

**GREAT PLACE  
GREAT SERVICE  
GREAT PEOPLE**

# **Employee Development Programme**



## Overview

When we launched Great Place, Great Service I promised to invest in staff training so we all have the knowledge and skills needed to cope with the changes and challenges we face in the next few years.

We are keeping that promise by offering some courses everyone must attend and some you can choose to attend if you want to. This is in addition to any job specific training you are offered.

The training will take place in a short space of time. There are two reasons for this. Firstly, we need to give you these skills as quickly as possible so we can make the necessary changes to services needed over the next three years. The second is that we have managed to get grants to pay for this programme but they come with a requirement to do the training by July.

These courses will help you understand how your job and the wider council is changing. It's also about developing a 'one council' approach. In other words, understanding that we don't just work in individual teams and that everything we do has to link up with the work of others and with the overall aims and objectives of the council.

The courses have been developed around the Competency Framework, the corporate plan and the council's values. The Competency Framework is the document you discuss at your Employee Performance and Development (EPD) review with your line manager each year. It sets out the skills we expect people to have when doing a particular job.

I do hope that you will embrace this development opportunity. I know you are all busy with your day-to-day job but it is important that you are equipped with the skills that will support you with the challenges and changes ahead.



Huw Bowen, Chief Executive

A handwritten signature in black ink that reads "Huw Bowen". The signature is written in a cursive, slightly slanted style.

## Training Programme - All Frontline Employees

Course Name	Course Detail	Competency The Course Meets	Who Does It
<b>Change and the Art of Being Your Best</b>	<p>You will learn how to understand the key drivers of behaviour and the key needs for well being.</p> <p>You will identify how to communicate effectively with others to achieve organisational objectives and how to apply this knowledge</p> <p>You will focus on personal qualities and the council's core values and understand the link between these and achieving the goals of the organisation</p>	<p>Personal organisation Strives for improvement Flexible and adaptable Communication Team working Embodies ethics and values Meets customer expectations</p>	<p>Mandatory for all employees that do not have line management responsibility</p>
<b>Improving Operational Performance Level 2 Apprenticeship Programme</b>	<p>This qualification teaches you about lean reviews and systems, which is the way the council will make changes under Great Place, Great Service. Lean training is about creating value for money by cutting out any activity or process that uses resources, adds cost or time without adding value.</p> <p>It also gives an overview of how to manage and sustain change programmes within the organisation. All staff will be required to do a literacy and numeracy skills assessment as part of this.</p>	<p>Strives for improvement Attention to detail Innovation Personal organisation Team work Flexible and adaptable</p>	<p>Mandatory for all employees that do not have line management responsibility</p>
<b>Stress Awareness</b>	<p>The aim of the training is to enable you to identify work related stress, its causes and triggers and possible solutions, both in yourself and others.</p>	<p>Health and safety Personal organisation Flexible and adaptable</p>	<p>Available to all employees - optional</p>
<b>Mentoring Programme</b>	<p>The programme is focused on the mentee (employee) and provides an opportunity to learn from an experienced member of staff who may assist you with your career development, particularly with regards to future roles.</p> <p>Taking part highlights areas where advice or assistance is required and as such participation can help improve your skills.</p>	<p>Strives for improvement Communication Personal organisation</p>	<p>A programme open to all employees by application</p>
<b>Change Champions Programme</b>	<p>This programme is for employees who have volunteered to be on one of the working groups for Great Place, Great Service.</p> <p>Following the training individuals will act as ambassadors for the introduction of the changes within the workplace</p>	<p>Strives for improvement Team working Models social responsibility Embodies ethics and values Communication Innovation Flexible and adaptable</p>	<p>All employees volunteering on working groups as part of Great Place, Great Service</p>

# Competency Framework

The role of ALL CBC employees	The role of the first line manager	The role of the middle manager	The role of the senior manager
<ul style="list-style-type: none"> <li>Satisfactory delivery of personal objectives</li> <li>Improving the customer experience</li> <li>To demonstrate at all times the ethics, values and competencies of CBC</li> </ul>	<ul style="list-style-type: none"> <li>To have a clear understanding of service goals and objectives</li> <li>To provide leadership and collaborative direction to staff</li> <li>To coach, motivate and lead the team</li> </ul>	Demonstrating improvement in: <ul style="list-style-type: none"> <li>Improved business processes</li> <li>Quality of the service provided</li> <li>Customer satisfaction</li> <li>Staff performance</li> <li>Their own development</li> </ul>	<ul style="list-style-type: none"> <li>Providing Leadership</li> <li>Driving continuous organisational improvement in a political context</li> <li>Driving a culture of efficiency, excellence and innovation.</li> </ul>
Core competencies for ALL CBC employees	Core competencies for first line managers	Core competencies for middle managers	Core competencies for senior managers
<ul style="list-style-type: none"> <li>Strives for Improvement</li> <li>Meets Customers Expectations</li> <li>Communication</li> <li>Attention to Detail</li> <li>Team Working</li> <li>Flexible and Adaptable</li> <li>Personal Organisation</li> <li>Innovation</li> <li>Embodies Ethics and Values</li> <li>Models Social Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Customer Focus</li> <li>Self Development</li> <li>Takes Ownership</li> <li>Encourages Open Dialogue and Cooperation</li> <li>Motivates and Supports Performance</li> <li>Creates a Positive Team Environment</li> <li>Builds Effective Teams</li> <li>Embodies Ethics and Values</li> <li>Models Social Responsibility</li> <li>Demonstrates Commercial Awareness</li> </ul>	<ul style="list-style-type: none"> <li>Customer Focus</li> <li>Innovation</li> <li>Drives for Results</li> <li>Motivates and Supports Performance</li> <li>Grows and Develops Teams and Individuals</li> <li>Encourages Open Dialogue and Cooperation</li> <li>Team Working</li> <li>Creates a Positive Team Environment</li> <li>Embodies Ethics and Values</li> <li>Models Social Responsibility</li> <li>Demonstrates Commercial Awareness</li> <li>Demonstrates Political Sensitivity</li> <li>Manages Change Effectively</li> </ul>	<ul style="list-style-type: none"> <li>Shapes and Communicates Purpose and Strategy</li> <li>Creates Value for Customers</li> <li>Values and Nurtures Innovative and Creative Talent</li> <li>Grows and Develops Teams and Individuals</li> <li>Drives for Results</li> <li>Motivates and Supports Performance</li> <li>Encourages Open Dialogue and Cooperation</li> <li>Embodies Ethics and Values</li> <li>Models Social Responsibility</li> <li>Manages Change Effectively</li> </ul>
Essential learning for ALL CBC employees	Essential learning for first line managers	Essential learning for middle managers	Essential learning for senior managers
<ul style="list-style-type: none"> <li>CBC Corporate Induction</li> <li>Understanding Health &amp; Safety</li> <li>Customer Service</li> <li>Equality &amp; Diversity</li> <li>Relevant ICT packages</li> <li>Relevant Continuous Professional Development</li> </ul> <p><b>Attainment at Level 2</b></p>	As for ALL employees plus... <ul style="list-style-type: none"> <li>Health &amp; Safety for Manager/ Supervisors</li> <li>Conducting Effective EPDs</li> <li>Coaching and Mentoring</li> <li>Recruitment &amp; Selection</li> <li>Managing Sickness Absence</li> <li>Managing conduct/ capability/performance</li> <li>Induction/Probation Procedures</li> <li>Risk Management</li> <li>Managing a Budget</li> <li>Presentation Skills</li> </ul> <p><b>Attainment at Level 3</b></p>	As for first line managers plus... <ul style="list-style-type: none"> <li>Managing Health &amp; Safety</li> <li>Managing Customer Service</li> <li>Managing Equality &amp; Diversity</li> <li>Managing Finances / Resources</li> <li>Information and Communication Management</li> <li>Project Management</li> <li>Effective Report Writing</li> <li>Working with Councillors</li> </ul> <p><b>Attainment at Level 5</b></p>	<ul style="list-style-type: none"> <li>Managing Health &amp; Safety</li> <li>Managing Equality &amp; Diversity</li> <li>Networking and Influencing / Working in Partnership</li> <li>Leading the challenge on Continuous Service Improvement.</li> <li>Organisational Effectiveness</li> <li>Project Management</li> <li>Financial Management</li> </ul> <p><b>Attainment at Level 7+</b></p>