Learning & Development Strategy

Growing with CABI

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KNOWLEDGE FOR LIFE

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Executive Summary

This Learning & Development Strategy is a sub-strategy of the CABI HR Strategy**.** It outlines an action plan to develop our staff in a working environment that values diversity and in which all employees are encouraged to realise their full potential and contribute to business success. The Strategy promotes 'One CABI' ways of working and is designed to build on what we have already achieved and to be flexible to respond to changing business requirements and priorities.

The strategy will focus on the key priorities highlighted in the HR Strategy, both fundamentally about our capacity:

1. …to anticipate specific skills and experience requirements from current and new staff that will enable CABI to deliver existing business and to meet emerging new business opportunities such as Plantwise and Mobile (Medium Term Strategy 2014-2016);

2. enabling CABI to "*accelerate the process of team initiation and enhance team building skills… (to) significantly improve our chances of success, and mitigate the risks failure, and more truly become and act as 'One CABI'."* (2013 Swiss Workshop Report).

It is primarily an action plan to support two of the seven main themes in the HR Strategy, though it will contribute to all of them to some degree. The two are highlighted below:

Organisational Development

To strengthen organisational capacity throughout CABI to be able to respond to change in an agile and flexible way and to facilitate a collaborative 'One CABI' workplace culture where staff are actively engaged and individually developed.

- build the strength and capability of leaders, managers and management teams to lead and manage change with the cultural competence appropriate to a global organisation;
- provide managers and staff with support and development at key stages in their careers, including on appointment, at promotion and on becoming line managers;
- improve line manager impact on staff engagement through the more frequent and more effective communication of CABI's mission, vision and objectives.

Performance Development

To promote a high-performance culture for individuals and teams and ensure that the goals, objectives and behaviour of staff are aligned with CABI's mission, vision and objectives.

- review the performance management process within CABI to ensure that it remains fit for purpose;
- develop the CABI Competency framework to integrate it as part of recruitment and development and performance review (eg job descriptions, personal development plans and appraisals);
- develop the management, coaching and mentoring skills of line managers.

Scope

This Strategy covers all employees of CABI worldwide.

Background

The corporate training programme has been used as a means of developing staff and also to promote 'One CABI' ways of working by placing a high value on interchange to bring staff from different centres to train, work and learn together.

This has especially been the case with training in the **PRINCE2** approach to project management, where colleagues have attended courses run in Kenya, Malaysia, Pakistan, Switzerland and the UK, and also with the **Future Leaders Programme**. In August 2013, our Future Leaders Programme was held at Pembroke College, Oxford, and was our largest single development event to date, with 32 delegates from all across CABI attending.

The focus of our training investment has largely been on equipping staff to meet business goals and priorities. In this respect we have focussed on *'the vital many'*, recognising that all employees have talents to contribute, and we will continue to offer Leaning & Development support to all staff.

The Action Plan below is divided into the twelve interventions we have scheduled or are in development followed by six areas for improvement that we are currently working on or proposing to introduce. The sixth and final area for improvement – training needs analysis - particularly signals that this Learning & Development Strategy is work in progress that will be updated in 2015 once the interventions and improvements have bedded in. In particular we will develop a more fully costed training budget from 2014/15 to support this strategy.

Learning & Development Strategy Action Plan, 2014 – 2016

Interventions	
• Facilitation • Team Development • e-Learning • Future Leaders • Mentoring • Job Specific Training	• Project Management • People Management • I Love Learning Week • Personality Profiling • Well-being events • Peer Action Learning Sets

Areas for improvement
• Welcome and Induction • Embedding learning • Interchange • Performance Management • Annual L&D Programme • Training Needs Analysis

Facilitation

Achieving successful outcomes through effective facilitation has never been more important. You may need to run a meeting, a training course, solve a particular problem, gain consensus to a course of action, or mediate in conflict.

2014	2015	2016
• Directly facilitate meetings and workshops throughout CABI using a range of methods to encourage engagement and ownership. (ongoing) • Offer advice and support to staff who need to facilitate meetings and workshops. (ongoing) • Run a two day Training for Trainers and Facilitators course, summer 2014 and annually thereafter. This will explore how people learn and the role of the trainer or facilitator. It will allow for the acquisition – or refreshment - of some skills, tips and techniques of successful training or facilitation design and delivery. (Q3 2014 and ongoing)		

Team Development

Effective team working is an essential ingredient for organisational success. Successful teams can help transform an organisation, increase outputs and deliver on organisational objectives. The composition of teams, how they work together, how they are motivated and the quality of leadership within teams are just some of the elements that contribute to making a successful organisation.

2014	2015	2016
• Provide inter-active sessions for teams throughout CABI, as a model of good practice, to improve communication and team performance. (Q2 2014 and ongoing) • Offer the Belbin Team Roles profiling system to teams. This encourages people to consider their own behaviour in a team, receive feedback and explore the behavioural styles of their team members. (Q2 2014 and ongoing) • Offer advice and support to managers to get the best from their team. (ongoing)		

e-Learning

e-Learning can occur in or out of the classroom. It can be self-paced learning or may be instructor-led learning. e-Learning is suited to distance learning and flexible learning, but it can also be used in conjunction with face-to-face teaching, in which case the term blended learning is commonly used.

2014	2015	2016
• Work with our current supplier, Jenison, to extend the range of courses offered and update the operating system.(Q3) • Research alternative more innovative, exciting suppliers to engage once our current contract ends, (Q4)	• Launch new e-Learning suite (Q1) • Staff survey to review new e-Learning suite and to assess the demand for additional modules	• Launch additional e-Learning modules (Q1)
• Explore and disseminate information about MOOC's (Massive Open Online Courses). (Q4 2014 and ongoing)		

Future Leaders Programme

The Future Leaders Programme is a management development programme designed to help develop the future leaders of CABI and to promote teamwork across the organisation.

2014	2015	2016
• Run a one week residential course at Pembroke College for 16 staff from across CABI, half completing their final module and half newly identified staff. (Q3) • Design individual staff development plans for each of the delegates and review the progress and ongoing needs of previous Future Leaders Programme delegates (Q3)	• Conduct a review of the Future Leaders Programme 2011-14 and consider next steps (Q1) • Launch 'new improved programme' (Q2)	• To be confirmed

Mentoring

Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and is becoming increasing popular as its potential is realised. It is a partnership between two people (mentor and mentee) normally working in a similar field or sharing similar experiences. It is a helpful relationship based upon mutual trust and respect.

2014	2015	2016
• Run a pilot mentoring scheme (working title, Mentor I Programme) for staff throughout CABI. This will provide professional development for 48 CABI staff (16 mentors and 32 mentees) from autumn 2014 until autumn 2015. The aim is to train and offer peer support to 16 CABI staff as mentors who will offer mentoring to 32 CABI staff members. (Q4 2014 to Q3 2015)		• Launch Mentor II Programme (Q1) • 12 month plus survey of Mentor I Programme to assess value and impact (Q3)
• Gather information on formal and informal mentoring already taking place within CABI to identify and disseminate good practice and consolidate. (Q4)	• Launch good practice Mentoring Guide (Q1)	

Job specific training

Job specific training for hard and soft skills that enhances individual and team workplace performance.

2014	2015	2016
• Continue to improve the use of the appraisal process to identify individual training needs and to select relevant training interventions. (ongoing) • Work with managers and individual staff to identify the most relevant intervention, eg external course, professional development (ACA, CMA, CIPD etc) e-learning, one-to-one peer support etc (ongoing) • Identify courses or materials from external agencies that may be of use to individuals, teams or groupings of staff. (ongoing)		

Project Management

This is a mission critical competence for CABI. The primary challenge of project management is to achieve all of the project goals and objectives whilst meeting the preconceived constraints. The primary constraints are scope, time, quality and budget. The secondary — and more ambitious — challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

2014	2015	2016
• Run a three day PRINCE2 Foundation level course for sixteen staff in Switzerland (Q2) • Additional staff to attend PRINCE2 Open Programme, (Q3) • Revitalise and relaunch the CABI PRINCE2 Users Forum and organise peer support sessions for users.	• Design a 1-week Project Management Programme to include the 3-day PRINCE2 Foundation course, together with a general overview of project and financial management, Monitoring & Evaluation (M&E) and how we use PRINCE2 within CABI to run annually from 2015. (Q1) • Design a 1-day Introduction to Project Management for non-specialist staff, to include a general overview of project and financial management, Monitoring & Evaluation (M&E) and how we use PRINCE2 within CABI to run at least annually (Q2)	• 2016 1-week Project Management Programme (Q1) • 2016 1-day Introduction to Project Management Course (Q1)

I Love Learning Week

This originated as a very simple idea suggested by the CABI Staff Council to begin to address the sense from Staff Surveys that some staff feel that they have “no time to train”.

<table>
<tr><th>2014</th><th>2015</th><th>2016</th></tr>
<tr><td rowspan="2">• I Love Learning Day (Q1)
• Pre-launch of I Love Learning Week 2015 (Q4)</td><td>• Prepare events at each Centre for February 2015 (dates tbc). (Q2)</td><td>• 2016 I Love Learning Week (Q1)</td></tr>
<tr><td colspan="2">• Broaden to spread over the course of a week rather than a day to allow for wider engagement. (ongoing)
• HR to use the event to promote resources and training interventions that will happen through the whole year. (ongoing)</td></tr>
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People Management

“The art of getting things done through people".

2014	2015	2016
• Develop and run a 2-day Managing People Effectively course to serve as a first module in a programme of management development (Q4)	• Revise the Management Competencies Framework to integrate it as part of recruitment and development and performance review (eg job descriptions, personal development plans and appraisals) and incorporate into appropriate training sessions (Q2) • Deliver 2-day Managing People Effectively course (Q3) • Design additional module(s) for the management development programme (Q4)	• Deliver 2-day Managing People Effectively course (Q2) • Deliver additional module(s) for the management development programme (Q3)

Personality Profiling

A personality profile is a knowledge management tool used to provide an evaluation of an employee's personal attributes, values and life skills in an effort to maximize his or her job performance and contribution to the organisation.

2014	2015	2016
• Gain accreditation in the use of Facet5, a personality profiling tool which is the base of a range of team, manager and leadership profiling tools from a global agency, Synermetric. (Q2)	• Explore how using these tools can be part of a One CABI Management Development Programme (and potentially Recruitment). (Q1)	• To be confirmed
• Offer Facet5 or Myers Briggs (MBTI) personality profiling service (both of which are used globally) to targeted staff (Managers, Future Leaders, Management teams) as a behavioural self-awareness tool. (Q3 2014 and ongoing)		

Well-being events

Well-being is associated with numerous health, job, family, and economically-related benefits. Individuals with high levels of well-being are more productive at work and are more likely to contribute to their communities.

2014	2015	2016
• Offer a Back and Neck Health workshop session as a pilot to determine levels of interest and the benefits of such events. (Q3) • Offer workshops sessions on work/life balance and other topics (Q3 and 4)	• Research best practice in this area at each centre and within other organisations and seek views from staff and other parties (Q1) • Launch CABI-wide initiative (Q2)	• 2016 programme of well-being events (Q1-Q4)

Peer Action Learning Sets

An Action Learning Set is a simple and powerful method for individuals to learn from each other -learning that can be put into practice immediately. The topics of learning are not set and are varied. They are generated by the participants.

2014	2015	2016
	• Design a CABI Action Learning Set Scheme (where seven staff from different centres/teams convene bi-monthly to share issues and concerns and help each other to move forward). (Q1) • Run an initial action learning set as a pilot and then roll-out others for those interested in participating. (Q1) • Review the learning from these and blend into the Learning & Development Programme. (Q4)	• Launch CABI-wide Action Learning Set Scheme (Q1)

Areas for Improvement

Welcome and Induction

2014	2015	2016
• Conduct interviews with selection of staff that joined within the last year to seek suggestions for improving the system. (Q2) • Design a new starter's welcome pack and trial a Buddying system. (Q3) • Prepare induction check-list and guidelines for managers and work more with them before and during the induction process. (Q3)	• Implementation of new Welcome and induction process (Q1 2015 and ongoing)	

Embedding Learning

2014	2015	2016
• Incorporate signed agreement of staff member and line manager into all training interventions committing them to review the learning and feedback to HR. (Q2)	• Additional activities to be planned	• Additional activities to be planned
• Managers to be trained and encouraged to agree individual learning plans with each team member based on the needs of the individual, their team and CABI as a whole. (ongoing) • Organise more sharing of learning as part of team meetings, project or ad hoc fora or through HR. (ongoing)		

Interchange between offices, function and teams

2014	2015	2016
• Explore the potential offered by Work Shadowing (working with another employee who might have a different job, something to teach or can help the person to learn new aspects related to the job, organization etc. (Q4) • 2014 CABI Development Bursary (Q3) • Research best practice in this area within CABI and at other organisations and seek views from staff. (Q3) • Run pilot schemes (Q4)	• Implement a CABI-wide Work Shadowing scheme (Q1) • Pilot staff exchange with external partners (eg FAO) and suppliers (eg BDO) (Q3) • 2015 CABI Development Bursary (Q3)	• Staff survey to assess the value of the Work Shadowing scheme (Q2) • Implement a CABI-wide staff exchange programme with external partners and suppliers (Q2) • 2016 CABI Development Bursary (Q3)
• Continue to promote bringing together staff from different centres at workshops, meetings and training events to encourage cross-fertilization and further develop the feeling of belonging to 'One CABI'. (ongoing)		

Performance Management

2014	2015	2016
• Review the Performance Management system to ensure it is fit for purpose and make any changes to the current procedure. (Q4) • Incorporate a session on the system into the new People Management course. (Q4)	• Offer all managers and staff a seminar or webinar on the Performance management system to ensure a consistent understanding and approach across CABI (Q1 2015 and ongoing)	• TBC

Annual L&D Programme

2014	2015	2016
• Create a programme of learning and development offerings for 2015 to be made available to staff by the end of 2014. (Q4 2014 and ongoing) • Develop a protocol outlining Learning & Development requirements for certain employees, eg new managers, newly promoted staff, Senior Managers etc. (Q4 2014 and ongoing) • Integrate the Annual Learning & Development Programme and protocol into the performance management system. (Q4 2014 and ongoing)		

Training Needs Analysis

2014	2015	2016
• Use 2014 as a year to experiment with some new interventions as well as continuing with established ones, whilst reviewing their impact. (Q4)	• Undertake a CABI-wide Training Needs Analysis during the first half of 2015 to look at the needs of the business, our employees and all of our stakeholders. (Q2 2015 and annually) • Adapt the L&D Strategy and Action Plan to reflect these results. (Q3 2015 and annually)	

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