

## Case Study: Colchester Borough Council



The Council's main aims were to:

- Assist to promote management development activities in the workplace
- Improve the performance of managers and their teams

Colchester District Council first approached The Training Team to develop and deliver part of the bespoke learning initiative, that being the elements of workshop delivery and coaching.

When we first looked at the scope of the project we offered our assistance in also designing, developing and implementing the online learning programme, which became the central point of the blended learning experience.

A pilot programme was implemented for 18 middle managers at Colchester District Council in June 2006.

In 2007 the council rolled out the programme to 160 Managers across the organisation.



**Colchester Borough Council** wanted to improve the level of management expertise that existed in the organisation. This came to light after a number of staff surveys and internal and external performance evaluations.

In March 2006 they decided to seek a training solution that encompassed a blended learning approach, consisting of a mix of online, instructional delivery and coaching and mentoring.

This work, built around a blended learning model, enables managers to access learning through a variety of ways around a structured and focussed approach.

It was anticipated that this approach would enable personal development to be flexible, specific to the learner, relevant to the organisation and measurable.

### BLENDING LEARNING

Using a blended approach we delivered:

### WORKSHOPS

Delivered flexibly and covering key competency areas

### COACHING

Managers received 1-1 coaching ILM Level 3 Coaching qualifications achieved by internal mentors

### HOT TOPICS

Topical sessions covering priority areas delivered in bite sized sessions

### ONLINE LEARNING

Supporting the instructional training and used as a learning aid

### ILM ACCREDITATION

Candidates achieve an ILM Award in Management



## Programme Features and Benefits

### EXPERT ACCREDITATION

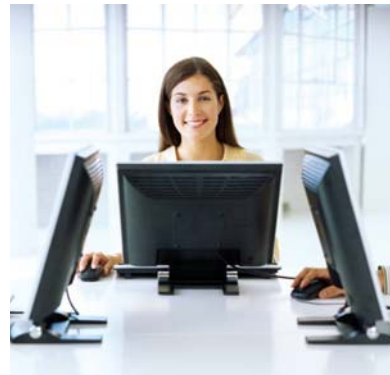
The Training Team is a Nationally Accredited provider of training and assessment for the Institute of Leadership and Management (ILM), delivering level 2, 3 and 5 Awards and has accredited over 2000 Managers through this programme over the last 4 years.

### PROFILING

The Training Team is an accredited provider for Margerison-McCann Team Management Systems, world class specialised profiling and assessment tools used by some of the largest organisations in the world.

### INVESTOR IN PEOPLE

The Training Team is an Investor in People organisation having achieved the award in less than 5 weeks in 2001 (the quickest in IIP history) and we have specialist IIP Advisors internally within the company who support development initiatives for our clients.



The programme we have designed encompasses 4 key elements built around the blended learning experience:

1. Instructional training through Workshops
2. Online Learning through an online web based learning portal
3. Coaching and Mentoring support for Senior Managers to assist Middle Management development
4. Hot Topic Development Workshops

The Training Team developed a blended learning model for Colchester Borough Council and also developed an online learning HUB called Online Learning Managers to assist managers to develop a range of techniques and skills to manage more effectively.

## 360 Assessments

Before managers can access their learning they are required to complete an online 360 assessment. This feature has been built into the online learning product to save time and provide effective reporting.

Managers firstly complete the online 360 Assessment and then invite peers, line managers and customers to additionally assess. From all assessments a range of reports are produced.

The 360 was built around the following competency framework:

- Customer Service
- Leadership
- Performance Management
- Developing People

The 360 offers effective tracking and reporting and speeds up the assessment process.

The results are collated and compared to find trends in skill requirements, thus making the identification of training needs more focused and quickly attainable and to help determine the most effective next steps.



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