Learning & Development Prospectus

April 2021 - March 2022

OD

NHS
Hull
Clinical Commissioning Group

NHS
North Lincolnshire
Clinical Commissioning Group

NHS
East Riding of Yorkshire
Clinical Commissioning Group

NHS

Foreword

Welcome to your learning and development prospectus for 2021 / 2022. Whether we like it or not, we are all lifelong learners. Be it a new mobile phone, learning a new skill or creating innovative ways to keep motivated through a national pandemic. The fact is, we are built to learn, improve ourselves and our environment.

A definition of organisational development is to facilitate organisational success, by aligning structural, cultural and strategic realities of work to respond to the needs of an ever-evolving business climate. That success can only ever be achieved by individuals who challenge the status quo and look for continual improvement. One way to do that is to engage beyond our comfort zones. This prospectus is here to aid with those learning challenges and provide self-improvement.

The prospectus demonstrates the commitment to the goal of becoming a learning organisation and the support and development of all our people.

I look forward to seeing you on the variety of interventions on offer and please do not hesitate to get in touch with questions.

Best wishes,

Will Clement

Organisational Development and Learning & Development Lead

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Personal Development

Section 01

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Appraisal Training for Appraisee's

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Appraisal Training for Managers

This session considers the appraisal process and how to conduct one. This is aimed at managers who may like a refresher or would like to understand the process and how to conduct an appraisal.

The session objectives are:

- Confidently prepare for and hold performance appraisal meetings
- Explain why we set objectives and what the benefits of doing so are to the individual, team and the CCG
- Describe 'line of sight' and it's use when setting objectives
- Understand and practice SMART objectives

Appraisal paperwork in the future will be managed through ESR. In this session we will briefly provide an overview of how to access and use this. The delegates of this session will receive a copy of the guidance. This will be a step-by-step document with the view of walking you through the system. This session will be a multi-CCG approach allowing delegates to network.

Audience

For *managers and leaders* who would like to understand the appraisal process.

Date

26 April 2021, 13 May 2021, and 27 May 2021 - Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.
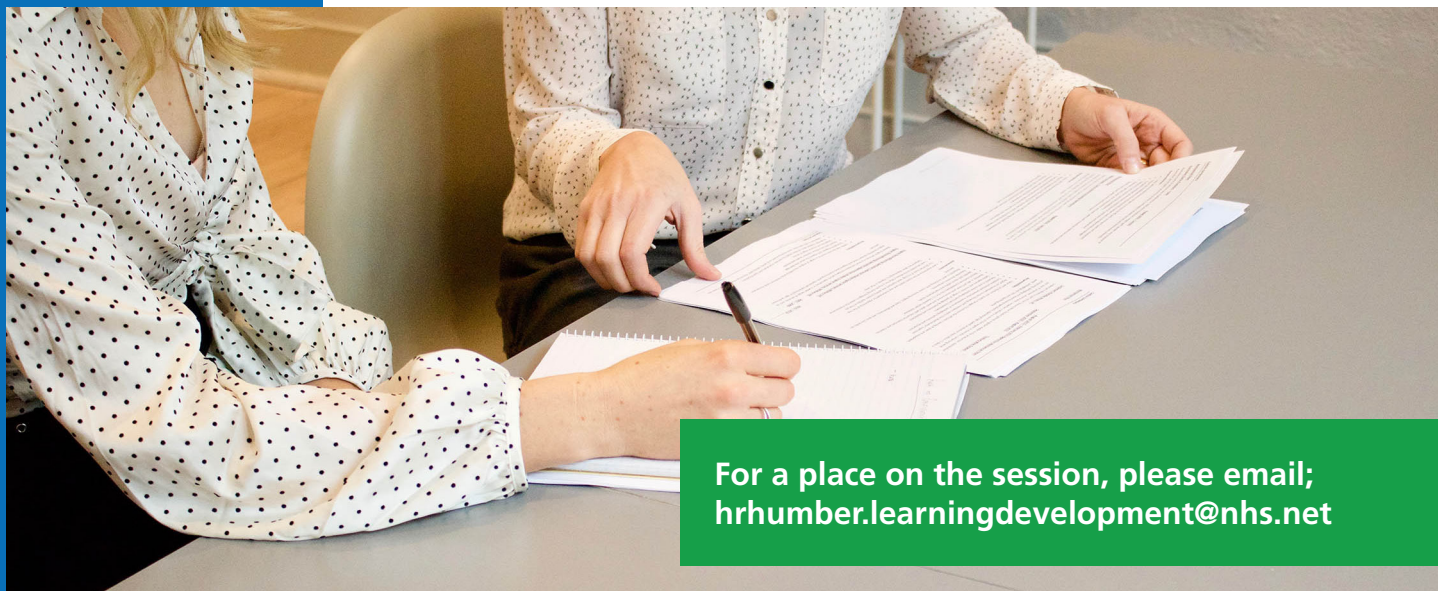
Place

This is a virtual session that will take place via Microsoft Teams.

For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

Appraisal Training for Appraisee's

This session considers the appraisal process for you as an appraisee and how to approach it. This is aimed at all our people who will be receiving an appraisal and would like refresher or would like to understand the process and how to prepare for an appraisal.

For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

The session objectives are:

- Confidently prepare for your performance appraisal meeting
- Consider and aid preparation for your appraisal and what objectives you may like to consider
- Understand and practice SMART objectives

Appraisal paperwork in the future will be managed through ESR. In this session we will briefly provide an overview of how to access and use this. The delegates of this session will receive a copy of the guidance. This will be a step-by-step document with the view of walking you through the system. This session will be a multi-CCG approach allowing delegates to network.

Audience

For *all our people* who would like to understand and prepare for appraisal process.

Date

Monday 10 May 2021 and 26 May 2021 - Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

Place

This is a virtual session that will take place via Microsoft Teams.

Career Development

This one-day workshop consider all aspects of career development. Utilising the career development wheel, we will consider four primary elements:

- Knowing Yourself
- Exploring Options
- Focus
- Taking Action

Through this approach you will gain clarity on where your focus is and the actions you take. The benefits of this will aid you in engaging in the right development that is focussed and will meet your outcomes.

This session will be a multi-CCG approach allowing delegates to network.

Audience

For *all our people* who would like gain perspective on their career and create positive actions.

Date

18 May 2021, 2 June 2021 and 20 July 2021 - 09:30 – 16:30. Initially, there will be 12 places available for this – if there is sufficient demand, more sessions will be scheduled.

Place

This is a virtual session that will take place via Microsoft Teams. The slides will be shared afterwards. An invite will be sent to you to join the session. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

An Introduction to Emotional Intelligence

This one-day session considers Emotional Intelligence (EI) and how this is applicable to our daily working and personal lives. EI refers to the capacity to recognise and manage our own emotions and the emotions of others. In the current situation where we are likely to be apart from our colleagues and team members, it is even more important to consider how we are and spot, where we can, our emotional condition.

The purpose of understanding EI may aid with clarity, recognition and understanding of emotions for both ourselves and others. It aids us facilitate thinking through perceiving emotions and thereby managing them.

Audience

For *all staff* who would like to increase their knowledge of emotional intelligence in order to raise self-awareness.

Dates

Please send your interest to hrhumber.learningdevelopment@nhs.net

Place

This is a virtual session that will take place via Microsoft Teams. A date will be issued where there are sufficient delegates. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.
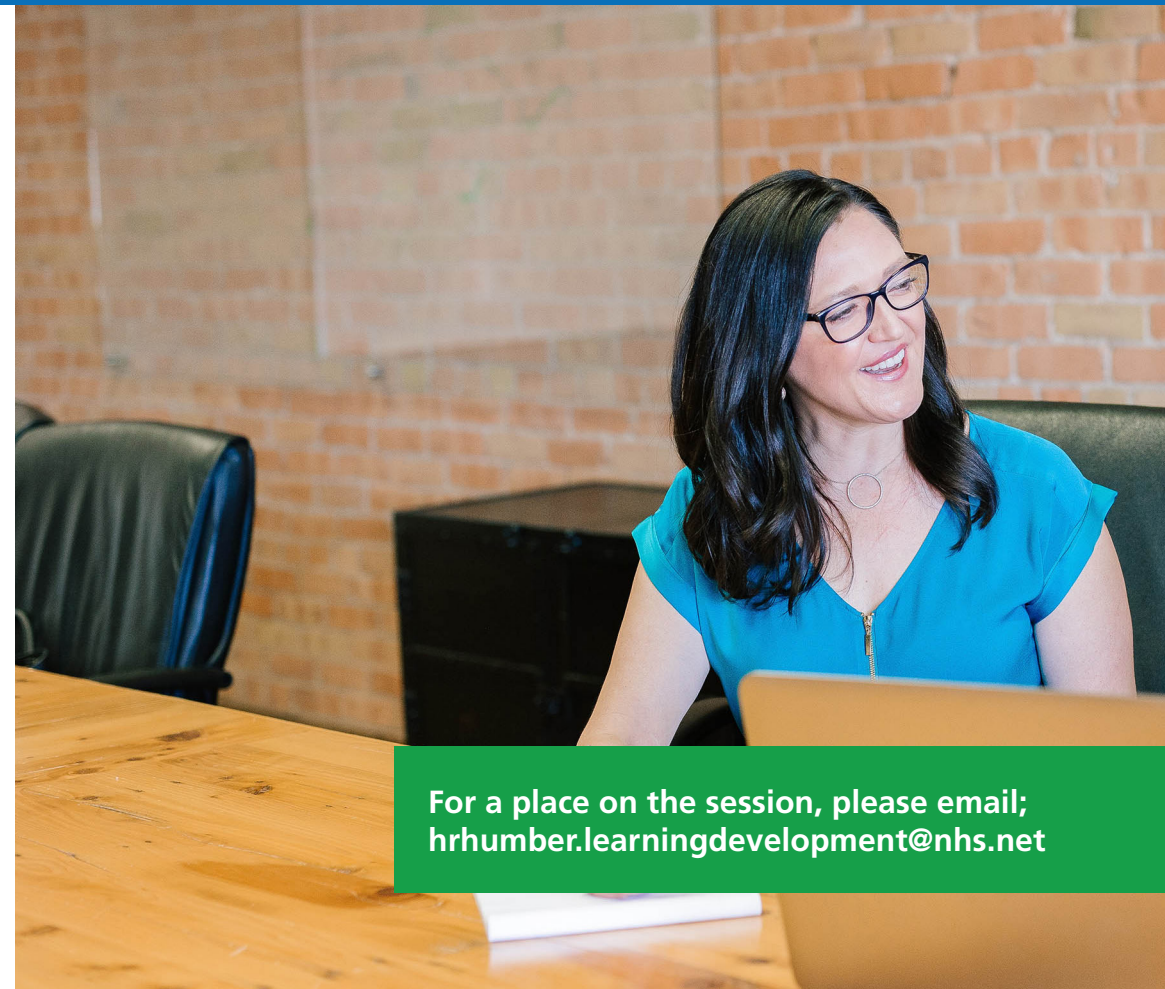
For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

Introduction to Coaching

Coaching conversations don't always have to be through a formal coaching structure. We can have these conversations with our colleagues just about anywhere. These kinds of conversations do take practice; this workshop allows a safe place to learn and practice the skills you require to have a quality conversation.

During this session you will be introduced to the core coaching skills needed to work effectively with colleagues. Skills such as questioning, reflecting back, paraphrasing and summarising. The course explores the principles behind each and establishes how they are used in coaching conversations.

This session will consider differing models for you to use and practice including GROW. One of the most widely used and powerful professional coaching models, you will discover how to apply this framework to everyday conversations to unlock potential and support developmental opportunities.

You will learn how to, build rapport, manage expectations and set goals through informal conversations. You will be led as you test your 'coaching wings' in small practice triads: coach, coachee, observer.

Audience

For *all staff* who would like to an introduction to coaching and its application in a safe and engaging environment.

Dates

Please send your interest to hrhumber.learningdevelopment@nhs.net

Place

This is a virtual session that will take place via Microsoft Teams. An invite will be sent to you to join the session when there are sufficient delegates. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

**For a place on the session, please email;
hrhumber.learningdevelopment@nhs.net**

Management & Leadership Development

Section 02

Advanced Coaching Skills

This one-day session is for people who have attended the Coaching Skills course or have a qualification and would like to re-engage with coaching. Building and maintaining a coaching culture is an essential for our personal motivation and performance at work.

This one-day workshop considers the following elements that will refresh and aid with your coaching approach. Through the day we will explore some contemporary issues and consider a deeper element of people and our approaches in a diverse and inclusive way.

The workshop considers:

- Playback
- Personalities and coaching approaches
- Practical coaching
- A review of transactional analysis within coaching

You will learn to fine-tune your interpersonal skills by learning how to design better developmental and performance management conversations. You will learn how to contract with the coachee, build rapport, manage expectations and set goals. You will be led as you test your 'coaching wings' in small practice triads: coach, coachee, observer. This is a practical day will be 4 x 90-minute sessions with the expectation that everyone engages and practice the art of coaching with a contemporary view.

Audience

For *all staff* who would like to an introduction to coaching and its application in a safe and engaging environment.

Dates

Please send your interest to hrhumber.learningdevelopment@nhs.net

Place

This is a virtual session that will take place via Microsoft Teams until face to face is safe to do so. All content will be shared. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

Building High Performing Teams

Teams are essential to modern day organisations yet, they rarely reach their full potential. Teams and groups can struggle to adapt to changes and gain the longer-term perspective of what they need to achieve.

For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

When teams lack self-awareness about these challenges, performance and people suffer. Based on years of team culture research, this course helps you understand the problems that can damage team resilience, and provides tools for creating positive change. This course also guides you through creating the ground rules and structure needed to set your team up for success.

You gain the skills to diagnose issues such as conflicts, group think and lack of commitment in your team before they get out of control. The course offers frameworks to adjust team behaviours and get the best performance out of people.

You also understand frequent stumbling blocks for common team types, such as start-ups and virtual teams, and learn solutions tailored to each one.

The workshop considers:

- The difference in managing groups and teams
- Understand team conflict and how this can work for you
- Tools and techniques for working through to high performance

Audience

For *managers and leaders* who would like to engage with tools and techniques to enhance their teams performance.

Dates

Please send your interest to hrhumber.learningdevelopment@nhs.net

Place

This is currently a virtual session that will take place via Microsoft Teams until face to face is safe to do so. All content will be shared. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

Leadership Programme

Course Aim:

The Leadership Programme provides delegates with a contemporary view of leadership. This programme considers strategic approaches to management and leadership through raising self-awareness and providing a deeper understanding and appreciation of leadership.

Modern leadership considers the development of the organisation and its people for the future. In today's organisational environment, leaders are required to operate at an increasingly changing pace. Through understanding and valuing self and others, leaders can aid their teams to achieve high performance and meet strategic organisational aims.

The OD Team would like to invite managers and leaders to partake in the Leadership Programme which has been specifically developed for members of staff within the East Riding of Yorkshire, North Lincolnshire and Hull Clinical Commissioning Groups.

Module Content:

Module 1 – Leadership and Resilience

This session considers a view of leadership models and competencies and how we can practically deploy these in our day-to-day work. Through considering a variety of models, delegates can appreciate contemporary thinking and the expectation on leaders today. Delegates will be able to plan their approach to teams and groups through appreciating individuals. Understanding personal resilience and its effect will enable delegates to put into place strategies for themselves and the people they lead.

Module 2 – Strength Deployment Inventory (strengths assessment tool)

The Strength Deployment Inventory is a practical assessment tool of our strengths based upon two conditions. How we are when things are going right with our world and when we are in conflict with others. Leaders are expected to model behaviour so the expectation is we model the right behaviour. Through this inventory, delegates can view their own profile and begin to appreciate that of their teams. Behavioural agility is expected from leaders today, understanding behaviour allows leaders to consider this and adapt appropriately.

Module 3 – High Performing Teams

Leading teams means more than managing task and process to an outcome. Individual team members will require and expect differing behaviours at different times. This module considers the journey to high performance through Lencioni's model of dysfunctional teams and what we are required to do to be functional. Through discussion, delegates will develop strategies that are specific and achievable.

Module 4 – Coaching Through Change

A key skill of today's leader is the ability to coach through change and changing environments. This module considers change theories and the practical application of these for individuals and teams. Change can cause a loss of focus for individuals which can lead to confusion. Coaching through change offers delegates an opportunity to practice coaching skills while appreciating the need for change and change strategies.

Module 5 – Leadership in Practice

This half day session reviews the previous models allowing delegates to reflect and plan their approaches. Delegates will be asked to reflect between each module on their own situations with a view to preparing a plan to move forward. This is a supportive session where all delegates can discuss the previous modules and approaches.

Audience

For *managers and leaders* already in a management position and looking for contemporary content to align with their role. This programme looks to provide a strategic, organisational view of leadership. It is envisaged that equal numbers will attend from East Riding of Yorkshire / North Lincolnshire and Hull Clinical Commissioning Groups.

Time / Commitment

Five modules, over a five month period. It is expected that between each module, a reflective view of practical application is kept for discussion at the beginning of each session. Each module must be attended to gain the full knowledge and understanding.

Cohorts

The next cohort will begin September 2021; dates will be sent to delegates July/August.

Place Allocation

Places will be allocated on a first come first serve basis where supported by the delegate line manager. Further cohorts will be run throughout the year where demand dictates.

This is currently a virtual session that will take place via Microsoft Teams until face to face is safe to do so. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

For a place on the session, please email;
hrhumber.learningdevelopment@nhs.net

Management Essentials Programme

The OD Team would like to invite managers and aspiring managers to partake in the Management Essentials Programme. The aim and modules are presented below and are available for individuals who would like to like to develop into a management position or develop their management skills further.

Course Aim:

Management Essentials will provide you with an excellent foundational knowledge to achieve high performance.

Management today is beyond managing task, process and workload. The contemporary manager is required to understand and practice people management skills in today's agile environment.

Through attending the programme you will build up your management knowledge through theoretical models and consider the practicalities of application through your own observations and practice.

Audience

For *individuals in or aspire to be in a management position*. This programme is open to all current managers who would like to partake in underpinning practice and the application of contemporary theory. It is envisaged that equal numbers will attend from East Riding of Yorkshire / North Lincolnshire and Hull Clinical Commissioning Groups.

Time / Commitment

Five modules, over a five month period. It is expected that between each module, a reflective view of practical application is kept for discussion at the beginning of each session. Each module must be attended to gain the full knowledge and understanding.

Cohorts

The next cohort will begin September 2021; dates will be sent to delegates July/ August.

Place Allocation

Places will be allocated on a first come first serve basis where supported by the delegates line manager. Further cohorts will be run throughout the year where demand dictates.

Module Content:

Module 1 – Leadership and Management Essentials

Appreciating the difference between managers and leaders and the differing skills and approaches required to perform both well. This is very much an interactive session, outputs will enable you to know when management and leadership is required and what behaviours suit the right situation.

Module 2 – Managing Change and Personal Resilience

Change within the NHS is nothing new. This module considers change, the manager's role and dealing with attitudes towards it. As change drives much of the work we perform, it is essential that our view and action regarding change enables rather than restricts. Resilience considers how we overcome setbacks and move forward to attain a positive conclusion. The link to change ensures that despite the setbacks, we look to achieve the right outcome.

Module 3 – Leading Teams and Groups

Leading teams is a part of modern management be it actual or virtual teams. The module considers two key team models from Katzenbach and Smith and their view of high performing teams. During the session we will consider the differing approaches to group and team. This session will also consider Belbin's diagnostic with a view to appreciating working preferences and how to work with them.

Module 4 – Managers as Coaches

Coaching is a key skill for today's manager. This module breaks down the myths around coaching and clearly defines where and when it is appropriate to use. This practical module allows delegates to discuss and work with each other thereby deepening practical application and avoiding potential difficulties. Outputs are that managers feel confident in coaching approaches providing value in their conversations and actions.

Module 5 – Case Study

This module brings together all previous sessions into one case study. By utilising the knowledge learned, you will work as two teams to prepare a presentation on a current issue. The presentation will involve each member of the cohort to generate a practical and creative approach to an everyday management issue. The presentation will be given to a panel who will challenge your thinking and methodology in a supportive way.

For a place on the session, please email;
hrhumber.learningdevelopment@nhs.net

Individual Programme Modules

Where people do not want to join a full programme, any of the modules listed in both the Leadership and Management Essentials programme can be delivered as single day sessions.

These can also be requested for specific teams and groups. Content can be organised to suit delegates or group.

Dates

Please send your interest to hrhumber.learningdevelopment@nhs.net

Place

This is currently a virtual session that will take place via Microsoft Teams until face to face is safe to do so.

For a discussion (for teams) or to enrol on a particular module, please contact: hrhumber.learningdevelopment@nhs.net

Professional Development

Section 03

Introduction to Project Management

Managing Successful Programmes

Introduction to Project Management

Run by an eternal partner, this session considers the discipline of project management, which requires people with a specialist background to work in a different way. The Introduction to Project Management course is an interactive approach to explain the principles, tools and techniques of project management and how they are integrated to effectively manage change. Using a combination of case-study exercises and directed learning techniques, the course will address the techniques and soft-skills necessary to effectively deliver projects.

Audience

For *all staff* who are required to understand the basic principles and foundations or project management. This may be managing a small scale project for the first time or looking to re-engage with the principles.

Dates

Please send your interest to hrhumber.learningdevelopment@nhs.net

Place

This is currently a virtual session that will take place via Microsoft Teams until face to face is safe to do so. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

What delegates will learn:

- Principles and definitions
- What is a Project?
- Terminology
- The Role of the project manager
- Defining responsibilities
- Stakeholder management, analysis, planning and communication
- Setting goals and objectives
- Defining tasks and activities
- Creating a work breakdown structure
- Determining task dependencies
- Determining task constraints
- Managing project risk

For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

Managing Successful Programmes

Run by an eternal partner, the course aims to provide delegates with the ability to understand the basics of MSP® methodology. The aim of this course is to make clear to trainees that there is a set of guiding principles and processes that can be used to support the coordination of smaller projects which comprise a programme, thus making meeting objectives more probable.

The following is included in this MSP course:

- MSP® Foundation Examination
- Pre-course material
- MSP Foundation Manual
- Managing Successful Programmes Manual ISBN: 9780113313273 Certificate
- MSP Foundation Exam By passing the MSP Foundation exam, delegates will exhibit an outstanding understanding of MSP® and its fundamental framework.

The MSP Foundation exam format is:

- Multiple choice / 1 hour / 75 online questions (included 5 uncounted trial questions)
- Due to the costs involved line manager permission must be sought for this programme.

This programme, distinctly describes how to interact with teams involved in programme management, or as part of a programme office team, project team, or business change team, who work within an environment underpinned by MSP®.

Earning this certification demonstrates to employers that you possess knowledge of best practice in programme management. Please note that there is a closed book exam for this course.

Audience

For *staff* who have experience in project management and are now required to manage multiple programmes. Please note that this is an accredited course.

Dates

Please send your interest to hrhumber.learningdevelopment@nhs.net

Place

This is currently a virtual session that will take place via Microsoft Teams until face to face is safe to do so. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

For a place on the session, please email; hrhumber.learningdevelopment@nhs.net

HR Bitesize Sessions

Section 04

These sessions are 90-minute virtual workshops that can be a 'just in time' solution or part of your ongoing development. They are designed to provide practical information and assume that you have considered the policy (where appropriate). As we work more agile, the sessions are designed to consider each of the topics in a virtual environment.

Place
This is currently a virtual session that will take place via Microsoft Teams until face to face is safe to do so. Where courses are full, you will be placed on a waiting list and automatically enrolled on to the next available session.

The sessions and objectives are:

Managing Absence Virtually

- Work with your team to a deeper level and appreciate management fundamentals like communication, feedback and motivation in a virtual team and group
- Provide in-depth feedback with the individual in mind
- Effectively lead with clarity in a virtual environment

Managing Performance

- Performance management for homeworkers should be consistent with that of office-based staff, although we are working differently now it is still critical that any employee relations issues are managed in line with the appropriate policy
- This session will provide managers with a consistent approach to performance management processes along with tips on how to do this remotely

Induction and Probation

- The induction process and the probationary process has previously been set up specifically for office-based staff where line managers can monitor and provide support to staff first-hand, however we now need to adapt our approach to offer the same clear levels of support for new employees who are working from home
- This session has been designed to provide line managers with consistent approach to induction into the CCG and the subsequent probationary process along with tips to on how to do this remotely

Managing Absence

- How to conduct effective return to work interviews to try to reduce further absence
- Understand the different formal processes under the absence management policies
- Consider how to carry these out virtually

Recruitment and Selection

- Understand the recruitment and selection processes and procedures
- Identify and understand the legal requirements
- Consider how to fairly conduct interviews and assessments/tests virtually

Honest Conversations

- This session will consider providing feedback with dignity and respect. It will take a realistic look at day-to-day issues and how to approach them in a dignified and professional manner
- The session will also consider going beyond behaviour and enacting our emotional intelligence to attain the right outcome for everyone

**For a place on the session, please email;
hrhumber.learningdevelopment@nhs.net**

Organisational Development Interventions

Section 05

Organisational Development is more than development course and workshops. Other interventions can be requested.
An example of OD work is:

1-2-1 Coaching

Strength Deployment Inventory (SDI)

1-2-1 Coaching

A confidential conversation for individuals and teams who would like to re-focus or set a future agenda. This is an action orientated intervention which drives agreement through to delivering a discussed outcome. Generally more than one session is undertaken and a programme of support is agreed with the facilitator.

Strength Deployment Inventory (SDI)

A personal values inventory underpinned by the relationship awareness theory. This theory addresses everyday behaviour when we are relating to others. The application of the SDI can be utilised in a variety of scenarios including:

- Team building
- Conflict management
- Leadership development
- 1-2-1 and team coaching

Please note that there is a cost attached to this intervention for the booklets used.

This is a small sample of interventions that can be requested. An initial discussion is required from the OD and L&D Lead initially.

For an informal conversation, please contact:
hrhumber.learningdevelopment@nhs.net

If you are interested in any of the courses contained please email hrhumber.learningdevelopment@nhs.net

For a further discussion please contact Will Clement – will.clement@nhs.net

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