

Appendix 2 liP Post-Assessment Action Plan

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
1	Competency Framework not yet embedded (understood and/or used)	<p>Framework to become a feature of the 'EDR for Managers' course</p> <p>Sample evaluation of usage during April to Sept. EDR period</p> <p>Further promotion of the Framework should be considered</p>	<p>L&D Team</p> <p>L&D Team</p> <p>L&D Team/Corporate Communications</p>	<p>Ongoing</p> <p>October 2010</p> <p>By December 2010</p>	<p>None</p> <p>Current L&D workload may impact on collation of evaluations</p>	Competency Framework is more widely understood and used within the EDR process for Grades 6 and above. This would be reflected in evaluation and cited in the reasons given for undertaking training. Additionally it may be worth considering using the 'Development' module within Trent as part of the roll-out of self-serve i.e. managers could input measure of competency
2	Maintaining, and improving, the number of EDR returns	Continued promotion of EDRs as well as the supporting training on the L&D calendar	L&D Senior Officers /Corporate Communications	Cyclical to follow April-Sept EDR pattern and Oct-Mar 6-Month review pattern	Time available to managers to complete process for increased number of direct reports.	EDR and PAP returns to L&D Job satisfaction levels measured through future staff surveys

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3	Training needs analysis (TNA), particularly at management and senior management level	Data capture process to be devised and rolled out across the council. As this is a time consuming exercise consideration should be given to priorities regarding the data needs, perhaps taking a systematic approach by obtaining the information over time either hierarchically (top-down or bottom-up) or by departments or directorate.	L&D Manager/ Divisional Manager – Head of HR/ Principal Policy Officer	6-12 months, then ongoing	Capacity to input data and maintain up to date	Data set available to tie with further planning (workforce development and people strategy) Data capture remains concurrent with workforce knowledge, skills, competencies and qualifications
4	Return on investment (ROI) analysis for training and greater level of evaluation – particularly in light of changes following efficiency programme which will mean tighter resourcing for all service provision and ultimately may impact on the ability to deliver non-core services	A programme of activity to measure ROI, including establishing a set performance measures. Targets should then be set based on this. Additionally plans to amend the current ‘reactionnaire’ which is conducted directly following a course to incorporate more personal action planning rather than just acting as a ‘happy sheet’	L&D Manager/ Senior Learning Officers/ Principal Policy Officer/ Divisional Manager – Head of HR L&D Manager/Senior L&D Officers	Next 6- months, then ongoing Next 6- months, then ongoing	The nature of the organisation as a multi-service one does not lend itself to straightforward quantitative data capture. Cost-benefit analysis could be hard to measure and need to involve the use of Management Information from across L&D, HR and Policy, as well as qualitative/anecdotal feedback	Evidence available and fed- back to management on the value of L&D Learners, and their managers, see a direct link between the training undertaken and the service they are involved in

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5	More face-to-face communication is needed during further efficiency waves. Employees need to better understand the rationale for the changes and the criterion for being 'at risk'	A communications plan needs to continue to form part of the efficiency programme 'Change agent' at middle management level to be trained on change management and engaging with staff – They will then lead on cascading information	Divisional Manager – Head of HR/Corporate Communications Senior L&D Officers Efficiency Team	To fit with Wave Two and Three of the Efficiency Programme	Availability of candidate change agents and capacity to train them	Employee engagement and morale remains reasonable. This will be evident through feedback within training sessions (in particular Skills for Change); feedback to HR via direct contact, further road shows and efficiency intranet pages FAQs. Also through levels of productivity and service provision being maintained.

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6	Substantial savings should be made in training following the amalgamation of L&D functions	<p>Savings on staff costs already made as part of the wave 1 efficiency review</p> <p>Joined-up procurement of courses</p> <p>Capitalisation on the functionalities of Trent</p> <p>Duplications in processed and procedures to be examined and eliminated</p>	<p>L&D Manager</p> <p>L&D Manager/Senior L&D Officers</p> <p>L&D Manager/Senior L&D Officers</p>	<p>For 2011 L&D calendar</p> <p>Next 12 months</p> <p>6 months</p>	<p>None</p> <p>Will be dependent on the roll-out of People Manager and Self-Serve</p> <p>Needs may dictate slight variations in processes e.g. course evaluation forms or training certification</p>	<p>Direct financial saving – needs comparing against previous spend so data needs collecting on this</p> <p>Use of People Manager and Self-Serve is consistent and widespread, meaning L&D, Policy and HR have concurrent data with which to develop service plans</p>

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7	Flexible working options can be seen as an employee benefit and also impact on resource saving. However they are not being fully exploited.	<p>Flexible working needs to be linked to accommodation strategy</p> <p>Flexible working options need to be promoted as a management tool – driven by management needs not by staff usage. Messages to be embedded in ‘Induction’ and ‘Management Pathway’</p> <p>For existing managers, the new workforce group will establish the best way to take forward</p>	<p>Divisional Manager – Head of HR/ Property Services</p> <p>Divisional Manager – Head of HR/Senior L&D Officers/Corporate Communications/L&D Manager</p> <p>OD, Divisional Managers, L&D Manager, Senior L&D Officers & Working work reps</p>	<p>Initially to map to needs of 2011 financial year, then ongoing</p> <p>Within next 6-months</p> <p>Within next 6-months</p>	May be difficult to offer and/or implement for some services due to service needs	<p>Direct financial savings.</p> <p>Impact on job satisfaction measured through next staff survey</p>

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8	Knowledge management issues resulting from loss of expertise during efficiency programme	<p>Transfer of knowledge through L&D opportunities, the adoption of reflective practices and greater levels of integrated working and partnership approaches.</p> <p>Pre-exit interview to be developed so that it sets in motion a 'Knowledge Transfer Plan'. This should then be promoted and usage measured.</p> <p>Services need to encourage practices that ensure explicit knowledge. Admin Centre of Excellence already have plans to have 'procedures documents' for each work area</p> <p>This also relates to promotion of the competency framework which encourages flexibility in the skills of the workforce.</p>	<p>Corporate Management Team</p> <p>Divisional Manager - Head of HR/L&D team/First line managers and middle management</p>	New exit interview process to be developed by December 2010, then measured after 6 months	Needs understanding and buy-in at all levels	Any loss of personnel will not result in service delays or interruptions

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9	Management skills need to be maintained and developed to ensure new structures work	L&D should continue to deliver on the Management Pathway, developing new training modules to meet needs. Also the Coaching programme needs to be promoted and delivered.	Divisional Managers, HR & L&D team Policy & Performance Team	Ongoing	Competing demands on staff following efficiency reviews may mean that employees and managers fail to give L&D sufficient priority	To be measured through evaluation of learning and ROI actions Number of successful promotions
10	Ensuring a self-serve culture to enable greater capacity across the council	Awareness raising campaign around concept of 'self-service' and what staff are expected to do for themselves Roll-out Trent functionality in terms of People Manager and Self-Serve A programme of training to ensure effective use of the system	HR team/ Corporate Communications team/ Policy team HR Trent team/L&D team HR Trent team/L&D team	Within next 6 months In next 12 months As each new area released	Attitudes and perceptions towards additional Efficiency waves may mean messages not well-received and seen as burdensome For Trent, there are a series of dependencies as to how the functions need to be rolled out. This has, to date, been reliant on data entry to setup the system (e.g. Absence module)	Centres of Excellence operate effectively and are not overloaded with work requests Understanding and use of the Trent system widespread and data entry up-to-date and accurate

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11	L&D being responsive to changing needs of the organisation	<p>PAPs to be monitored and programme to retain flexibility in order to pick-up on evolving needs</p> <p>'I Want L&D' application to be developed to ensure business requests for L&D services are fully negotiable as within workload capacities, as well as to assess whether in best interest of the organisation</p>	<p>L&D Manager</p> <p>L&D Manager</p>	<p>Ongoing</p> <p>By September 2010</p>	L&D team capacity and/or budget allocation may dictate ability to meet needs	Workforce equipped to undertake their roles and service delivery is commended through Audit Commission reviews and other inspections
12	Policy and Strategy needs updating in-line with changes following efficiency programme	<p>People Strategy needs updated. Need to be approached from a collaborative perspective, integrating data and information across the council, including aforementioned TNA</p> <p>Additionally an overarching Workforce Development Plan needs to be developed – with directorate plans cascading into this</p>	<p>Principal Policy Officer/ Divisional Manager – Head of HR/Learning and Development Manager</p> <p>Also utilising NWEO Workforce Development Planning portal</p>	In next 6 months, then at reviewed at regular intervals	<p>Capacity issues relating to capture of data needed.</p> <p>Also organisation still undergoing change. Making it difficult to predict future needs.</p>	<p>Plans/Strategies developed and updated and are concurrent with workforce needs.</p> <p>Plans/Strategies flexible enough to be amended as services change as a result of further waves of the Efficiency Programme</p>

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13	Pockets of good practice with regard to service planning which is inclusive of all perspectives and driven from the bottom-up	<p>Primary action – for manager’s to ensure consistently involving staff in development of service plans – messages to be disseminated through cascade. Additionally empowerment and facilitation skills to be embedded into ‘Management Pathway’</p> <p>Secondary action - Learning and Development to consider setting up action learning sets which bring together a cross-section of employees</p>	<p>Senior Management/L&D Manager/Senior L&D Officers</p> <p>L&D Manager/L&D team</p>	6-12 months, then ongoing	<p>Messages being taken on-board</p> <p>L&D team capacity</p> <p>Commitment to release time for action learning sets</p>	<p>Engaged and motivated workforce – measured through next staff survey</p> <p>Council performance recognition – CAA</p>