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## Scrutiny detail: Corporate Learning & Development

### Summary

- Corporate Learning & Development is responsible for providing cross directorate learning services to ECC staff (and partners) that enable them as individuals and the organisation as a whole to be successful
- Corporate Learning & Development supports ECC in the areas of:
  - Core skills
  - Management skills
  - Capability assessment
  - Talent Management
  - Leadership Development
  - Succession Planning
- *Corporate Learning & Development is not currently responsible for professional training or role specific development which is funded and delivered by service areas or IT training.*
- This is achieved through a constantly reviewed and assessed programme of learning offerings developed through consultation with Directorates through HR Business Partners to meet the needs of the organisation. Access to all learning opportunities is clear and open to all staff through the ECC intranet.
- Examples of programmes developed in 2010/11 and 2011/12 include:
  - a suite of learning interventions to support services undergoing change as a result of transformation (see case study 1 below);
  - a programme 3 short courses (2 – 3 hours each) to improve each aspect of the performance management cycle (see case study 2 below);
  - Corporate Governance training and assessment for all staff; and
  - Commissioning Skills programme (currently in development)
- The Corporate Learning & Development offer uses a blend of methodologies and delivery approaches to provide learning in a timely, effective and efficient manner and in ways that are accessible to all. This includes:
  - Classroom training
  - E-learning
  - self-paced learning:
    - articles;
    - questionnaires;
    - guides etc.

### Governance

**The Corporate Learning & Development Policy** is published on the ECC intranet and attached as **Appendix A**. The policy is reviewed annually and will next be updated in April 2012.

Development projects are governed through HRLT and CLT with the annual programme of

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courses being published at the start of the year, with the 2011/12 programme attached as **Appendix B**.

Any significant changes made as a result of transformational projects are agreed through the relevant Project and Outcomes Boards.

Monthly and quarterly reports are produced covering a range measures as detailed below.

## Measurement

Corporate Learning & Development assess its performance using a range of measures including:

- Quantitative measurement including Directorate reported activity
  - no. of courses run;
  - no. of delegates;
  - no. of training hours received by participants;
  - attendance by course title;
  - attendance by audience type;
  - attendance by directorate / service / team;
  - Cancellation rates
- Completion of mandatory programmes e.g. Corporate Governance
- Qualitative measurement using globally accepted best practice:
  - Kirkpatrick level 1 (participant feedback)
  - Kirkpatrick level 2 (transfer of learning to workplace)
  - Kirkpatrick level 3 (application of learning)

## Case Study 1 – Supporting Transformational Change

In order to support services and staff undergoing significant change through transformation, Corporate Learning & Development produced a toolkit. The toolkit consists of a range of:

- Workshops to address specific issues, e.g. managing staff through periods of change;
- e-learning to support individuals thorough their change journey; and
- leaver support materials, e.g. CV writing, job application and interview skills

The programme is tailored for each major transformation projects such as the Business Support Project that is running currently, covering approx. 850 members of staff.

In order to support the transformation in the way ECC Business Support operates, Learning & Development designed and (in conjunction with line managers) delivered development for approx. 850 members of staff to ensure that the required new ways of working and behaviours were understood, assessed, accepted and adopted.

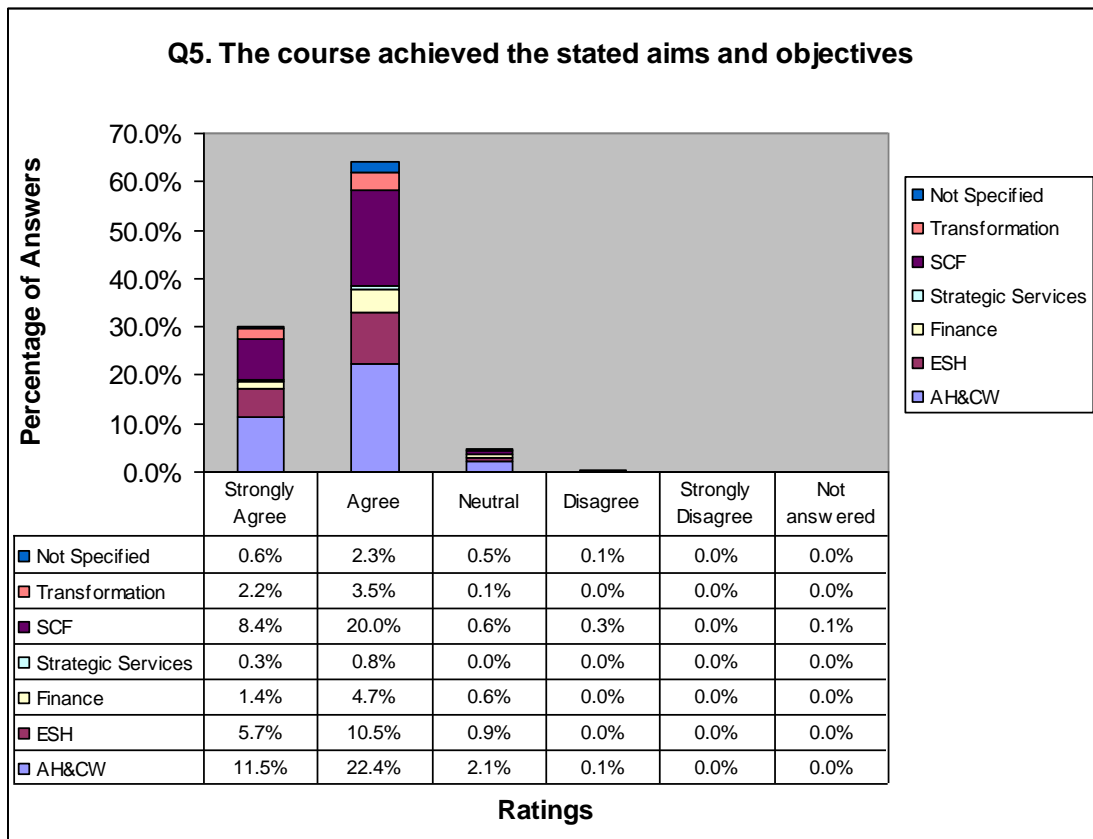
Programme attached as **Appendix C**.

## Case Study 2 – Performance Management

The Effective Performance Management project was governed through a Project Steering Board led by a CLT sponsor.

The project was to ensure that Performance Management is conducted effectively at each stage of the cycle. In order to achieve this, Managers have been trained in a series of short, highly focused, workshops.

- **Setting up for success** helps managers plan and produce effective objectives for their people ensuring that everyone knows exactly, clearly and precisely what is expected of them, and the “golden thread” that links their objectives and efforts to the wider direction and goals of the organisation.
- **The power of review** enables managers to review performance in a way that motivates their staff, make changes and corrections where problems are evident, and ensure that the existing objectives are still generating the required levels of performance. It also helps them to have some of those more difficult conversations that can be required when reviewing individuals’ performance.
- **Assess - “Fair & Square”** further increases organisational consistency in the way we performance manage and provides guidance concerning the way we moderate performance across teams and directorates.





## Human Resources Learning and development

### L&D Programme 2012

#### Managing Self

*The Managing Self programmes are designed to support you to grow your skills and achieve success within your own role.*

- Being a Remote Team Worker
- Creativity and Problem Solving
- Customer Service at ECC
- Data Protection Awareness
- Dealing with Aggressive Behaviour
- Delivering Face to Face Customer Service
- Introduction to Essex County Council
- Lone Working
- Written Communication with Customers
- Manual Handling of Inanimate Objects
- Minute Taking
- Portable Appliance Testing
- Positive Personal Impact
- Telephone Skills and Handling Difficult Calls
- Valuing Others – Diversity and Equality
- VDU/DES Assessor
- Working Effectively Under Pressure
- Working in a Political Environment

#### Managing Others

*The Managing Others programmes are designed to support you to grow your own skills and those of your team to achieve success. You will typically be either a line manager or a technical manager with responsibility for projects.*

- Absence Management
- Coaching Skills
- Consultancy Skills
- Delivering Powerful Presentations
- Developing and Motivating Your Team
- Effective Performance Management:
  - Setting Up for Success
  - The Power of Review
  - Assess - Fair and Square /cont...
- Improving Capability



Essex County Council

- Influencing and Persuasion
- Introduction to Essex County Council for Managers
- Managers Guide to Risk
- Managing the Disciplinary Process
- Managing Diversity – Delivering Equality
- Managing Grievances
- Managing Lone Workers
- Managing Meetings
- Managing Remote Teams
- My Role as a Manager
- Negotiation Skills
- Partnership Working
- Project Management
- Report Writing
- Safer Recruitment (e-learning)
- Shortlisting and Interviewing Skills
- Train the Trainer
- Writing for Results

### Leadership Skills

*The Core Leadership Skills programmes are designed to be challenging and stimulating learning sessions for Senior Managers. They will support you to grow your own skills, those of your team and team managers and your influence within the organisation.*

- Coaching Master Class
  - Effective Performance Management : Setting Up for Success
  - Effective Performance Management: The Power of Review
  - Effective Performance Management: Assess Fair & Square
- Coming soon...**
- Business Acumen
  - Situational Leadership
  - Leadership Bite Size Sessions:
    - Being a Leader in a Complex Organisation
    - Inspiring Others: Engagement and Recognition
    - Inspiring Others: Communicating Your Vision
    - Leading a High Performing Team
    - Setting Direction and Driving Priorities

### More information and help:

HR Learning and Development

Tel: 01245 430508 (Ednet 20508)

Email: [mail.learnanddev@essex.gov.uk](mailto:mail.learnanddev@essex.gov.uk)

Intranet: [Learning and Development on the Working Here intranet pages.](#)

LinkedIn: Essex Learning & Development

Twitter: EssexLnD



## NWoW Business Support Transition Support Toolkit

	Consultation period	Manager and Team Leader appointed	3 months	6 months
Managers	<p><b>Managing Others Through Change</b> To support employees access learning at a time convenient for them a 30 mins e-learning course, covering: The role of the manager in supporting the organisation and employees through change How to lead change</p>	<p><b>Managers Induction</b> To provide induction of Managers and Team Leaders into "new world" – 3 hour workshop</p> <ul style="list-style-type: none"> <li>Champion and vision of future ways of working</li> <li>Their role in driving the change in culture</li> <li>Understand team members and role and service areas</li> <li>Articulate benefits of these changes to BS customers</li> <li>Understand role in training future team and resources available to support</li> </ul> <p><b>Train the Trainer for Induction</b> 3 hour course to for managers &amp; team leaders to enable them to:</p> <ul style="list-style-type: none"> <li>facilitate an engaging induction session for their team</li> <li>Understand their role in training and supporting their teams</li> </ul>	<p><b>Managing Effectively Through Change</b> 3 hours <b>workshop</b>, to help understand the skills required to manage through a period of transition and identify the issues of managing and motivating a team of individuals following a change programme.</p> <p><b>Managing the customer</b> To be confident and assertive when interacting with customers and managing upwards and be clear on how to manage challenging customers.</p> <p><b>My role as a manager</b> Based on the core programme, to support understanding balancing task, team and individual and how to communicate and engage with your teams to maximise performance.</p> <p><b>Capability assessments</b> Capability Assessment tool provides ability to self assess and Manager assess individuals against the capabilities identified for role and identify development options.</p>	<p><b>Team Building</b> To support the teams working together as quickly as possible and to enable all team members to understand the forming process of teams. Team members to gain a greater understanding of themselves and their colleagues and to maximise their effectiveness as a team.</p> <p><b>Core L&amp;D programmes</b> Range of existing L&amp;D programmes e.g.:</p> <ul style="list-style-type: none"> <li>Role of the Manager</li> <li>MyPerformance suite</li> <li>Situational Leadership</li> </ul> <p>Some Development options are available at no cost but can be tailored or built to programme needs</p>
Retained employees	<p><b>Working Through Change</b> To support employees access learning at a time convenient for them a 30 mins <b>e-learning</b> course, covering: •Understanding and managing your response to change •Having a positive influence on change</p>	<p><b>Induction</b> 2 Hour workshop delivered by Managers and Team Leaders covering:</p> <ul style="list-style-type: none"> <li>Champion and vision of future ways of working</li> <li>Their role in driving the change in culture</li> <li>Understand team members and role and service areas</li> <li>Articulate benefits of these changes to BS customers</li> <li>Understand role in training future team and resources available to support</li> </ul>	<p><b>Capability assessments</b> Capability Assessment tool provides ability to self assess and Manager assess individuals against the capabilities identified for role and identify development options.</p>	<p><b>Team Building</b> To support the teams working together as quickly as possible and to enable all team members to understand the forming process of teams. Team members to gain a greater understanding of themselves and their colleagues and to maximise their effectiveness as a team.</p> <p><b>Core L&amp;D Programmes</b> Range of existing L&amp;D Programmes e.g.:</p> <ul style="list-style-type: none"> <li>Positive Personal Impact</li> <li>Telephone skills</li> <li>Written customer communications</li> </ul> <p>Options are available at no cost but can be tailored or built to programme needs</p>
Released employees	<p><b>Application Writing and Interview Skills</b> To enable employees to access resources on demand a <b>toolkit</b> to support employees including:</p> <ul style="list-style-type: none"> <li>Guides and checklists covering a range of topics including how to prepare for interview, managing difficult questions etc.</li> </ul>		<p><b>Leavers Support</b> To enable employees to access resources on demand a <b>toolkit</b> to support employees, including:</p> <ul style="list-style-type: none"> <li>Details of support organisations</li> <li>CV preparation</li> <li>Interview skills</li> </ul>	

**Key**



- Delivered by / through Corporate L&D



- Delivered by Managers / Team Leaders



- e-learning and Toolkits



- Assessment

To access the toolkits and e-learning courses referred to above please visit the [Your Development Toolkit](#) on the Learning & Development intranet site.