

## Transferable skills audit

Transferable skills audits can be useful for graduates who join your organisation by giving them the chance to reflect upon their current competencies and flagging up areas for development which can form part of the appraisal process. The following form can be supplied to graduates so they can self-assess their transferable skills.

Be aware that there can be a tendency for graduates to overplay their current competencies, so this tool can provide an opportunity to discuss how they can further develop their transferable skills. This is not in all cases. Some graduates may underplay their abilities so this can be an opportunity to build their confidence and discuss how their skills are developing within their role.

### Transferable skills audit form

Conducting a transferable skills audit will help you progress as you will understand how your skills affect your current performance and what you need to develop in order to progress.

To support the rating which you have given yourself, you should provide evidence by recording activities, experiences or events that show your ability in each particular competency. You should use the **STAR** technique described below to record these.

Situation – What was the situation and when did it take place?

Task – Describe the objective - what was required of you?

Action – What action did you take to achieve the task?

Results – What was the outcome because of your action?

Competency	Rating (0 = no evidence, 4 = Advanced competency)	Evidence to support the rating of when I have demonstrated this competency. (Please give an overview in STAR format)
<b>Communication:</b> Communicates effectively to individuals and groups using appropriate means to achieve understanding.		
<b>Teamworking:</b> Works collaboratively with others to achieve group goals and objectives.		
<b>Leadership &amp; supervising:</b> Leads, inspires and develops others providing a vision,		

<p>shared purpose and co-ordinates their actions.</p>		
<p><b>Researching &amp; analysing:</b> Examines data to grasp issues and draw conclusions.</p>		
<p><b>Problem solving &amp; decision making:</b> Gathers information from a range of sources. Analyses information to identify problems and issues and makes effective decisions.</p>		
<p><b>Planning &amp; organising:</b> Ability to establish or support an efficient course of action for self and others to follow in order to accomplish goals.</p>		
<p><b>Learning, improving &amp; achieving:</b> Ability to recognise own capability and the commitment to grow and develop, underpinned by a drive to get things done in an appropriate manner.</p>		
<p><b>Resilience, adaptability &amp; drive:</b> Is consistently motivated, committed and able to maintain performance in difficult or ambiguous circumstances.</p>		
<p><b>Digital skills:</b> Able to competently use a range of online resources and packages to support their work and improve the presentation of their work.</p>		

## 5. Appraisal form

Appraisal forms are used either by managers or HR to evaluate an employee's performance within your organisation. Performance appraisals can be conducted with an employee on a monthly, quarterly or annual basis. It is a useful tool as this allows you as the employer to have a chat with your employee about how things are going, address any issues or performance gaps, and select actions to further improve performance. Create a friendly atmosphere, allow the employee to do the talking and remember to stay positive and constructive in any feedback.

### Appraisal form

<b>Name</b>		<b>Position</b>	
<b>Date</b>		<b>Organisation</b>	

What has been achieved?

SMART objective	Measures of success	Performance achieved
Competency: 1		
Competency: 2		
Competency: 3		
Competency: 4		
Competency: 5		

### Additional reflections

How have I developed myself? How have I improved? What have I learnt?

--

**The next 3 months**

<b>What am I going to do next?</b>
<b>What support do I need?</b>
<b>Key actions agreed</b>

**Performance summary**

<b>Graduate summary</b>
<b>Line manager summary</b>

## Performance rating

Rating	Definition	Tick
Over achieved	Achieved more than expected in an exemplary way	
Achieved	Achieved what was expected in an appropriate way	
Under achieved	Did not achieve what was expected, nor achieved in the appropriate way	

## 6. Placement form

To develop the graduate's wider knowledge, you may wish to replicate the rotational placement processes used by corporate employers but on a smaller scale. The below form can be used to plan and track and reflect on a placement.

### Placement form

<b>Name</b>	
<b>Location of placement</b>	
<b>Dates of placement</b>	
<b>Host</b>	
<b>Expectations agreed?</b>	Y / N
<b>Reciprocal?</b>	Y / N
<b>Relevant department managers informed</b>	Y / N
<b>Before the event</b>	Who do you want to shadow? Why? or What do you hope to gain?
<b>After the event</b>	What have you done differently as a result? or What actions/ideas have you implemented?

--	--

## 7. ROI Challenge form

This is a fantastic opportunity for the graduate to demonstrate their value and contribution to the business – it can also help to develop their commercial awareness and encourage them to identify cost savings. The below form can be used to structure the ROI Challenge.

### ROI Challenge form

#### What you cost the business

Over the period of your 1<sup>st</sup> year, you will cost the business the following amount, not including any time that is taken in your recruitment, induction, 121's, training etc.

Cost	Forecast	Actual
Basic salary		
National insurance		
Employee benefits		
Travel and expenses		
Any training		
Equipment and technology		
Other		
<b>TOTAL</b>		

#### Your challenge

At the end of your 1<sup>st</sup> year, you will be invited to deliver a presentation back to the business about how you have delivered at least this cost back to the business either in terms of generating new income, finding efficiencies or creating savings. To do this effectively, we recommend keeping a continual log during your 1<sup>st</sup> year of your achievements and successes that deliver a return on investment to the business.

#### Practical details

<b>Date</b>	
-------------	--

<b>Location</b>	
<b>Timing</b>	We suggest 20 minutes presentation followed by 20-minute for questions.
<b>Audience / Panel</b>	We suggest 3-4 people including business owners/directors.

**Good luck!**

## 8. Trusted Adviser agreement

It can be helpful for the graduate to have access to a Trusted Adviser who they can discuss their challenges, aspirations and development within confidence. This is an opportunity for them to open-up about things they may not be comfortable sharing with their line-manager. The below form can help to formalise that relationship and set expectations.

### Trusted Adviser agreement

This is an agreement between:

(Name) and (Name)

In signing this agreement, both parties agree to the following;

To meet for at least one hour a month for the next ( ) months

To keep all agreed meetings / appointments and / or to rearrange alternative times within five working days

To agree the scope and objectives for the support and keep conversations reasonably within these boundaries

To prepare in advance of each meeting and for the intern specifically to come prepared to discuss progress and have a clear agenda for the session to make best use of time

To carry out at least one review meeting during the support period

To keep the content of the discussions private and confidential

At the end of this time, to continue with the support for only for as long as it continues to meet the needs of both parties

Signed:

Date:

Signed

Date:

## 9. Development Plan

To fully structure a graduate's development within your business you could implement a 1 Year Development Plan to help aid their engagement and improve retention.

### Example Graduate 1 Year Development Plan

The following development plan has been put in place to support your continued progression and development within the business. As with all development activity no-one can 'develop' you, this is a personal learning process that should be **owned, driven and updated by you**, with the full support and commitment of the Directors to help you achieve your aspirations.

#### Role performance/success indicators

Within the year, we want you to be competently and confidently doing these 3 things independently by next year:

- XXXX
- XXXX
- XXXX

#### Development areas

Insert details of skills, knowledge or behavioural development

- XXXX
- XXXX
- XXXX
- XXXX

#### Strengths to capitalise upon

Insert details of individual strengths

- XXXX
- XXXX
- XXXX
- XXXX

#### Review meetings

When?	What?	Who?
-------	-------	------



Now	Agree development plan New 'in development' salary of £XXX and job title takes effect	Grad & line manager
6 months	Interim performance review/presentation Salary increase up to £XXX subject to performance	Grad & line manager / Director
12 months	Performance review/presentation Salary increase up to £XXX subject to performance	Grad & line manager / Director

## Development Plan

Activity	Timing	Development need being addressed (examples, please input your own specifics)							
		Project management	Training delivery	Business development	Recruitment screening	Confidence	Self-management	Difficult conversations	Resilience
Shadow one business development meeting with Directors	Every month			X		X			
Shadow one chargeable client activity	Every month		X	X	X	X			
Coaching/mentoring sessions	As required					X	X	X	X
Management course	Q1-Q3	X				X	X		
Professional conference	Q4					X		X	
Join professional body and attend local networking event	Q3			X	X	X			
Study for part-time Masters or equivalent professional qualification / certification	Q4	X	X		X				
Take on and deliver 'stretch project' outside of day job	Q2-Q4	X				X	X		X
Take on two new areas of work, or increased responsibility in role (be specific about projects/tasks)	Q1	X	X	X	X				
Lunch n learn sessions with team	Ongoing					X	X	X	X
Self-led learning, books and articles	Min 6 this year	X	X	X	X	X	X	X	X

## 10. Final top tips

Here are 10 Top tips which can help you to retain and develop graduate talent:

1. Consider ways that you can make them feel valued before they start. You could invite them to a staff social or send them a note from the MD and a small gift.
2. Make the first day memorable and take time to plan an engaging induction process.

3. Feedback is king, plan a range of formal opportunities to provide feedback to a graduate.
4. Graduates are often extremely capable. Stretch them and seek to remove fear of failure.
5. Recruiting a graduate can be a great way to develop existing staff. Where appropriate, give other junior staff the opportunity to line-manage or act as a Trusted Adviser.
6. Seek feedback from the graduate on your recruitment process and give them responsibility for attraction of other graduates or placement students.
7. Don't wait until appraisals to address poor performance, there should be no nasty surprises. Address any issues as soon as possible.
8. Engage graduate staff with clients, delivery partners and stakeholders at the earliest possible stage, consider giving them short placements where possible.
9. Celebrate their success! For example, plan a dinner with the MD for the 1<sup>st</sup> year anniversary.
10. Seek to provide variety by setting projects beyond their core role.