language to appeal more widely</li> <li>Diverse panels sifting</li> <li>Advertise where we will reach new audiences</li> </ul>	Provide professional apprenticeshipsto develop home-grown talent	<p>Will attract people from A level onwards</p> <p>How do we support mid-career people and those who don't come through conventional routes?</p> <p>Not all roles need academic qualifications</p> <p>Pay discrepancies but culture and values also important</p> <p>NHS Digital run Academy which does a Grad scheme and apprenticeships</p>	<p>Work more closely with universities to design digital courses (like we do for clinical courses)</p> <p>Could NHS Digital's Academy be a role model or be widened</p> <p>Develop rotational development schemes</p>	<p>Leeds City Regional Digital Career passport.</p> <p>Improve cross-sector experience through secondment working.</p>	<p>Council strategy - digital and medical health technologies.</p> <p>Need key strategic partners signed up.</p> <p>Build a digital economy that includes health.</p> <p>Encourage greater mobility between sectors. Attract people in the region to stay in the region.</p> <p>Digital ecosystem - what is available?</p> <p>Innovation programme job board.</p> <p>Shared values to encourage trust and psychological safety</p> <p>Barriers - pay</p>	<p>Fast stream DDaT - rotate on 6 monthly placements 4 years.</p> <p>Cabinet offer - bespoke career space. 8wk secondment. Need backfill.</p> <p>Develop knowledge transfer partnerships</p> <p>Develop placement opportunities from schools.</p>