



Llywodraeth Cymru
Welsh Government

Board Meeting: 27 March 2015

AGENDA ITEM: 4

Title of paper:	New Programme of Learning for all Staff
Purpose of paper:	The Board is asked to consider the new Programme of Learning in response to work undertaken to refresh the Capability Plan learning priorities.
Action required by the Board:	The Board is asked to agree : <ol style="list-style-type: none"> 1. the strategic direction for Corporate Learning and Development (L&D) and the development of a new L&D strategy; 2. the new Programme of Learning for all staff; and 3. the reduction of Mandatory courses.
Official presenting the paper:	Dr Claudia Guy HR Expert Services
Paper prepared by:	Dr Claudia Guy HR Expert Services

1. Background

- 1.1 As part of the work undertaken to refresh the learning priorities identified in our Capability Plan, surveys were conducted in late summer 2014 with Directors and members of the SCS. Learning priorities were identified for business areas and the SCS as a leadership group.
- 1.2 Across the two surveys, the learning priorities identified included the following: leadership and managing change (this was identified as a top priority), ministerial business and political awareness, people management (including equality and diversity), policy development (including legislation), Welsh language, project and programme management, communication and dealing with stakeholders, commercial skills (including procurement, finance and grants management). Interestingly Digital skills were not highlighted as an area of priority at this stage; we are however looking into this skill area.
- 1.3 Since the results of these surveys, and later of the People Survey, we have been working to identify gaps in our offerings and design new propositions to meet those gaps to ensure that we can build capability where it matters.
- 1.4 Some work is still in development and our plans evolve as business needs continue to emerge, but the proposed strategic direction for Corporate L&D is clear as we **suggest a transition to a more holistic learning strategy** which considers a number of learning approaches beyond the classical classroom-based training led by external consultants.
- 1.5 It is proposed that a new L&D strategy is developed to replace the 2011 – 2015 Learning and Development Strategy.
- 1.6 On 11 March Operations Group:
 - agreed the proposed strategic direction for corporate learning and requested that a draft Corporate L&D strategy be presented to them for discussion in due course;
 - agreed that a small number of colleagues at SCS and Executive Band level participate at Operations Group meetings as ‘observers’ to get a better understanding of how decisions are made and recommended that the same approach is used for other corporate meetings (e.g. Board).
 - suggested that “Involvement in Corporate Activities” is added to the range of learning opportunities highlighted to staff. This activity will therefore be added to the Programme of Learning in the future.
- 1.7 The Board is asked to consider the overarching proposals for the programme of learning for all staff and the plans for reducing the number of Mandatory training courses.

2. Issues for consideration

Suggested Programme of Learning for all staff

- 2.1 Our suggested programme of learning, which reflects a more holistic approach to learning, includes:
- (a) a revised approach to Mandatory training;
 - (b) courses for staff in line with the learning priorities identified in the Capability Plan surveys and Preparing for the Future workshops;
 - (c) new offerings for members of the Exec Band and SCS;
 - (d) opportunities to learn as a team through Team Building events;
 - (e) Talent Programmes (e.g. UK Talent programmes, WG Women as Leaders programme etc);
 - (f) Coaching (Directory of coaches is now available);
 - (g) Mentoring (currently in development);
 - (h) Facilitation (future development);
 - (i) Shadowing (future development);
 - (j) Hot shot sessions with colleagues who share their learning and expertise, thus learning from each other;
 - (k) A wider spread of On-line learning opportunities;
 - (l) Involvement in corporate activities (future development); and
 - (m) New Welsh Language programmes.
- 2.2 All these offerings are supported by a new Learning Portal (<http://wales.eliesha.com/>) so that colleagues can book learning activities, browse the profile of coaches and mentors to identify the one most suited to them or undertake training online.
- 2.3 We are also **horizon scanning** and reflecting on skills that will be needed in the future. For instance, in view of the forthcoming implementation of a *Treasury function*, we will develop, as recommended by the Director of Treasury, awareness sessions for colleagues involved in policy development to explore when the introduction of tax would be an appropriate instrument to achieve policy goals.
- 2.4 As a result of the recent *Leadership & Management* workshops that took place at the engagement events for **Preparing for the Future**, we are mapping our existing offerings for Leadership and Management training against the themes that emerged as being *essential qualities* for managers and leaders, with a view to design new leadership and management courses that are tailored to meet the priorities identified.
- 2.5 The required qualities for Leaders and Managers that emerged most strongly at the workshops included being able to:
- build **trust** by leading by example, being open & transparent, behaving with integrity, empowering staff and moving away from a blame 'culture' that can stifle innovation, thus protecting staff should new approaches not work;

- **motivate & engage** with teams effectively, generate a team spirit and build (and maintain) a team identity in the absence of the *spontaneous conversations* that take place when being co-located;
- **communicate** effectively, which includes listening to what people have to say, sharing a clear vision and explaining what is expected of individuals;
- be more **outcome focused** (rather than process driven) and judge the value added based on what is being delivered rather than the time spent at a desk;
- **work collaboratively** and “*not tolerate uncollaborative behaviour which protects silos and departmentalism*”;
- **understand own strengths and weaknesses** as well as those of all team members and being able to **adapt own leadership and/or management style** to suit individual team members;
- understand the **impact that one’s own behaviours** have on staff.

Reshaping Mandatory training

- 2.6 Over the years, the number of ‘mandatory’ courses has grown significantly.
- 2.7 Last June, Operations Group agreed to initial proposals to reduce the number of mandatory courses and/or, where appropriate, change the delivery method from face-to-face to online. This would empower Directors General and managers to recommend training that is needed, when is needed.
- 2.8 Overall, Operations Group was supportive of the proposed changes with the exception of the course on *Manager’s role in reducing stress in the workplace* which they do not believe should be made available as an online opportunity only.
- 2.9 The online course we have access to is highly interactive, it creates scenarios and we will be able to add ‘signposting’ to services where managers can refer staff for help. In recognition of Operations Group’s comments, we will fully evaluate this course whilst we continue to run face-to-face courses. We will then we able to consider a way forward after more evidence has been gathered.
- 2.10 The Board might also wish to discuss whether as a devolved administration, we have discretion to decide which of the courses mandated by the UK Government should remain mandatory for the Welsh Government.
- 2.11 It is suggested that refresher courses are undertaken according to need, or if there is a change to policy or legislation. We therefore **do not** recommend a set ‘refresher period’ for our mandatory courses.
- 2.12 **Doc 1** presents detailed proposals for mandatory training.

Resource implications

Financial Implications

- 3.1 The Corporate L&D budget in 2014-15 was £1,564,000 (excluding staff salaries). It has been reduced in recent years and efficiencies continue to be driven out to maximise the investment that can be made in the delivery of priority learning requirements.
- 3.2 We have taken a number of measures to stay within budget, including minimising inefficiencies and maximising opportunities in the management of the contract, suspending some of the very expensive programmes (e.g. Cultivar programme costs £30,000 for a cohort of 12 people), and moving some of the planned activities for 2014-15 to the next financial year 2015-16 (e.g. Women as Leaders talent programme).

Implications for staff

- 3.3 A more holistic programme of Learning and Development activities is now available to staff. Although we have run fewer 'classic' Eliesha courses, the breadth of opportunities for learning is growing (e.g. Coaching, Team Building, Mentoring, learning from colleagues).
- 3.4 We are also establishing a Quality Control working group to evaluate some of our Eliesha courses and assessing whether these are still current and meet business needs. Where appropriate, we will look to reduce the length of some of the courses and make them shorter and more focused. This should enhance the learner's experience and fit more easily within colleagues' work commitments.

4. Risks

- 4.1 The greatest risk identified is around funding. Should this be reduced further, we will need to ask DG areas to pay for some of the learning activities for their staff.

5. Communication

- 5.1 The Corporate L&D is working closely with the Engagement and Innovation Division to engage and update the business on the opportunities available. We also work very closely with the departmental Strategic LDAs and Learning Networks across Wales.

6. General Compliance Issues

- 6.1 As an employer, the Welsh Government has a statutory duty under the Health and Safety at Work etc Act 1974 for "the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of his employees";

- 6.2 This provision does not stipulate in what form the training should take place (for example, face to face, classroom based or e-learning), therefore there would be no compliance issues in shifting the focus to e-learning, as long as the course content itself remained suitable.

7. Recommendations

7.1 The Board is asked to **agree**:

- the strategic direction for Corporate Learning and Development and the development of a new Learning and Development Strategy as highlighted at par 1.4;
- the new Programme of Learning for all staff; and
- the proposed reduction of Mandatory courses.

Publication

This paper should be published.

Date submitted to Secretariat: 19th March 2015

Doc 1:

Proposals to reshaping Mandatory Training

(A) Proposed changes

Course	<i>Proposed changes</i>
Attendance Management	<u>From Mandatory to Recommended</u> for anyone with direct line management responsibility, according to identified need
Managing the performance cycle	<u>From Mandatory to Recommended</u> for anyone with direct line management responsibility, according to identified need Delivery method: from Face-to-face to Online
Health & Safety for Managers	Keep as Mandatory (statutory) Delivery method: from Face-to-face to Online (using CSL learning)
Managers' role in reducing stress	Keep as Mandatory Delivery method: from Face-to-face to Online (using interactive course developed by Cardinus)
Introduction to Finance in the Welsh Government	<u>From Mandatory to Recommended</u>
UNCRC Rights of the Child	<u>From Mandatory to Recommended</u> according to need
Grants for Grants Managers	<u>From Mandatory to Recommended</u> according to need
Grants Training for Relevant Senior Officers	<u>From Mandatory to Recommended</u> according to need

(B) Additional list of mandatory courses

No proposed changes for these courses at this stage

All new entrants
Reception stage 1: Welcome to the Welsh Government
Reception Stage 2: Performance management during probation and beyond
Reception stage 3: Equality, Diversity, and Human Rights Awareness
Job Specific
DSE Risk Assessment
DSE Risk Assessment (Refresher)
Fire Warden Training
Information and Records Management
ORMS Panel Member Guidance

(C) At WG Board discretion**UK Government mandated courses**

All staff
Responsible for information – general user, including Government Security Classification (Civil Service Learning – online course)
Job Specific – Budget holders
Finance Skills for All (FSA) Module 1 - Financial Planning and Control 1 (Civil Service Learning)
FSA Module 2 - Financial Planning and Control 2 (Civil Service Learning)
FSA Module 3 – Resource Based Management 1 (Civil Service Learning)
FSA Module 4 – Resource Based Management 2 (Civil Service Learning)
FSA Module 5 - Budget Management (Civil Service Learning)
FSA Module 6 - Strategic Business Planning (Civil Service Learning)
FSA Module 8 - Interpretation of Accounts (Civil Service Learning)
FSA Module 11 - Corporate Finance (Civil Service Learning)