



Information Policy & Compliance
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Lorraine Bower
Via e-mail: request-401330-6829c9af@whatdotheyknow.com

16th May 2017

Dear Lorraine Bower

Freedom of Information Request - RF120170564

Thank you for your request under the Freedom of Information Act 2000 (the Act) received on 16th April 2017, seeking the following information:

As stated on Adam Hodgkinson LinkedIn Profile as a HR Leader in the BBC can you provide the following that has been outlined as being in place for the BBC :

- 1. Scoping, designing and implementing a new Leadership Programme for all business Leaders - please can you provide details of the format of this programme and associated materials does this include the new BBC Board and what level of leaders?*
- 2. Project managing the transition of all induction content to a digital space - The BBC previously replied that there was no digitalis or gamification what is the format of this?*
- 3. Creating a culture transformation in all elements of leadership which include both the softer skills of leadership and transaction processes - what is the cultural transformation for leaders in the BBC? What is the current culture and what is trying to be acheived? The LinkedIn profile states that Adam has full responsibility for leadership development in the BBC does this include the new BBC Board and what will this entail?*
- 4. Developing the first digital learning programme for the HR function within the organisation - please provide an outline of this and how it aligns the transformation agenda of HR in the BBC.*
- 5. Analysing, reviewing and re-designing HR development pages and content - please outline the changes made.*
- 6. Delivering a new Performance Review approach and increasing completion rates by over 20% - what is the new approach and has thus been agreed with the NUJ and BECTU. Please provide details of this.*

In response to your request please see a breakdown of your questions (numbered) as we have understood them.

'As stated on Adam Hodgkinson LinkedIn Profile as a HR Leader in the BBC can you provide the following that has been outlined as being in place for the BBC :

1. Scoping, designing and implementing a new Leadership Programme for all business Leaders - please can you provide details of the format of this programme and associated materials does this include the new BBC Board and what level of leaders?

Delivered in 2016 this was a three day face to face course that was delivered in partnership with the BBC Academy. People who attended this course are on grades from 8-11.

2. Project managing the transition of all induction content to a digital space - The BBC previously replied that there was no digitalis or gamification what is the format of this? –

There is a difference between online content and online learning; induction is full of information which constitutes as content. Not learning. The platform is web based. This solution will save time for individuals and managers which in turn will provide better output per day.

3. Creating a culture transformation in all elements of leadership which include both the softer skills of leadership and transaction processes - what is the cultural transformation for leaders in the BBC? What is the current culture and what is trying to be acheived? The LinkedIn profile states that Adam has full responsibility for leadership development in the BBC does this include the new BBC Board and what will this entail?

The training that is provided has a learning outcome to make a difference to the BBC and the people that work within the business.

Softer Skills – we are accountable for training such things as communication training and influencing
Transactional – we are accountable for training on such systems as PDR

4. Developing the first digital learning programme for the HR function within the organisation - please provide an outline of this and how it aligns the transformation agenda of HR in the BBC.

We are working on the development of a digital learning programme for the HR function in conjunction with our career path framework (CPF). Due to the sheer numbers that will potentially use the system if this was only offered as a face to face initiative it would cost the BBC millions of pounds to deliver, this digital learning approach helps to keep us aligned to current trends and deliver in a cost effective way.

5. Analysing, reviewing and re-designing HR development pages and content - please outline the changes made.

Adam is accountable for all HR Career and Development Pages within gateway. He make's changes to make sure the words within there are aligned to current approach and strategy. This is an internal BBC system.

6. Delivering a new Performance Review approach and increasing completion rates by over 20% - what is the new approach and has thus been agreed with the NUJ and BECTU. Please provide details of this.'

A simplified approach to Performance Review has been agreed by both NUJ and BECTU this year. The completion rate increase was seen in last year's figures and not this current year.

Please note that, as set out in section 6(1)(b)(ii) of the FOI Act, our subsidiaries (including BBC Studios & Post Production Ltd, UKTV, BBC Global News Ltd and BBC Worldwide Ltd), as well as the charities BBC Media Action and BBC Children in Need, are not subject to the Act, therefore information for their personnel is not included in the figures quoted above.

I hope this response satisfies your request.

Appeal Rights

If you are not satisfied that we have complied with the Act in responding to your request, you have the right to an internal review by a BBC senior manager or legal adviser. Please contact us at the address above, explaining what you would like us to review and including your reference number. If you are not satisfied with the internal review, you can appeal to the Information Commissioner. The contact details are: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF, Tel: 0303 123 1113 (local rate) or 01625 545 745 (national rate) or see <http://www.ico.gov.uk/>.

Yours sincerely

BBC People

