

# **EAST RENFREWSHIRE COUNCIL LEARNING & DEVELOPMENT POLICY**

## **1 Introduction**

East Renfrewshire Council's mission is to make lives better for our residents. Our vision is to be a "modern, ambitious Council, creating a fairer future with all". As a Council we recognise that our employees are our greatest asset and that we will only be able to achieve our key outcomes with the support of a highly skilled, motivated and flexible workforce. The Learning & Development Policy is a crucial tool towards providing a positively motivated workforce to achieve the corporate objectives, the provision of quality services to the population of East Renfrewshire and will support the Organisational Development Strategy.

The Council is committed to providing access to appropriate learning and development opportunities to all employees in order to enable them to acquire the necessary skills, knowledge, abilities and qualifications, to carry out the duties of their posts efficiently and effectively, and to acquire new skills relevant to the duties they will have to undertake in the future.

Appendix 1 outlines the operational requirements and terms & conditions of employment related to learning & development activities.

## **2 Objectives**

The key objectives of the Council's learning and development policy are to :-

- ensure that we have a workforce fit for purpose with the right skills, behaviours and attitudes to deliver a diverse range of key outcomes for our residents both now and in the future
- provide access to learning & development activities which have been identified through the Performance Review & Development Scheme (PRD) to enable employees to perform their duties effectively and are able to adapt to the changes and meet the challenges that may lie ahead.
- ensure that learning and development is provided to support employees and the Council, in discharging statutory duties.
- provide development activities that will support the 5 Capabilities, Vision and Values, Modern Ambitious Programme and the Leadership Competency Framework.
- promote equality of access to and opportunity for learning and development activities for all employees of the Council and in particular to ensure that the Council meets its responsibility under the general duties of the Equality Act 2010.
- provide access to quality, professional and cost effective learning & development resources

## **3 Learning and Development Priorities**

In order to ensure the optimum deployment of the Council's employees and the most cost effective use of the budgetary resources, the Council must clearly establish certain corporate learning and development priorities through consultation, agreement and commitment from the Leadership Group.

Directors should ensure that each service/school prioritises their own needs and produce an annual learning & development plan which will be based on local operational requirements and individual training and development plans agreed through the annual PRD process.

Each service level learning & development plan should support the following corporate requirements to:-

- provide induction training for all new employees to the Council and those transferring from other departments and sections – see Section 9.1.
- enable employees to acquire any new skills which might be needed in order to participate effectively in corporate strategies and initiatives. This may also include awareness seminars as part of the employee communication process.
- provide any training and development required as a result of introducing new technology, new legislation, new procedures or new policies.
- promote good employment practices, employee relations and job satisfaction for all employees.
- ensure each employee meets with their manager to review their performance and agree a training & development plan in accordance with the PRD scheme and which will support the double tick commitment for those employees with disabilities
- identify and address any barriers or potentially discriminatory practices that some employees may experience in accessing appropriate development activities e.g. those who share a protected characteristic such as disability or pregnancy
- embed the leadership competencies for all employees Grade 11 and above.

#### **4 Protected Training Time for Teams**

The Council highly recommends the principle of “Protected Training Time” to ensure that all employees, but in particular, those who deliver essential front line services receive adequate training to ensure they can effectively carry out the duties of their post and keep up to date with new developments. It is not possible for any employee to spend 100% of their working time on work tasks. All employees will require an element of downtime to allow them to attend team meetings, participate in development activities and to complete the PRD process.

Protected training time is a formally agreed amount of time or specific time during the working week, month or year which should be allocated to skills development. The priority for protected training time should not just be for statutory/compulsory training but should also be extended to other essential training.

Protected training time should only be implemented after completion and approval of a business case. See appendix 2 for further information.

#### **5 Learning and Development Budgets**

Each department must ensure that departmental learning & development budgets are prioritised and ensure that each development activity will add value in terms of improving performance through increased knowledge or skills.

#### **6 Definition of Learning & Development**

For the purposes of this policy, learning and development shall include the following activities:-

- |  |                                      |
|--|--------------------------------------|
| • On the Job Training                      | • Internal/External Training Courses |
| • E learning                               | • Seminars                           |
| • Professional & Vocational Qualifications | • Secondments                        |
| • Open and Distance Learning programmes    | • CPD                                |
| • Management Development                   | • Coaching and Mentoring             |
| • Job Shadowing                            | • Team Briefings/Workshops           |

## **7 Responsibility for Learning and Development**

Effective organisational learning and development can only be truly successful if it is embraced across the Council with a positive commitment from both employees and managers. In addition, key stakeholders and responsibilities require to be identified and agreed to ensure effective learning and development takes place throughout the year in the workplace.

### **7.1 Directors**

Directors have responsibility for ensuring that:-

- there is a genuine and positive attitude towards the benefits of investing time in employee development by ensuring learning and development is a regular agenda item at management/team meetings (at least quarterly).
- employees have access to any learning and development which is essential for them to do their job effectively and support where necessary “protected training time” for front line employees.
- individual learning and development needs are identified through the PRD scheme and incorporated into service/school learning and development plans. These learning and development plans should be produced annually and reflect corporate and departmental priorities and objectives, as well as individual needs and the outcomes from the Corporate Equality Mainstreaming report and included in service plans to ensure progress is monitored and benefits evaluated and achieved.
- support and submit corporate development needs and ideas to the Organisational Development Board/Team for inclusion in the Corporate Learning & Development Plan.
- an appropriate senior officer(s) who has the necessary skills, knowledge, experience and capacity to fulfil the role of the Learning & Development Advisor(s) will drive and co-ordinate learning and development activities on behalf of the department.
- an adequate budget is available for learning and development across their department

### **7.2 Line Managers and Supervisors**

The role of the line manager/supervisor is crucial to achieving the corporate and departmental training objectives. It is the responsibility of the line manager:-

- to demonstrate a positive culture towards the benefits to be gained from investing in employee development and the performance review and development scheme.
- to identify individual and team development needs through the PRD Scheme and organise and implement as appropriate – in particular departmental specific development needs.
- to seek advice on meeting individual and team development needs through discussion with departmental Learning & Development Advisor.
- where appropriate submit a business case to introduce “protected training time”
- to ensure that individual employees are aware of the learning objectives of any training and development activity, which they participate in by discussing with the employee prior to attendance.
- to evaluate the outcomes of an individual’s attendance at a learning and development event by discussing how effective the development was and how they will transfer the learning back into the workplace.

### **7.3 Learning & Development Advisors**

The role of the learning & development advisor is crucial to drive, support and embed the objectives of the Learning and Development Policy within the service/school/department and to create a positive culture towards all aspects of learning and development. Learning and Development Advisors have responsibility for:-

- co-ordinating and translating the policy into practice, reporting progress on key initiatives to the departmental senior management team on a regular basis (quarterly) and highlighting any barriers or challenges in particular those that may have implications under the Equality Act 2010
- promoting and championing all learning and development activities
- attending local management team meetings on a regular basis to drive the discussion on learning and development issues
- co-ordinating the annual PRD process and providing advice and support to managers and employees within the department on the PRD process
- ensuring that departmental training budgets are prioritised on the basis of the PRD exercise and the most effective use of resources
- co-ordinating and producing annual learning and development plans
- providing guidance to managers on appropriate development solutions to any identified need
- acting as a first point of contact for employees looking for learning and development advice
- agreeing and implementing statutory and compulsory training requirements for the different needs and categories of employees within their service/school/department
- supporting managers to produce business cases for “protected training time”
- working in partnership with the Corporate Organisational Development team to drive both learning and organisational development across the Council.

### **7.3 The Individual**

The PRD scheme is a two way process and requires the commitment of each employee to positively participate in the scheme and to take responsibility for their own learning & development. Employees have responsibility for:

- taking an active part in reviewing and improving their own performance
- agreeing in discussion with their manager the best development method to meet their preferred learning style
- participating fully in any resulting development activity
- reflecting on how they will transfer their learning into their day to day work and sharing their knowledge and skills with others
- taking responsibility for their future career development and progression

## **8 Provision of Corporate Learning & Development**

To ensure learning & development events across the Council are organised as efficiently and cost effectively as possible, the Corporate & Community Services Department will co-ordinate, plan and offer a range of development methods and activities on subject matters that will support the different levels of supervisors/managers, preferred learning styles and optimise the transfer of learning.

### **8.1 Corporate Training Calendar**

The corporate training calendar will specifically offer a range of classroom based, participative and interactive courses to address the following:-

- **Corporate HR Policies**

To support line managers and supervisors develop their skills and knowledge in terms of key HR policies and procedures such as Recruitment & Selection, Discipline & Grievance, Performance Review & Development Scheme and Maximising Attendance.

- **Health and Safety Policies**

Under the Health and Safety at Work Act (1974), and subordinate legislation, the Council has a legal requirement obligation to provide appropriate training for its employees which should take place during working hours. A range of Health & Safety Training will be provided by the Health Safety Unit. However, for certain employees it may be necessary to source departmental specific or specialist training from an external provider.

It is a statutory requirement that Directors and Heads of Service identify and implement appropriate Health & Safety training requirements for the specific staff groups within their department/service.

- **Equal Opportunities**

The Council is committed to providing such training as required to ensure that employees undertake their duties and responsibilities in line with the Council's policy on Equal Opportunities in Employment and Service Delivery. While equal opportunities issues will be a fundamental part of any training programme, the Equality Unit will take a lead role where any equality related training needs are identified corporately.

- **Supervisory/Management Training**

It is recommended that supervisors/managers who have responsibility for employees must either have a recognised qualification or undertake appropriate training. The corporate training calendar will offer accredited and non accredited options – see Section 9.2.

- **Personal Development**

The corporate training calendar will offer a range of courses that will support the development of employees on a range of topics including key council issues.

## **8.2 E Learning**

The Council has in place an e-learning system which offers a highly flexible and cost effective method of development for all levels of employees who have a computer logon and have access to a computer on a regular basis. The e-learning system offers a comprehensive range of courses that can be grouped into 6 sections and will support and enhance the range of courses offered within the Corporate Training Calendar.

- Personal Development
- Supervisory/Management
- Leadership
- Information Technology
- Insider Essentials
- HSCP

Part of the e-learning system includes an authoring module which allows the Council to script and develop in house courses. It is hoped to extend the range of e-learning courses in the future through working in partnership with departments/services to develop in-house courses. Managers who are interested in developing an e-learning course for their particular service/group of employees are encouraged to contact the Organisational Development team for advice and support.

### **8.3 Workshops & Toolkits**

A series of short workshops will be organised throughout each year on a range of issues to support the implementation of new council policies/initiatives. To assist team building and personal development a range of toolkits will be available for line managers/employees to access. A list of these are detailed in Appendix 3 and can also be found on the intranet. To access these toolkits please contact the Organisational Development team.

## **9 Compulsory Training for New Employees & Newly Appointed or Promoted Managers**

When new employees join the Council the following essential development activities must be organised as follows:-

### **9.1 Employees**

Departmental Induction – within the first 2 weeks employees must complete and sign the departmental induction process.

Corporate Induction - Within the first 3 months employees must complete the corporate induction process which is an e-learning module and a half day introduction to health & safety. If the corporate induction process is not possible due to operational issues then the departmental induction process must incorporate the subject matters covered in Corporate Induction.

PRD Scheme - within the first 3 months employees must attend a short employee awareness session or complete an e-learning module outlining the Council's PRD Scheme. This will then allow the employee to attend their first PRD meeting and agree key work objectives and a training & development plan for their first part year. This process should identify any further essential learning & development required. Thereafter, employees should be incorporated into the normal PRD timescales within the team.

Equality and Diversity- Within the first 6 months employees must complete either the e-learning module called Equality and Diversity Overview or attend an appropriate workshop facilitated by the Corporate Equality team.

The Corporate Induction and Equality and Diversity e-learning modules can be located from the home page of the e-learning system by selecting the "Insider Essential" category and then the "Essential Training for Employees Programme".

### **9.2 Managers/ Supervisors**

In addition to departmental or corporate induction as detailed in section 9.1 the manager/supervisor must attend/complete the managers' version for the PRD Scheme. Within the first year for managers/supervisors with responsibility for staff it is mandatory for them to attend the following Corporate HR and Health & Safety Policies: Recruitment & Selection, Maximising Attendance, Discipline & Grievance and the IOSH Managing Safely course. The Council operates a registered interviewer's scheme – it is compulsory for interviewers to attend training prior to participating in selection interviews.

Supervisory/Management Training – within the first year, newly appointed supervisors/team leaders/managers with no previous experience or formal qualification should attend the appropriate development programme as follows:-

Grade 4 – 7                                      Supervisors for the Future

Grades 6 – 10                                    Managers for the Future

Grades 11 – 16                                 Leaders for the Future

## **10 Professional and Vocational Training**

Financial assistance towards the cost of the course may be available to employees to participate in under-graduate, post-graduate and/or professional qualifications, provided that the requirement for needing the qualification is absolutely essential for carrying out their post and has been identified through the PRD process, recruitment or workforce planning process. The assistance provided should be the most cost effective method available and the agreement will be documented in a Letter of Undertaking – see Appendix 1. Consideration must be given to minimise the time away from the workplace to complete the qualification in the following order of priority :-

- Evening Classes
- Open/Distance Learning
- Half Day/ Evening Per Week
- Day Release

In certain circumstances, if an employee wishes to fund a professional or vocational qualification themselves, a manager has the discretion to offer an element of support in terms of time off from work. For example, an Open Learning Course requires attendance at 8 workshops during the working week, throughout the year – a manager may wish to offer an element of support by authorising leave of absence for 4 days with the employee covering the remainder through annual/flexi leave.

## **11 Higher and Further Education**

Applications for higher and further education should only be approved in exceptional circumstances e.g. when required as an entry qualification to a required professional or vocational qualification. The assistance provided should be the most cost effective method available and the agreement will be documented in a Letter of Undertaking.

## **12 Training for Trade Union Representatives on approved TU courses**

Applications for attendance on paid release at an approved Trades Union course(s) should be made in advance to the appropriate Director or Head of Service. Applications should be made at least 14 days prior to the course start date on form TU1.

In considering such applications, the Director or Head of Service should take account of the trade union duties performed by the individual and the Council's Terms and Conditions of Service.

There is a legal obligation to ensure that all Trade Union Health & Safety representatives receive all appropriate training which would include training provided through the TUC, individual unions or the Council.

### **Human Resources – Organisational Development**

**Policy Author:** Pauline Cameron

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## **Operational Requirements and Terms & Conditions**

### **1 Professional & Vocational Qualifications**

#### **1.1 Course and Examination Fees**

Where agreed, the Council will pay in full all prescribed course, registration and matriculation fees and **reimburse** all examination fees for an approved course of study. The Council will not pay membership fees of any institute or professional body, with the exception of employees for whom entitlement to payment of membership fees is a Condition of Service.

An employee who joins the Council whilst undertaking a course of study, may not apply for reimbursement of course fees which have already been paid.

An employee who leaves the Service of the Council whilst undertaking an authorised course of study, will require to repay any fees in accordance with the letter of undertaking.

#### **1.2 Associated Training Costs**

Employees will require to pay for any additional associated costs related to undertaking/completing a professional/vocational qualification themselves. This will include travelling and meal expenses, cost of text books and binding of thesis/dissertations etc

#### **1.3 Letter of Undertaking**

Employees who are receiving financial assistance towards the cost of a professional or vocational qualification, must complete and sign a Letter of Undertaking prior to the start of the course. A letter of undertaking is available for those studying for a qualification up to and including H.N.C. level or equivalent (Form LU1), and for those studying for a qualification above H.N.C. level (Form LU2).

The undertaking requires employees to repay any financial assistance to the Council, under the following circumstances.

- the employee leaves the service of the Council voluntarily, before the end of the session for which the fees have been paid
- the employee voluntarily terminates the studies before the end of the session for which the fees have been paid.
- the employee voluntarily takes action which compels the Council to dismiss the employee from the Service before the end of the session for which the fees have been paid.
- the employee is dismissed from the service of the Council for reasons of indiscipline or misconduct, before the end of the session for which the fees have been paid.
- the employee fails to make a satisfactory number of attendances.
- the employee fails to complete the course to a satisfactory standard.
- the employee fails to make satisfactory progress.

Employees who complete Form LU2 will also require to repay the full amount of fees connected to the completion of their qualification should they fulfil any of the criteria detailed above and leave the Council within 2 years of the date of completion of the course.

Both the employee and manager should retain a copy. It is the responsibility of the line manager to arrange the repayment of any financial assistance should an employee leave the Council within the 2 year period from the date of completion. This should be clearly indicated when submitting the employee's letter of resignation to HR Direct for processing.

## **Recovery of Training Expenses**

The amount to be recovered should the terms of the letter of undertaking be applied, should include:

- course fees for the course of study.
- all examination fees.
- any expenses incurred by the Council in recovering training expenses.

Where an employee transfers to another local authority or joint board the Council may require repayment of 50% of the financial assistance which has been granted.

## **Reduction in Financial Assistance**

If an employee receives any other financial assistance towards the cost of the course e.g. through ILA funding, the Council's contribution will be reduced accordingly.

### **1.4 Progress and Examinations**

Line Managers have a responsibility to monitor the progress of individual employees who are undertaking an approved course of study. This should take the form of a structured discussion with the employee regarding their progress, and should take place at least once per term.

Leave of absence with pay for one half day is available for each end of term examination and any resit exams to support final preparation. The employee is also entitled to leave of absence for sitting the exam. Any additional time should be taken from the employee's annual leave entitlement.

Where an employee has failed an examination, he/she will be responsible for the resit examination fees. If the employee fails the resit examination, the line manager should interview the employee and assess whether the Council will continue to authorise the employee's attendance at the course.

### **1.5 Attendance During a Public Holiday**

Where an employee has a commitment to attend a day release class on a public or general holiday, there will not be any entitlement to enhanced payment for the day or a day off in lieu.

### **1.6 Study Schools**

Where an employee is required to attend a study school during the working week as part of an authorised open or distance learning course, leave of absence with pay will be granted.

There will be no entitlement to enhanced payments or days off in lieu for study schools/residential weekends that take place during weekends or non working days.

### **1.7 Course Work/Assignments**

Employees who are receiving financial assistance towards the cost of their course and are benefiting from part or full day release must use their own personal time for the completion of any associated course work or assignments.

Managers have the discretion to offer an element of support in terms of time during the working day for the completion of course work or assignments for employees who are completing their course through evening classes or open/distance learning.

## **1.8 Leave of Absence without Pay**

To support specialist areas, where there is a history of recruitment shortages, employees may apply to their Head of Service for leave of absence without pay for a specified time to undertake a professional or vocational qualification. The employee will be liable for all costs associated with the course.

On completing the qualification, the employee will be entitled to return to a similar position on the same grade and salary placing prior to the leave of absence. The leave of absence will not count as a break in service however it will also not count towards any additional years service for the purpose of continuous and reckonable service and awarding of increment.

There will, however, be no guarantee or automatic right to a position on a higher graded professional post. Should a higher graded post become vacant, the post may require to be advertised as there could be other employees in non professional posts who have also obtained the necessary professional qualifications.

## **2 Internal Training Courses**

Attendance at in-house training courses will be regarded the same as attendance at business meetings for the purposes of claiming travelling expenses.

## **3 External Training Courses, Events & Conference**

The fees associated with attendance at an external course, event or conference will be paid by the council.

Travelling expenses and any subsistence or accommodation costs not included in the fees for the event will be reimbursed as per the conditions of the Council's Travel & Subsistence Scheme.

## **4 Conference Overseas**

The Council will only support attendance at any overseas training courses, events or courses in exceptional circumstances.

## **Protected Training Time – Manager Guidance**

### **1 When should you consider implementing “Protected Training Time”**

It is highly recommended to consider introducing protected training time for a team, if you experience difficulty setting aside a sufficient amount of time for development activities for the following reasons:-

- having to maintain a front line service
- believing you cannot adjust/amend service delivery times
- feeling under pressure to meet personal or team deadlines
- believing that operational tasks must always take precedence over development time

Whilst these reasons are completely understandable in terms of demonstrating a passion and a commitment to always deliver effective front line services and meet deadlines, it is also equally important to consider that our employees will only be able to effectively perform their duties if they receive regular training and development to keep their skills, knowledge and competencies up to date. Due to the speed of change some work practices and procedures can quickly become out of date or superseded with developments in new technology and equipment. Therefore a team can start to become ineffective which will then have an impact on the services they deliver and meeting deadlines may become more challenging.

As a modern ambitious council we need to promote the training and development of our employees. Implementing a protected training plan may therefore help raise the profile of the importance of learning and development and increase the probability of development activities actually taking place.

Stephen R Kovey “You need to take time to sharpen the saw”

### **2 How does “Protected Training Time” work?**

Protected training time can take place in a variety of ways, there is no right or wrong way to approach it. Protected training time is most successful when an agreement or plan is put in place following thorough consideration of the needs required for each team, engaging with all stakeholders to produce a business case covering all the issues.

A business case report to obtain approval for protected training should include the following information:-

- type of development required
- frequency and time required along with how it will work in practice e.g. ensuring access for all in particular for those employees who share a protected characteristic as defined by the Equality Act 2010
- resources required and associated costs (if applicable)
- benefits that will be achieved and risks of not implementing
- steps that will need to be taken to minimise the impact on customers
- consultation process with employees/managers and T.U.s to agree the proposal.

A line manager should produce a business case report with support from their departmental Learning and Development Advisor and submit to their Head of Service for approval.

Some teams and section within the Council already have elements of protected training time in place. Some options/formats to consider are as follows:-

### **2.1 A set time every week or month for all employees on duty**

This is quite a popular option – most commonly used in the health service e.g. GP surgeries open at 10 am every Wednesday to allow employee training from 9am to 10 am. This allows all team members who are on duty at the time to participate in the training. Also commonly used by libraries and leisure centres in many Councils. HSCP currently use this model with some centres and close early one day month to ensure development time is available for employees. When well publicised most service users become aware of the closure times and accept that employee development time is necessary to ensure they receive a quality service.

### **2.2 A set time every week or month for a proportion of staff**

Through data analysis Customer First have identified a time of the week when it is slightly quieter than the rest of week. A programme of team development has been planned to take place at this time every week. Slightly different to the example above, due to only a proportion of employees attending at any given time, a partial service is still being maintained.

### **2.3 Scheduled Days Throughout the Year**

Similar to how in-service days are used in the Education Sector - specific days can be planned and promoted in advance. Quite often these days are scheduled to precede or follow a public holiday when service closure may be less disruptive or demand maybe less than normal and therefore a reduced service could be justified.

## **3 What types of activities can be included in “Protected Training Time”**

The most common activities that protected training time is used for is statutory training such as professional CPD, health & safety training, driver training, lifeguard training, first aid training etc.

Consideration should also be given to establishing protected training time for essential training on day to day activities such as new computer systems, using new machinery and equipment, legislative issues, changes in service delivery and team development sessions to review processes and procedures, to develop knowledge and understanding on council initiatives such as the 5 capabilities and values.

Protected training time could also be introduced to help manage and plan the annual PRD process to ensure interim and end of year meetings can be effectively managed and development needs identified through the PRD process organised and actioned.

### Toolkits/Activities for Managers

Regular team building and development is essential to maintain a high performing team and will support and improve employee engagement. It is best practice that managers should plan and facilitate a least one team development session a year.

The Organisational Development Team have a range of toolkits and activities that can be borrowed. Please contact the Organisational Development Team on ext 3179 to discuss possible options.

Title	Description
<b>Fish Philosophy</b>	<p>This is a proven and fun way to strengthen team work and improve customer service.</p> <p>Fish introduce four simple powerful skills anyone can use to build team success and personal excellence</p> <p>Play, Be There, Make Their Day and Choose Your Attitude</p> <p>Catch the Energy Release the Potential</p>
<b>Who Moved My Cheese – The Change Programme</b>	<p>This programme is an effective way to experience more success with less stress in times of change and have some fun in the process. This programme will assist you in preparing, presenting and reviewing the key concepts that help people see change differently.</p> <p>Preparing for change in an “A-Mazing” way to deal with change in your team</p>
<b>Roll a Ball</b>	<p>A very popular teamwork and communication skills activity – RollaBall emphasises the need for departments to work together for a common goal.</p>
<b>Houston – We Have a Problem</b>	<p>This challenging and popular activity encourages teams to cooperate rather than compete, to share information rather than hoard it and to work together for ultimate success. An out-of-world experience! But how much time is wasted in competing before the penny drops?</p>

<b>Fenman Team Building Facilitators Guide &amp; DVD</b>	Effective teams do not simply “happen” – they have to be built. This pack will help any manager facilitate a team building session with their team. Abbreviated, Standard and Expanded Session Plans Available. Covers Forming, Storming, Norming and Performing
<b>CIPD Exercises for Team Development</b>	Exercises for Team Development
<b>Management Cards – What Makes a Manager</b>	What are the TOP 30 characteristics in an effective manager? Generates great discussion.
<b>Management Cards – Customer Service</b>	Establish fundamental principles for building better relations with customers, service users and everyone in the organisation.
<b>Management Cards – Personal Effectiveness</b>	Empower your team members to manage their time 20% more effectively. Raise awareness and transform attitudes.
<b>The Coaching Game</b>	Basic introduction to what coaching is all about. Learn fundamental skills and put theory into practice in a safe environment. Useful for a senior management team who want to adopt a coaching culture within their service
<b>Time for Decision</b>	Based on a real incident, here’s a chance to practise clear thinking and decision making under pressure.
<b>Airlift</b>	AirLift! is a very popular team exercise which raises awareness on how to split jobs into mini-tasks, delegate the parts and ensure communication is maintained throughout. Ideal to quickly assess team problem-solving competencies - and a range of other team skills.
<b>Deadline 30 Minutes</b>	This 30 minute activity is an ideal activity to demonstrate the need for teams to manage their time, be accurate and work together.
<b>Chinese Tower</b>	An effective teamwork activity that reminds teams to focus on what the customer wants rather than relying on what they think the customer wants.