

Chapter 5 - Learning and Development

Introduction – Learning and Development

1. Learning and Development (L&D) is key to the effective delivery of Jobcentre Plus services, and to the development of our staff. This chapter aims to set out the responsibilities of Work Coach Team Leaders, Disability Employment Adviser Leaders and Jobcentre Customer Service Manager in relation to L&D, both for themselves and for members of their team.

2. As managers, Work Coach Team Leaders, Disability Employment Adviser Leaders and Jobcentre Customer Service Managers are responsible for:

- completing all aspects of People Performance, including the agreement of individual objectives and completing in-year and end of year reviews on time and to DWP standards;
- identifying and arranging individuals' learning and skills development to support their continuous improvement;
- agreeing personal development plans with individuals to address their development needs and support their performance improvement;
- setting key work objectives (KWOs) so that individual members of the team understand what is expected of them;
- conducting regular team communication meetings to encourage and support the team; and
- making effective and best use of available resources.

Work Coach Team Leader roles and responsibilities

3. As a Work Coach Team Leader, 80% of your time should be spent with your staff, observing, coaching, mentoring and giving one to one support to your work coaches.

4. In addition to the responsibilities listed above for all managers, you are responsible for:

- observing interviews, giving feedback, coaching, mentoring, holding case conferences, running team learning sessions and ensuring the environment encourages work Coaches to perform to their potential;
- supporting the work coach team to enable them to follow the learning routeways, appropriate accreditation approach and ongoing professional development;
- assessing work coaches through the decisions they make during interviews using observations, case conferencing, the customer assessment tool, action plan quality checks, quality assurance Standards observations and performance reports to review with work coaches their rationale for decisions made, provide effective feedback and identify ongoing professional development needs;
- making sure the team understands the importance of IT systems being accurately updated to support the production of performance and management information;
- ensuring the team understands the array of provision available to support their customers to move closer to or back into work and the associated eligibility conditions;
- using the contact time with staff to enable you to manage through the performance and development on an ongoing basis;
- recognising and rewarding innovation and flexibility where it has lead to improved job outcomes whilst remaining within allocated resource, policy and guidance frameworks; and
- establishing the right environment that persuades and sells the behaviours required to support the delivery of a personalised and flexible service to customers ensuring effective internal and external communications plans are in place.

Jobcentre Customer Service Manager Roles and Responsibilities

5. As a Jobcentre Customer Service Manager, you are responsible for the effective leadership and management of a team Service Delivery Coaches, Quality Coaches and Service Delivery Support colleagues. In addition to the responsibilities listed above for all managers, you are responsible for:

- providing clear focus and direction, motivating and inspiring the team and individuals to achieve, and carrying out checks in line with the Quality Assurance Standards; and
- discharging the Health and Safety responsibilities of a line manager.

People Performance

Setting Key Work Objectives (KWOs)

6. Objectives should be set as early as possible in the performance year. Following discussion with the individual jobholder, you must set (and record on a Performance Plan) at least three and no more than six SMART objectives at any one time to describe:

- what the individual is expected to achieve;
- when they are required to achieve it; and
- the standard required.

7. When setting objectives, you must:

- take into account experience, knowledge and ability, particularly for new entrants/promotees and learners;
- where appropriate, take into account an employee's disability or working pattern;
- incorporate any generic objectives agreed at national, group or district level; and
- discuss and agree how competencies will be demonstrated (see the Civil Service competency framework which can be found on Civil Service Learning (CSL) ([link is external](#)) for more information).

8. It is important to remember that each team member will have different levels of experience and different learning and development needs, and therefore will have different objectives.

9. Advice and guidance on agreeing objectives and competencies can be found on the People Performance pages.

People Performance throughout the year

10. You will need to hold frequent performance discussions with each member of your team. Performance discussions are vital to ensure your staff are aware of how they are performing against their agreed objectives and competencies. These discussions are also a good opportunity to:

- give feedback;
- recognise good performance; and
- identify any areas for further development.

11. Performance discussions enable any remedial action that may be necessary to be identified and taken as soon as possible. They also give your staff the opportunity to raise any issues or concerns they may have about their work or development.

12. Further information on People Performance procedures throughout the year, and the end of year appraisal process as detailed on the People Performance site.

13. The Civil Service Learning site ([link is external](#)) and the Learning Support Sites and Learning Centres page contain useful information on People Performance learning products, including information on workshops which aim to provide line managers with essential skills needed to manage performance.

Development

Work Coach Team Leader Coaching and Development

14. As a Work Coach Team Leader, you will need to develop your skills in order to coach, develop and mentor your staff, using a range of techniques and taking into account individual learning styles. You will be required to undertake ongoing professional development in order to reach a professional qualification, which will validate your management and coaching skills, and help you to ensure your work coach team follow the appropriate learning and development programme towards their own accreditation.

15. Your coaching and feedback skills will be important in helping you support your work coach team through their ongoing development and continuous improvement. You will need to use these skills to help your work coaches make their way through the L&D routeway.

16. The Work Services Directorate Learning Hub provides access to information and support to help you and your work coach team identify appropriate learning solutions and highlight changes to existing learning products.

Disability Employment Adviser Leader Coaching and Development

17. As a Disability Employment Adviser Leader, you must develop your skills in order to effectively manage and lead your team, using a range of techniques and taking into account individual learning styles. To do this, you must work through the Disability Employment Adviser Leader Learning Routeway, which can be found in the Work Services Directorate Learning Hub.

18. Your coaching and feedback skills will be important in helping you support your DEAs through their ongoing development and continuous improvement. You must use these skills to help your DEAs make their way through the L&D routeway.

19. The Work Services Directorate Learning Hub provides access to information and support to help you and your DEAs identify appropriate learning solutions.

Jobcentre Customer Service Manager Development

20. As a Jobcentre Customer Service Manager, you will need to develop your skills in order to effectively manage and lead your team, using a range of techniques and taking into account individual learning styles. To do this, you will need to work through the Jobcentre Customer Service Manager Learning Routeway via the Work Services Directorate Learning Hub.

21. This lists all the learning and development products available to support JCMs. It is a suggested routeway of learning to enable you to acquire the knowledge and skills required to take on the job role.

Development of your team

22. There are also learning routeways available for members of your team. You will need to encourage and support your team in undertaking the learning and development they need to enable them to fulfil their role.

Work Services Management Learning and Resource Centre

23. The Work Services Management Learning and Resource Centre is available via the [Work Services Directorate Learning Hub](#). It provides a single point of access to information or learning products, alongside a library of other useful resources applicable to your work, enabling you to build the knowledge and skills associated with management responsibilities.

Civil Service Learning Site - Learning and Resource Centre

24. The [Civil Service Learning site](#) (link is external) replaced the Learning and You intranet site on 2nd April 2012. The Civil Service Learning site is a one-stop-shop for learning for courses, online resources or e-learning. There are already a range of learning products available through the site, and many more will be added over the coming months. You will need to register with the site and create a new account in order to access the site initially. Once you have an account, you will be able to access all your learning in one place.

Communications

25. Work Coach Team Leaders, Disability Employment Adviser Leaders and Jobcentre Customer Service Managers are responsible for:

- supporting the Customer Services Leader in developing and maintaining effective communications within your offices and across the management cluster;
- communicating effectively with your team in regular, planned ways;
- leading and facilitating effective discussion within regular face to face meetings with your team;
- briefing your team and gathering feedback on important business messages delivered through the Operational Line Manager's Updates and Gatekeeper Memos; and
- instigating short focused 'daily huddles' or 'spotlight' briefings at the start of each day to update the team on day-to-day performance and customer service issues if necessary.

Communication role and responsibilities

26. You should:

- prepare for and facilitate effective regular communication sessions;
- provide people who work non-standard hours with the opportunity to raise questions prior to the session ensuring feedback is given on issues raised;
- select a team member to capture feedback, views and comments from the team;
- review and agree feedback from the session with the team and where appropriate feedback those views using channels such as Your Call and Bright Ideas; and
- brief absentees on meeting outcomes.

Work focused interview process and supporting tools for Work Coaches and Work Coach Team Leaders

27. This guide pulls together a range of guidance and supporting tools applicable to all work coaches and Work Coach Team Leaders that are currently published across the Jobcentre Plus guidance site. The package can be used as a comprehensive starting point for all new work coaches and Work Coach Team Leaders as well as an aide memoir for experienced work coaches and Work Coach Team Leaders.

28. It aims to improve overall understanding of the WFI process and highlights the supporting tools that all work coaches and their managers can use. For further information, see the WFI Process and supporting tools for work coaches and work services managers instructions.

Using CVs Effectively

29. Using CVs Effectively (link is external) is a learning product that has been developed to help customer facing staff understand the importance of a good Curriculum Vitae (CV) and build on the skills needed to help jobseekers develop and use their CV effectively. It can be

delivered by either Work Coach Team Leaders or Learning and Development Officers (LDOs) and is available via Resource Management (RM) using reference JCP 1944.

Customer Assessment Tool Masterclass

30. A Customer Assessment Tool (CAT) Masterclass (link is external) has been developed to enable Districts/Groups to facilitate master classes around the importance of the CAT and how to use it to effectively support claimants moving closer to, and into employment. The framework covers the basic elements of the CAT and the links to the District Provision Tool (DPT). However, each Group/District may want to build on the high level content to tailor this framework to suit the needs of their target audience and their District/Group.

31. The master class can be held for anyone who undertakes Work Targeted Interviews with customers, and therefore would complete the CAT, although we would expect most work coaches and their managers to find it useful.

32. All CAT learning modules and work coach learning **must** have been undertaken before attending this master class. See the Work Coach Learning Centre for further information about the training that is available for particular job roles. The Work Coach Learning Centre can be found on the Learning Support Sites and Learning Centres page.

33. The aim of this framework is to provide master class participants with the chance to further consolidate their learning, by allowing participants to practice completing the CAT and link it to the DPT.

34. It should be tailored to suit local needs and it is for each Group/District to decide who is best placed to facilitate the master classes and how best to run it. However, it is critical to the success of this masterclass that the facilitator has first hand experience of the CAT, is experienced in work targeted interviewing and thoroughly understands the integrated guidance. Likewise, it is critical that the facilitator and the attendees see the CAT in the context of the whole interview and its support – the work targeted interview, the quality assurance Standards and building commitment. See the WFI process and supporting tools for work coaches and work services managers instructions.

Quality Assurance Standards Masterclass

35. A Quality Assurance Standards for work coaches master class (link is external) is also available to aid understanding of the Quality Assurance Standards process. This high level framework has been developed to enable Districts/Groups to facilitate master classes around the importance of the work coach Quality Assurance Standards and how to use it effectively.