

RTU Staff College

Business Plan 2008-2009

The Regional Training Unit provides leadership, coordination and direction in the planning and delivery of training at regional level. The direction and policies of the Unit are determined by the Management Board, consisting of the Chief Executive of each Education and Library Board, the Chief Executives of CCMS, NICIE and Comhairle Na Gaelscolaioctha, the Deputy Secretary of the Department of Education and a representative from the Governing Bodies Association.

The Regional Training Units vision states:

Vision

The Regional Training Unit is committed to the development of quality, excellence and improvement in the education service.

The Mission of the Regional Training Unit is:

Mission

We will, through our provision, develop our customers to enable them to become increasingly effective and thereby contribute to the continuous improvement of their organisations.

Key Values

The key values, which underpin the RTU vision and mission statement and which inform all activities both internally and externally are:

- | | |
|------------------------|--|
| Respect | <ul style="list-style-type: none">• We value the needs and contributions of all our customers and staff;• We actively support the principles of inclusiveness, equity and fairness. |
| Customer Focus | <ul style="list-style-type: none">• We provide relevant and effective learning which will be challenging, enjoyable, applicable and motivational. |
| Partnership | <ul style="list-style-type: none">• We work together with customers, partners and suppliers to meet the needs of our clients in addressing their demanding and changing environment;• We value communication and in particular listening as key elements in delivering our services;• We encourage effective teamwork within the organization in order to support our services to customers. |
| Integrity | <ul style="list-style-type: none">• We maintain our core values to the best of our ability whilst respecting others values;• We promote a unity of purpose amongst our staff and in partnership with our stakeholders;• Our internal and external behaviours is driven by openness and honesty;• We are a dynamic organisation which harnesses the drive and enthusiasm of our staff. |
| Professionalism | <ul style="list-style-type: none">• On a continuous basis we set, review and update quality standards for all our services and invite feedback on these from customers and other stakeholders;• We believe in the processes of reflection, review and evaluation as a means to continuous improvement;• We have an ethos of continuous learning and seek to promote this widely;• We function in a responsible manner by providing reliable services in an efficient and economical manner centred on our customers needs and remaining accountable for our decisions and actions at all times. |

What we do

Staff College works with its education sector partners to provide a range of tailored solutions that will enable those partner organisations to achieve their key objectives.

Traditionally, the range of provision offered by the Staff College has included: organisation development; senior management development; accredited management qualifications; customised training solutions; competence based courses and capacity building.

The Staff College team of Professional Development Officers works with partner organisations on a facilitative and consulting basis to help achieve business objectives. In addition, a wide range of strategic partnerships with public and private sector organisations have been developed to enhance our provision. We seek to continuously improve our provision and to that end we will continue to develop further partnerships and explore new methods of delivery including online learning.

What we plan to do

At this time of major transformational change within the education sector, the main focus of the work of the Staff College for the period 2008-2009 will be on the delivery of change management programmes. The desired outcome of this provision is to assist and support managers to develop those aspects of their work which will enable them to improve their business and achieve greater results for their customers.

It is also envisaged that such programmes will enable those who are involved in planning, managing, implementing and who are affected by change, to better understand and deal with the challenges brought about as a result of the impact of the Review of Public Administration with the establishment of:

- the Education and Schools Authority for Northern Ireland and
- the Northern Ireland Library Authority.

Planning and Performance

The purpose of this business plan for the period 2008-2009 is to enable the Staff College to plan for the future and to be sensitive to the changes in the needs and priorities of our customers. It represents the base from which we will operate and keeps us focused on the priorities we have identified and agreed. This plan will help us to deliver the identified priorities and continually improve the service we provide.

For simplicity of presentation, this plan represents Regional Training Unit strategic targets aligned within individual key improvement activities. In reality this may not always be the case as many of our activities serve to deliver more than one strategic target. Whilst this plan focuses on actions and targets over the coming year, recognition should be given that some of the activities such as some of the Institute of Leadership and Management (ILM) and Chartered Management Institute (CMI) programmes may have a longer duration due to the nature of the course.

Progress against this plan will be monitored and reported on regularly, particularly during individual staff performance reviews, and will be used as the basis to help us determine the programme for the next year.

What have we achieved in 2007-2008?

Examples of what we have achieved during this period included:

- An Introduction to Competency Based Recruitment – approximately 300 staff from partner organisations attended 12 awareness sessions
- A Library Supervisory Skills Programme was designed and delivered
- 4 sessions providing support for members of staff from Pupil Services was developed and delivered around the issue of ‘Handling Difficult People’
- A Building Skills and Capabilities for Change Programme was developed and designed
- The delivery of Professional Certificate in Investigative Practice to Inter-Board Internal Audit Group and other professionals
- Support provided for the attainment of Centre of Procurement Excellence (COPE) status for procurement professionals in the education sector
- The continued rollout of Chartered Management Institute Executive Diploma programme. Cohort 6 and 6a completed the programme and Cohorts 8 and 9 commenced with 13 and 12 candidates respectively. In January 2008 a graduation ceremony was held in Belfast Castle for 23 candidates.
- 21 candidates completed the Institute of Leadership and Management level 5 Diploma in Management.
- 80 candidates commenced the Institute of Leadership and Management level 3 programme
- A member of the Staff College team successfully completed a course on ‘Consulting and Change in Organisations’ at Ashridge Business School.

STAFF COLLEGE

DRAFT BUSINESS PLAN 2008-09

RTU Strategic Target	Key Improvement Activity	Led by	Target Date for implementation	Evaluation/Success Criteria
<p>To provide for client organisations a broad, comprehensive, quality and relevant business developed resource accessed through a well communicated and marketed Staff College 'Portfolio'/Prospectus</p>	<p>1. The production of an abridged Staff College Prospectus communicated to all ELB and Partner organisations.</p> <p>2. The organisation of conference/short course provision as outlined in Staff College Prospectus as per customer requirements.</p>	<p>C Johnston/Professional Development Officers</p> <p>Professional Development Officers</p>	<p>31 May 2008</p> <p>31 March 2009</p>	<p>Prospectus designed and delivered</p> <p>Conferences/short courses delivered as outlined in Staff College Prospectus.</p>
	<p>3. The design organisation and delivery, of the BSCC programme for ELB's and partner organisations.</p> <p>4. In partnership with Associates, participate in a review of the structure of BSCC to enhance the programme.</p> <p>5. Consider the potential and cost impact of additional cohorts to the programme.</p>	<p>M Kealey/N Lynagh</p> <p>C Johnston/M Kealey</p> <p>M Kealey</p>	<p>31 December 2008</p> <p>31 March 2009</p> <p>31 October 2008</p>	<p>Initial roll-out of BSCC completed</p> <p>Review complete and adjustments made to programme as appropriate.</p> <p>Costing completed and decision made regarding additional cohorts to the BSCC programme.</p>

	<p>6. Facilitate as required, business/operational planning activities.</p> <p>7. Investigate the potential for the establishment of 'Coaching Clinics' among partner organisations.</p> <p>8. Represent the RTU on the ESAIT working group considering Capacity Building for ESA.</p> <p>9. To consult with NILA and Chief Librarian Representatives regarding the development of a change management programme for Library Staff.</p> <p>10. The design, organisation and development of the change management programme for library staff transferring to NILA before December 2008.</p> <p>11. Develop and organise a 3 day CIPD course targeted at ELB Training Staff.</p>	<p>M Kealey</p> <p>M Kealey</p> <p>M Kealey</p> <p>L Elkin/N Lynagh</p> <p>N Lynagh/Elkin</p> <p>N Lynagh</p>	<p>31 March 2009</p> <p>31 March 2009</p> <p>31 March 2009</p> <p>31 July 2008</p> <p>31 March 2009</p> <p>31 January 2009</p>	<p>Planning activities supported.</p> <p>Management report and business case completed.</p> <p>Meetings attended and report produced.</p> <p>Amended programme designed.</p> <p>NILA/BSCC Course completed</p> <p>Course completed</p>
--	---	---	--	--

<p>To disseminate best practice on educational leadership and organisational development issues</p>	<p>12. Design and develop a short course for partner organisations dealing with the issue of Project Management.</p> <p>13. Design and develop a short course targeted at partner organisations dealing with the issue of ‘conflict management/handling difficult people’.</p> <p>14. Develop a proposal for inclusion in the Summer School Prospectus 2009 before end of March 2009.</p>	<p>M Kealey</p> <p>Professional Development Officers</p> <p>Professional Development Officers</p>	<p>31 January 2009</p> <p>31 March 2009</p> <p>31 March 2009</p>	<p>Short course on project management designed</p> <p>Short course on ‘conflict management/handling difficult people’ designed</p> <p>Proposals for Summer School 2009 forward to Summer School Project Team</p>
<p>Identify and deliver a more cohesive package of CMI and ILM provision agreed with the Institutes</p>	<p>15. Design and organise and ensure delivery of the CMI Executive Diploma programme to the current Cohorts.</p> <p>16. Seek approval for proposed new CMI courses as outlined in the 2008 prospectus.</p> <p>17. Commence work on the necessary amendments for the ‘roll-out’ of the new CMI unitised programmes.</p>	<p>M Kealey</p> <p>M Kealey</p> <p>M Kealey</p>	<p>31 March 2009</p> <p>31 March 2009</p> <p>31 January 2009</p>	<p>CMI cohorts 8 and 9 completed</p> <p>Approval obtained</p> <p>New unitised programme developed</p>

	<p>18. Develop an Action Plan to ensure that all the recommendations and identified areas for improvement from the June CMI verification visit, are implemented.</p> <p>19. Organise a 'graduation ceremony' for those candidates completing the CMI Executive Diploma before March 2009.</p> <p>20. The design, organisation and delivery of the ILM level 5 programme to the current Cohort.</p> <p>21. Commence a new Cohort of ILM level 5 as per demand.</p> <p>22. Ensure that the recommendations of the October ILM quality visit relating to the ILM level 5 programmes are implemented.</p> <p>23. To ensure that the ILM cohorts (level 5), already established are completed, course work submitted, assessed and internally verified.</p>	<p>M Kealey</p> <p>M Kealey</p> <p>N Lynagh</p> <p>N Lynagh</p> <p>N Lynagh</p> <p>N Lynagh</p>	<p>30 September 2008</p> <p>31 March 2009</p> <p>31 March 2009</p> <p>31 March 2009</p> <p>31 December 2008</p> <p>31 March 2009</p>	<p>Action Plan developed and recommendations implemented.</p> <p>Graduation Ceremony for CMI Executive Diploma candidates held.</p> <p>ILM Level 5 programme to current cohort completed.</p> <p>New ILM level 5 cohort commenced.</p> <p>Action Plan developed and recommendations implemented.</p> <p>Appropriate course work submitted, assessed and externally verified.</p>
--	--	---	--	--

	<p>24. To ensure that the ILM cohorts (level 3), already established are completed, course work submitted, assessed and internally verified.</p> <p>25. To seek approval for a minimum of 2 new ILM courses and design, and plan for full implementation.</p> <p>26. Develop an Action Plan to ensure that all the recommendations and identified areas for improvement from the forthcoming ILM quality visit (October 2008), are implemented and disseminated.</p> <p>27. Organise a 'graduation ceremony' for those candidates completing ILM courses.</p> <p>28. Carry out an assessment to consider the rationale for the number of candidates failing to complete ILM courses.</p>	<p>L Elkin</p> <p>L Elkin</p> <p>L Elkin/N L ynagh</p> <p>L Elkin</p> <p>L Elkin</p>	<p>31 March 2009</p> <p>30 November 2008</p> <p>31 December 2008</p> <p>31 March 2009</p> <p>31 December 2008</p>	<p>Appropriate course work submitted, assessed and externally verified.</p> <p>Approval obtained and 2 new ILM courses designed and planned.</p> <p>Action Plan developed and recommendations implemented.</p> <p>Graduation Ceremony for ILM candidates held.</p> <p>Assessment carried out and report produced</p>
--	--	--	---	--

	29. Complete a series of 'workshops' for those staff who have not completed course work associated with their ILM level 3 course, in order to increase the number of candidates graduating and prepare a management report outlining the challenges of the new ILM procedures and its challenges for candidates.	L Elkin	30 November 2008	Workshops completed and number of candidates completing course increased. Report regarding the impact of the new ILM procedures completed.
Effectively publicise and promote RTU Services to maximise their use	30. Participate as required in Staff College 'Awareness Sessions'.	Professional Development Officers	30 December 2008	Awareness Sessions completed as per demand.
	31. Compile and disseminate promotional information targeted at ELB training officers and other education partners in respect of the Management Resource Centre.	A Abbs	31 August 2008	Information forwarded to ELB Training Officers and other education partners, resulting in an increase in number of requests for resources.
Effect improvements to learning, management and administrative systems using up to date technology	32. Investigate the future potential for on-line learning in relation to ILM, CMI, BSCC and other short course provision.	Professional Development Officers	31 March 2009	Investigation carried out and on-line learning materials available for Staff College courses

<p>Identify annually a list of performance targets and report to Management Board on our performance against such</p>	<p>33. Design and develop a suite of Performance Indicators for the Staff College.</p> <p>34. Design and develop a series of Service Standards for the Staff College.</p> <p>35. Participate as part of a team, in the design and development of a suite of Performance Indicators for the Staff .</p> <p>36. Participate as part of a team, in the design and development of a series of Service Standards for the Staff College.</p>	<p>C Johnston</p> <p>C Johnston</p> <p>Professional Development Officers</p> <p>Professional Development Officers</p>	<p>31 December 2008</p> <p>31 December 2008</p> <p>31 December 2008</p> <p>31 December 2008</p>	<p>Suite of Performance Indicators developed and implemented</p> <p>Service Standards for the Staff College developed and implemented</p> <p>Suite of Performance Indicators developed and implemented</p> <p>Service Standards for the Staff College developed and implemented</p>
<p>Actively seek feedback and suggestions via a wide range of media and use the feedback to inform development and planning</p>	<p>37. Participate in the review of the current evaluation form presently in use by the Staff College.</p> <p>38. Design and issue a Staff College Customer Satisfaction Survey and produce a report on findings.</p> <p>39. Contribute to the content and the generation of a list of contacts for the inaugural Staff College</p>	<p>Professional Development Officers</p> <p>C Johnston</p> <p>Professional Development Officers</p>	<p>31 October 2008</p> <p>30 November 2008</p> <p>31 August 2008</p>	<p>Evaluation Form reviewed and new format established and implemented.</p> <p>Customer Satisfaction Survey issued, analysed and report completed. Action Plan on findings established.</p> <p>Contact list completed.</p>

Develop, preserve and ensure access to a comprehensive collection of management resources	Customer Satisfaction Survey.	A Abbs	31 October 2008	Investigation complete and management report submitted
	<p>40. Investigate the potential for on-line feedback from customers in respect of MRC provision.</p> <p>41. Develop on-line learning materials, through the use of 'Blackboard' for such courses as BSCC and ILM level 5.</p> <p>42. Continue to develop and review materials distributed at courses to ensure that they are the most relevant and up-to-date for the course subject matter.</p> <p>43. To investigate the development of RTU website, with on-line learning materials for NILA BSCC course, and as appropriate for ILM courses.</p>	N Lynagh	30 November 2008	On line Materials Developed
		Professional Development Officers	31 March 2009	Materials Reviewed
		N Lynagh	29 February 2009	On-line materials developed

<p>To increase by 10% annually wider education staff utilisation of MRC</p>	<p>44. Gather performance information in respect of the Management Resource Centre (MRC) relating to:</p> <ul style="list-style-type: none"> a. Amount of new stock acquired – number and value b. Number of enquiries c. Number of loans d. Number of enquiries received on-line e. Number of visits. 	<p>A Abbs</p>	<p>30 September 2008</p>	<p>Performance information collated for MRC for at least the last 3 years.</p>
<p>Plan financial affairs to ensure that short and long term objectives are met including sustaining sound financial systems to ensure accountability and value for money</p>	<p>45. Establish review systems regarding processes for purchase of resources including periodicals and other materials.</p>	<p>A Abbs</p>	<p>31 December 2008</p>	<p>Review of systems completed</p>
<p>Support the improvement of Leadership within our client base organisations by providing all education staff in Northern Ireland with access to up-to-date resources to</p>	<p>46. Organise and participate in a ‘Knowledge Management Seminar’ targeted at RTU staff at the Regional Training Unit.</p> <p>47. Benchmark aspects of Intranet Provision/Content against</p>	<p>A Abbs</p>	<p>31 March 2008</p>	<p>Seminar organised</p>

support corporate and personal management development	similar service providers to highlight areas of best practice.	A Abbs	31 March 2008	Benchmarking exercise complete
	48. Review ordering procedures through establishing contacts with Schools Library provision and Teacher Resource Centres as appropriate before March 2009.	A Abbs	31 March 2008	Review of procedures complete

During the life of this plan, the Staff College will also provide opportunities for partner organisations to avail of capacity building opportunities in relation to competency based interviewing skills and interviewing skills for panel members.