



Achieve Academy Framework

2015



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1.0 PURPOSE OF THE ACHIEVE ACADEMY FRAMEWORK

- 1.1 The framework forms the basis and direction from which The Achieve Academy will afford all staff the opportunity to achieve their maximum potential from the day they join to the day they move on to other roles or retire. This document offers 4 core elements to support this, and also takes account for the development of our local population who may in future years either be employed by SHG or utilise the services that we offer.
- 1.2 It requires a shared commitment from managers and their teams and it is important that individuals take responsibility for their own learning throughout their career and managers provide opportunities for continuous development and improvements in practice.
- 1.3 The Academy aims to support individuals to:
- Identify their learning needs throughout their career
 - Gain maximum benefit from induction, career management and employee development processes and opportunities
 - Improve their performance
 - Gain recognition for their progress and achievements
 - Utilise their personal & professional skills to support others & wider organisation
 - Move into the employment market from education or unemployment
- 1.4 The Academy aims to support managers to:
- Identify, analyse and meet the learning needs of their teams via the awareness of the Continuous Learning Framework, and career management
 - Increase the capability of their teams
 - Create an organisational culture which supports continuous development
 - Add value to existing systems for induction, career management and employee development processes and opportunities
 - Provide evidence of the impact of learning and development against the quality of service delivery and continuous improvement
 - Provide support and guidance to work experience and Apprenticeship candidates
 - Identify improved methods of selection for new members of staff.
- 1.5 The longer term ambitions of the Academy are:
- To grow and become a trusted and recognisable centre of excellence within Shropshire
 - To be a further form of income revenue for the group by becoming an accredited centre for learning for *(and not restricted to)* the construction and housing sector
 - To be an innovative department that staff want to be part of, sharing their expertise and knowledge with others

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1.6 There are a number of drivers behind the development of the Achieve Academy framework. The most important are to:

- Support the ongoing ambitions of the Group and remain competitive
- Support wherever possible departments individual operational plans
- Address existing development gaps, through providing more opportunities and flexible means of learning and development for everyone.
- Foster positive relationships with partner organisations such as Severnside Housing, STAR, local colleges and universities and other local authority areas to source development opportunities.
- Ensure that development opportunities are delivered in the most cost effective manner to ensure value for money.
- Ensure that development opportunities are capable of equipping employees to meet the demands of changing roles and organisational responsibilities.
- Make greater use of technology to reduce impact on individuals and departments and to a level that current and future employees expect of an innovative and forward thinking organisation.

2.0 SELECTION AND INDUCTION – Core Element 1

2.1 There is increasing talent shortage through a shrinking labour market and an ageing workforce. More people are currently leaving work than entering it and this trend is set to continue into 2020 and beyond. So, finding and keeping the talent is a key factor when roles that do become available within our organisation are given to the best people. To achieve this, it is important that a robust selection procedure is adopted. This will be achieved by:

- Joint working between HR, L&D and other department managers,
- Using cutting edge psychometric testing, in combination with
- proposed job descriptions and person specifications

2.2 The Achieve Academy Framework recognises that an individual will need support to carry out their new role well and to continuously improve, no matter how long they remain in their job. An early key objective will be to implement an engaging induction process for all newcomers and it is recognised that whilst there will be mandatory elements to the induction, there will be roles that will require specific input. *(For example, new TRL Operatives will receive Asbestos Awareness and Specific Manual Handling Input).* This is considered to be an early step in supporting staff, and the following areas are suggested mandatory elements for all members of staff and can be completed on a group and individual basis:

- Introduction to the Company & benefits
- General Health & Safety Awareness

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- Manual Handling (TRL to receive role specific input)
 - Fire & Emergency Procedures
 - Business Continuity Procedures
 - IT systems and facilities
 - Customer Service & Complaints
 - Equality & Inclusion
 - Data Protection
- 2.3 The current methods of delivery could be deemed as time consuming, resource intensive (*commitment of staff members to facilitate learning sessions*) spread over a long duration and also rely on external providers to support the process.
- 2.4 The new look induction will engage staff from the moment they accept an offer of appointment, and will form the spring board to their new career with SHG, supported throughout by Achieve Academy. The following is the outline of what will be provided.
- A video welcome and introduction from the Chief Executive.
 - A video guide of the key places of work North & South).
 - A video tour of key locations SHG are responsible for.
 - A list of commonly used abbreviations.
 - An up to date organisational chart.
 - Information about what to expect on the first day and where to report to.
 - The allocation of a dedicated 'buddy' to support their first moments in the group.
 - Information about how Achieve Academy will support them throughout their career.
 - They will eventually receive a personal login to the new proposed e-learning site to access their further induction material.
 - All Health & Safety, Equality and Inclusion related subject matter will be delivered in house utilising Subject Matter Experts (SME's)
- 2.5 This induction method will be the responsibility of L&D and will require the support of other departments to ensure that it is current and relevant for all new staff members.
- 2.6 New Total Response operatives, will engage in additional induction activities conducive to the nature of their work, and this will include such areas as:
- Working at Height
 - Asbestos Awareness
 - Manual Handling
 - Health & Safety on construction sites

3.0 CAREER MANAGEMENT AND CONTINUED PROFESSIONAL DEVELOPMENT

Core Element 2

3.1 There are a number of progressive stages of learning when moving into a new job or role and then becoming competent within that role. These stages are:

- **Developing the initial knowledge, skills and understanding (KSU).**

What is needed to undertake a new role.

- **Demonstrating competence.**

The learning and development gaps identified from work activities and the Career Management (appraisal) process

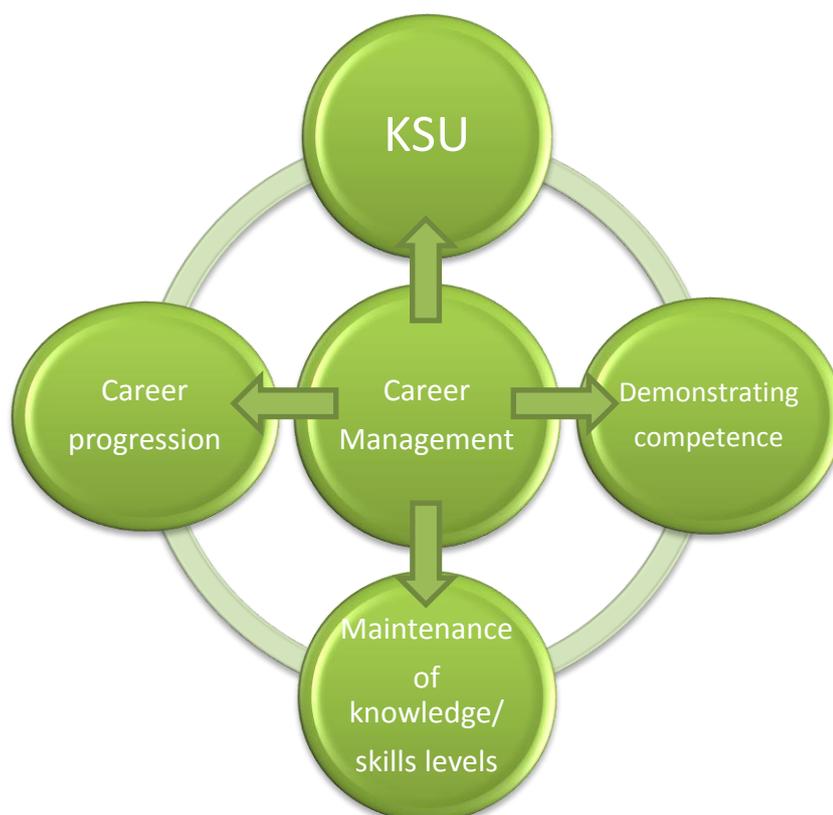
- **Maintenance of knowledge and skills.**

Enhancing and maintaining knowledge and skills via an internal verification process.

- **Career progression.**

Further learning with the aim of moving into a new role or organisation.

Even if an individual is content within their role and has no desire of career progression the process still applies, as they are required to demonstrate and maintain competence within their role.



- 3.2 SHG's appraisal process and 1 to 1 sessions is a crucial component to the continuous learning an individual undertakes, in that it provides a structure from which to identify, discuss and address development needs and aspirations.
- 3.3 It is therefore strongly encouraged that following appraisals (including 'one to one' discussions), that the key areas for development are formerly received by the Learning and Development Team to ascertain common areas of learning throughout the Group. In the future a clear span of control between all departments will exist to allow Learning and Development to identify common learning requirements on an annual basis, and determine VFM.
- 3.4 A formalised annual training programme can be populated and shared across the group, allowing people to be allocated courses well in advance, rather than on an ad hoc basis. The suggested process is detailed in Appendix 1 and is also reflected in the Learning & Development Policy.
- 3.5 It is acknowledged and understood there will be specialist areas of development, and these will be limited to a smaller contingent of personnel and certain departments. Indeed, these areas of training should be fed through the same process to ensure accurate records are being maintained.
- 3.6 It is realised that for new employees learning new systems for the first time it takes an element of time and support from those who are familiar with these systems but is crucial to their learning. It is therefore encouraged that these skills are detailed and recorded within their own department, to ensure that both the new employee and their managers are satisfied that the key components are completed as part of their CPD, & reviewed regularly.
- 3.7 Currently for TRL, this is being maintained via a training Matrix, which has since been re-modelled and is now maintained by Learning & Development. This identifies the courses for individual trades which are deemed mandatory and those which are required to support their day to day role.

Management Development Programme

- 3.8 A further observation & ambition of The Achieve Academy is to put in place a successful targeted Management Development Programme that will enable people to experience all aspects of the organisation, and provide them opportunities to move into managerial roles. Importantly this will lead to much more effective succession planning for the organisation. For this to take place there will be a structured mentoring and coaching programme which will allow those individuals who show an aptitude for management, an opportunity to develop in these areas. It is therefore encouraged for current line managers to identify individuals within their teams and offer those individuals the opportunity to develop further. An example of the structured development programme would consist of the following:

- An Initial Test of Potential (ITOP) utilising the previously mentioned psychometric assessment software.
- Leadership & Management Qualification.
- Communication.
- One to one coaching.
- Time Management.
- How to manage meetings.
- ACAS Introduction to Supervisory Management.
- Health & Safety obligations.
- Access to work experience within other departments.

3.8 Some of these areas will be able to be delivered 'in house' whereas other areas will be delivered by reputable external organisations.

4.0 TRAINEESHIPS & APPRENTICESHIPS – Core Element 3

- 4.1 As detailed previously, it is the intention of the Achieve Academy to provide opportunities to our local communities. Some of these opportunities will come in the form of work experience, Traineeships and Apprenticeships, including opportunities to secure Graduate opportunities into the organisation.
- 4.2 To date, L&D has improved communication links with the two main colleges, County Training and indeed schools within the local area of Craven Arms and Wem. With the addition of Derwen College, who have a new satellite centre in Craven Arms. Furthermore, it is also intended to develop links with the new Shrewsbury University, and explore the opportunities that may exist in the future which may help encourage new Graduates to consider SHG as a starting point for their future careers.
- 4.3 In order to ensure improved support for not only the apprentices, but also the staff that have direct contact with them, it is of paramount importance that a firm interoperability exists between colleges and SHG. Historically, we may not have had a dedicated resource to ensure the management of these communication channels, but now positive progress has been made in establishing these links and the longer term benefits will be:
- An improved relationship between County Training, TCAT and SHG, with the clear lines of communication maintained.
 - An early understanding of course syllabus that is shared with all concerned.
 - The theoretical elements covered by the college are subsequently supported, and opportunities offered by SHG are timely to compliment what the individual is learning.
 - Regular meetings between apprentice, mentor, college and L&D will ensure everyone is benefiting from the work being undertaken.
 - Earlier intervention by both parties when an apprentice is not performing to the required standards, therefore, the correct support offered will support staff and the apprentice positively.

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- 4.4 To ensure that good quality candidates from our community are offered these opportunities then it is proposed a more proactive marketing approach should occur providing specific information at events/seminars (*held at either a college or SHG location.*) Options will be to include other Housing Groups, Schools and Colleges to highlight what we are able to offer in terms of these schemes, and much more importantly, the expectations and dedication required of individuals working within our organisation. Already support has been offered by Shrewsbury College of Arts & Technology (SCAT),
- 4.5 Anyone seeking a work experience opportunity will expect a structured 1 or 2 week programme, where they will be introduced to as many aspects of the organisation within the timeframe available. It is an opportunity to showcase the broad spectrum of what SHG has to offer in terms of employment opportunities and how the Achieve Academy supports and develops its' staff. The proposed example format for work experience candidates will be:

	Monday	Tuesday	Wednesday	Thursday	Friday
09:00-10:30	Induction & Mini project introduction	Finance	TRL – site Visit South	Visit to other office location (either North or South)	Free to choose a location to work in for the morning & submit mini project
11:00 – 13:00	Tour of premises & departments	Development Team	HR & L&D	Project Time (free)	
	Lunch	Lunch	Lunch	Lunch	Lunch
14:00 – 17:00	Customer Services	Neighbourhoods	Project Time (Free)	Site Visit North	Guidance on CV writing and job applications. (HR&LD)

- 4.6 Anyone who attends SHG for work experience will leave knowing that Achieve Academy offers additional opportunities for them to return as a Trainee, Apprentice or full time employment. The advantage of investing in a good work experience programme could bring longer term benefits to SHG not least in the form of quality young people.

5.0 RETIREMENT- Core Element 4

- 5.1 Achieve Academy aims to be able to deliver support, advice and guidance in conjunction with HR for all members of staff throughout their career with SHG. And to ensure that support is delivered up to retirement, it will seek to be able to provide people the opportunity to receive guidance in the form of pre-retirement, and financial planning courses. Further research to the most effective method is still required, but remains a focus for the future.

6.0 LEARNING RESOURCES AND DELIVERY

- 6.1 SHG has at its disposal some excellent facilities and other resources to deliver a varied degree of courses for staff and the community. So that the best use is made of these resources The Achieve Academy will endeavour to use were ever possible these facilities and is intent on delivering regular recurring courses using it's own skilled personnel.
- 6.2 It has been identified that SHG poses the skills and knowledge to deliver some courses previously provided by an external resources. As such Achieve Academy will factor this into the planning and delivery. For example;
- Health & Safety Awareness
 - Working at Height
 - Scaffolfd Training
 - All aspects of Fire Safety training including Fire Risk Assessments
 - Equality & Diversity
 - Customer Services
 - Manual Handling
- 6.3 Achieve Academy aims to be able to provide coaching on how to present and deliver training. Providing personnel with the additional tools and support required to deliver their specialsit subject with confidence.
- 6.4 Digital media helps make training more effective and memorable because its an engaging medium and something that people are used to consuming all the time. To capitalise on this, Learning and Development has the resources and skills to create video material which will endeavour to reach more people across a wide range of learning styles and help standardise work processes.
- 6.5 The introduction of an e-learning and full Learning Management System (LMS), will further enhance delivery, and increase the ability of The Achieve Acadmey reaching out to all staff and community members. The introduction of this form of system will mean budgets will go further, learning will be standardised, more accessible, *(particulary for those staff members who are actively mobile)* and much more interactive. It will be the intention to have a full e-learning system in place by the end of 2015.
- 6.6 The introduction of Digital Hubs in the main office locations will be provided to allow staff to step away from their normal working environment for short periods and engage in some personal learning. The availability of IT equipment will also be available to the community to access courses and support.

7.0 THE FUTURE

7.1 Following the successful implementation of a fully functional Learning & Development Team, including The Achieve Academy, it is the long term expectation that The Achieve Academy Brand will in fact be a recognisable centre for learning in rural Shropshire. One that will generate its own income stream and have a dedicated centre for learning key skills for the Housing Sector. These could include:

- A dedicated facility for supporting the development of TRL operatives and their apprentices, including smaller local businesses.
- A dedicated centre delivering customer service.
- Be able to provide training to other housing groups for generic courses such as, Fire Extinguisher Training, First Aid, Manual Handling.
- Develop Team building and corporate events.

Appendix 1 Course request Procedure

