

THE TREASURY SOLICITOR'S DEPARTMENT TRAINING AND DEVELOPMENT PLAN

1 April 2004 TO 31 March 2005

Introduction

The Treasury Solicitor's Department (the Agency) recognises that the training and development of its people is key in ensuring it meets its objectives. The Agency's training and development policy - set out in the Training and Development Strategy - is to ensure that everyone in the Agency has the knowledge, skills and abilities necessary to undertake their jobs effectively and to realise their potential.

Responsibility for the Agency's strategy and policies for training and development (T&D) rests with the Supervisory Board (the Board), assisted by the T&D Committee. The Board has approved this Plan, and it will evaluate the contribution of T&D to the achievement of the Agency's objectives.

This document, the Agency's T&D Plan for 2004\2005 (the Plan) sets out what the Agency intends to do in relation to T&D from 1 April 2004 to 31 March 2005.

Abbreviations used in the Plan

The Agency: refers to the Treasury Solicitor's Department

The Plan: refers to this document, i.e. the Agency's T&D Plan for 2004\2005.

The Board: refers to the Agency's Supervisory Board.

T&D: stands for Training & Development

TLO: stands for Training Liaison Officer.

IHT: stands for Inhouse Training

The QQR: refers to the Agency's first Quinquennial Review

liP: stands for Investors in People

GLS: stands for Government Legal Service

CPD: stands for Continuing Professional Development and refers to the ongoing T&D requirements of the professional bodies.

PRACAMS: stands for Practice & Case Management System

LION: stands for Legal Information On-line (the GLS Intranet)

TSOL: stands for Treasury Solicitor On-line (the Agency's Intranet)

The purpose of the Plan

- To set out the Agency's objectives for T&D for the period of 12 months covered by the Plan;
- To set out the resources required;
- To provide a framework for the evaluation of the Agency's return on its investment in T&D.

Implementation of the Plan

Is the responsibility of everyone in the Agency. Everyone has a personal T&D plan setting out his or her current needs. Every Division has a T&D Plan which reflects the Agency's priorities as well as the local needs of the particular division. The Training Liaison Officers (TLOs), the Inhouse Training (IHT) Committee and the People Development Team support managers at all levels in providing appropriate T&D for the people for whom they are responsible.

Annex A to this Plan, contains a list of the members of the TLO Group and the IHT Committee as well as the T&D Committee and the liP Progress Group.

The Agency's business goals

The Agency's prime objective is defined in current Business Plan:

- To undertake our functions so as to provide high quality legal services which meet the needs of clients and offer them value for money; offer the staff rewarding careers; and thus maintain a high reputation for the Agency.

In summary, we seek to achieve in everything we do:

- Satisfied Clients;
- Satisfied Staff; and
- A High Reputation

The work towards making the Agency more business-like, as recommended in its first Quinquennial Review (QQR) has gathered momentum and has given rise to specific training needs.

The work being done to build a formal strategy for Career Development in the Agency has highlighted training needs for individuals as well as for groups of people. The results of the Agency's first Staff Survey, which were published in April 2003, showed clearly that the provision of a range of training and developmental opportunities is important to, and valued by the people who work for the Agency.

Maintenance of the Investors in People (IiP) standard and continued efforts to improve our performance against the standard is one important way in which the Agency can ensure that T&D is taken seriously. The Agency has an IiP Progress Group which continually monitors our progress against the standard. (The members of the Group are listed in Annex A.)

Analysis

Taking account of the Business Plan, the recommendations of the QQR, the results of the Staff Survey and the report from the IiP re-accreditation (published in December 2003), the Supervisory Board has outlined the following four themes which should be T&D priorities for the Agency for this 12-month period:

- Skills and Knowledge for Everyone
- Local Induction
- Best Practice for Managers
- Making full use of IT

Training And Development Outcomes For 2004/2005

1. Skills & Knowledge for Everyone

Business objective:

To maintain a diverse, well-skilled and motivated workforce which provides a high quality and competitive service to meet the needs of clients/stake-holders.

Analysis:

Lawyers and other case holders must keep up to date with the law and legal practice in order to provide clients and others with whom we do business, with the service they expect. This will help the Agency to maintain a competitive edge.

Legal Trainees need to meet the requirements for qualification and to develop the skills required to enable them to provide the service our clients expect.

Administrators working in DOCS must also keep up to date with developments in their own specialist areas of work.

The professional bodies, in particular the Law Society and the Bar Council have a requirement that members complete a certain number of hours of training in order to maintain their professional standing. The Agency has a responsibility to provide sufficient opportunities to enable those who need to, to meet their CPD requirements.

The implementation of the Freedom of Information Act will give rise to a requirement that all Agency staff are made aware of its impact on our business and on their practices.

Enhanced Client Care practices and awareness are needed in order to maintain our ability to compete with other providers of legal services.

In order to meet our prime objective everyone in the Agency must have an awareness of our business and their role in meeting our business objectives as well as being equipped with the skills to enable them to fulfil their role.

Activities:

- The Agency will continue to run three IHT programmes in each calendar year
- The IHT programmes will continue to include a sufficient number of accredited events to enable lawyers to meet the CPD requirements of the Law Society and Bar Council.
- The IHT programmes will continue to include events focused on personal and managerial development.
- Legal Trainees will be encouraged to attend IHT events and in addition, specific training sessions will be arranged to meet their particular needs.
- During this period there will be a particular emphasis on supplying training on Freedom of Information, Risk Assessment & Management, and Client Care.
- Inhouse Training will be supplemented by the use of external training courses which develop professional skills and knowledge, help members the Agency to do their job more effectively and, where appropriate, enable them to meet the CPD requirements of their professional body.

Performance objective:

Staff will be equipped with the knowledge and skills to enable them to:

- to be effective in their current role
- meet the business objectives of the Agency efficiently.
- develop their career.

Allocation of Responsibility:

1. *The Inhouse Training Committee will:*

- organise IHT programmes which include a comprehensive range of subjects.
- ensure that IHT events are accredited for CPD purposes whenever it is at all possible.
- ensure that IHT is accessible to all Agency staff.

2. *The Training Liaison Officers will:*

- identify particular topics in which training is needed for staff in their area to efficiently do their jobs.

3. *Team Leaders and Line Managers will:*

- identify the training needs of individual members of staff and make recommendations for how those needs are to be met.
- ensure that their staff attend appropriate training events which will help them to meet the Agency's business needs and contribute to their personal development.

4. *The People Development Team will:*

- administer the IHT programmes.
- assist individuals and managers in identifying appropriate methods of meeting training needs.
- ensure that information about T&D opportunities is easily accessible to all Agency staff.

Resources:

1. *Time for:*

- the Inhouse Training Committee members to carry out their function.
- the Training Liaison Officers to carry out their function.
- the People Development Team to administer and support the IHT programmes.
- the People Development Team to gather and then publish information and about suitable T&D Opportunities
- processing applications for external courses.
- delegates to attend events.

2. *Inhouse speakers and facilitators:*

- to design and deliver IHT events.

3. *The Training Principal*

- *to identify the general training needs of legal trainees and organise appropriate training events*

4. *Panel Counsel and other associates of the Agency:*

- to prepare and deliver IHT events

5. *Consultants to help design and deliver:*

- training on Client Care, Managing Change, Risk Assessment & Management and Freedom of Information.
- specific skills training such as Taking Witness Statements, Taking Minutes of Meetings etc.

6. *Off-site venues:*

- To enable us to run training events when there is no accommodation available in QAC.

7. *External training companies to provide:*

- Courses on a wide variety of subjects which are pertinent to the professional and developmental needs of all Agency staff.

Expenditure:

- Inhouse speakers & facilitators: @ operational\opportunity costs only.
- Panel Counsel and other associates of the Agency: @ no cost to the Agency.
- Consultants: @ an average cost of £1,200 + VAT per day.
- Off-site venues: @ an average cost of £1,200 + VAT per day. The anticipated need for this period is 15 days.
- External Training courses: @ an average cost of £450 per head per day. (The average uptake of external courses is 1.5 courses per person in the Agency.)
Refreshments for full day courses held in QAC: @ £6 per head

Indicators:

- Meeting of Team, Divisional and Agency objectives
- Lawyers and other professionals meeting their CPD requirements.
- Staff Appraisals stating whether members of the Agency are performing to (or above) expected standards.
- Evaluation of courses by participants

2. Local Induction

Business Objective:

New members of staff to quickly become fully effective. i.e. well informed, highly motivated staff who contribute to the achievement of the Agency's business objectives and feel they are valued by the organisation,

Analysis:

It has long been recognised that HR Division effective processes in place for helping managers to induct new members of staff into the Agency. However, the results of the Staff Survey (conducted in March 2003) and other research highlighted that there is a lack of consistency in the quality of induction across the Agency. It is necessary to support managers to help them to ensure that everyone who is new to the Agency or new to their role is provided with a thorough and swift induction to the area they are working in as well as their

induction to the Agency as a whole.

Activities:

The primary activities for establishing best practice and ensuring that new members of staff are inducted properly will be:

- Providing Induction training for those new to a management role.
- Making training available to all managers when a new member of staff is assigned to them.
- Maintaining the Induction checklist for all managers throughout the Agency to use.
- Providing the Agency's Induction course and ensuring that all lawyers who are new to the GLS attend the CMPS Introductory Course for Lawyers.
- Providing training that will help people to learn their jobs quickly such as SI Drafting and other specialist training.
- Putting in place and monitoring procedures for induction to teams and divisions
- Producing specialised induction packs for each division.
- Providing local induction sessions within divisions or teams
- Carrying out regular checks to ensure that everyone who is new to the Agency receives a thorough and effective induction.

Performance Objective

Members of the Agency will:

- learn quickly about how their team fits into the organisation and business of Agency;
- learn quickly about the work of their team and their division;
- settle quickly into their job;
- be able to acquire a foundation in any specialist knowledge they need in order to do their job efficiently.

Allocation of Responsibility:

1. *The People Development Team will:*

- make induction training available to all new managers.
- make training available to all managers who have a new member of staff assigned to them.
- maintain the Agency's induction checklist.
- ensure that all lawyers who are new to the GLS are booked onto a CMPS Introductory Course for Lawyers
- put systems in place to evaluate induction throughout the Agency.

2. *The IHT Committee will include in each IHT Programme:*

- Agency Induction courses.
- T&D events covering a wide range of topics to assist new staff in acquiring the skills and knowledge they need to do their job.

3. *Heads of Division will:*

- ensure that that new managers in their division attend induction training.
- ensure that there are systems for induction to the local Division and Teams in place.
- consider whether there should be a specialised induction pack for their division and if so, make arrangements for one to be produced.
- promote the ideal that good induction leads to satisfied clients, satisfied staff and a high reputation for the Agency.

4. *Team Leaders will ensure that:*

- all managers who have new members of staff assigned to them either have received or undertake induction training
- there are procedures in place for induction to the Team
- new members of staff receive a thorough induction to the Team

new members of their team are provided with any specialist training they

require.

5. *IIP Progress Group members will:*

- conduct informal checks on the perceived effectiveness of induction in their local area.

Resources:

1. *Time for:*

- a wide range of Agency staff to prepare for and deliver the Agency Induction course.
- Divisional and Team managers to design, prepare for and deliver local induction events.
- Line Managers to attend induction training.
- Line Managers to follow the agreed procedures and provide a thorough induction for new people
- the People Development Team to administer and support induction events.
- new people to work through the induction processes, learn at their desks and attend formal courses.
- the People Development Team to conduct evaluation across the Agency
- IIP Progress Group members to conduct evaluation in their local areas

2. *Inhouse Trainers to design and deliver:*

- to design and deliver induction training for managers.
- training events which will help new people to get to grips with their area of work

3. *External training companies to provide:*

- the Introductory Course for Lawyers
- training in specialist skills

Expenditure:

- Inhouse speakers & facilitators: @ operational\opportunity costs only.
- Introductory Course for Lawyers: @ £980 per head.
- SI Template Training: @ £350 per head.
- SI Drafting: @ £1,035 per head.
- Other Specialist training courses: @ an average cost of £600 per day.
- Refreshments for full day events held in QAC: @ £6 per head

(The number of courses relating to the induction booked and/or provided will depend on numbers recruited.)

Indicators:

- Feedback from new people and their managers on how well they understand the Agency and its ethos.
- Feedback from new people relating to their induction to their Team.
- Feedback from managers (through probation reports and Staff Appraisals) on how quickly staff begin to work efficiently in their teams.
- Staff evaluation of induction training events.

3. Best Practice for Managers

Business Objective:

To ensure that people and resources are managed professionally in order to meet the Agency's business objectives, to maximise efficiency and to enhance the satisfaction of Agency staff.

Analysis:

The Board has recognised that good management of staff and resources is essential to meeting the Agency's aims and objectives.

Effective performance management is key to the success of our business.

There is an increasing need for managers to focus on the business of the

Agency and to manage staff and their work in a strategic way.

The high level of legal and other professional expertise in the Agency is not yet matched by similar levels of management expertise. Training in the key aspects of business management, including Managing Finance, Project Management and Risk Assessment is essential for all staff with managerial responsibilities.

Providing adequate supervision of Legal Trainees is an important aspect of management for those in the "Supervisor's" (i.e. those responsible for supervising Legal Trainees) role. It is necessary to choose the right Supervisors and to ensure that they have the skills and the time to do the job well.

There are plans for the Agency to move from its head-quarters building in Queen Anne's Chambers in March 2005 to No.1 Kemble Street where most people will be working in open plan accommodation. This will mean a distinct change in working practice for most people in the Agency that will need to be carefully managed.

There are systems in place to provide management & development courses for all Agency staff some of which are under review at the time of producing the Plan.

Part of our modernising process must be to properly embrace the principles of Diversity in the work place. In order to do so, we must first engender a more widespread understanding of the concept throughout the Agency.

The Modernising Casework Programme includes a significant training element and consideration will be given to see what further management training needs are generated by that work.

Activities:

Our management training needs will be met by:

- providing a development programmes for all EOs. At the time of producing the Plan a review of the current provision is underway and a decision as to the most appropriate method of provision is pending.
- continuing to provide a comprehensive programme of management training for staff of HEO and above in all parts of the Agency, consisting of 8 modules:
 - o Managing People
 - o Leading People
 - o Managing Money in TSD
 - o Client Management
 - o Managing Change and Risk
 - o Process & Project Management
 - o Managing Meetings

o Managing Own Effectiveness

- providing training on how to use the Agency's Staff Appraisal system for all Agency staff.
- providing short (1.5 hr) sessions in the IHT programmes tackling specific activities in a managers role such as Setting Objectives, Managing Sick Absence, Managing Poor Performance etc.
- providing initial training for "Supervisors" and holding refresher sessions.
- working alongside the MoB project to identify any additional training needs.
- when appropriate, using external training courses to meet training needs which cannot be met by the inhouse provision.
- providing 360° degree feedback for all members of the SCS
- providing comprehensive training on working with Diversity.
- preparing people for leadership roles at senior levels including nominating individuals with potential for a variety of external Leadership Programmes (e.g. Pathways) and scholarships (e.g. Stagaire).
- continuing on the job coaching.

Performance Objective:

Members of the Agency will:

- be managed in a way that enables them to produce high quality work and ensures that they understand their role in the business.
- build the skills and knowledge they need to promote and manage the changes in working practices which will be generated the Modernising our Business project as well as the forthcoming move from Queen Anne's Chambers.
- have a clear understanding of the benefits of working with Diversity and will engage in best practice in relation to Diversity issues

Allocation of Responsibility:

1. *Division Heads will:*

- ensure that they have a clear understanding of the Agency's business and of the requirements of its managers
- make clear, the Agency's expectations of its managers to everyone in their Division.
- identify and specify the need for management training to those concerned.
- liaise with the People Development Team to ensure that the training provided is meeting the needs of staff.

2. *Team Leaders and Line Managers will:*

- ensure that they understand the Agency's requirements of its managers and accordingly undertake the necessary training.
- assist their staff in identifying their management training needs.
- provide on the job coaching for more junior managers.
- ensure that staff attend the appropriate training events which will help them to their management training needs.
- liaise with their Division Head and the People Development Team to ensure that the training provided meets the needs of their staff.

3. *The Training Liaison Officers will:*

- liaise with their Division Head, the managers in their division and the People Development Team to ensure that appropriate training is being provided for managers.
- promote the need for management training and advertise what is available to the managers in their division.

4. *The People Development Team will:*

- work closely with Division Heads, Team Leaders, TLOs and with managers throughout the Agency to ensure that the management training provided meets the requirements of the Agency and the needs of individuals.

- work closely with consultants to ensure that they deliver management training which meets the Agency's needs.
- ensure that information about management training is easily accessible to all Agency staff.
- design and deliver short sessions looking at specific management activities.
- administer and support all of the Agency's management training programmes.
- administer the application process for external leadership and scholarship schemes – supporting the HR Group in their decision-making.
- work with the Training Principal to develop high quality training for "Supervisors".
- work alongside the Modernising our Business project to ensure that that the additional needs thrown up by that project can be met.

Resources:

1. Time for:

- Division Heads, Team Leaders and those who manage managers to identify the management training needs of more junior managers.
- more senior managers to coach the managers assigned to them.
- managers at all levels to liaise with the People Development Team to ensure that the management training needs of individuals are met.
- the People Development Team to work with managers and consultants to ensure that we provide management training which meets the Agency's needs.
- for the People Development Team to administer and support all inhouse management training events.

2. Inhouse Trainers to:

- design and deliver short sessions looking at specific management activities.
- deliver specific parts of other management training events where an in-

depth knowledge of the Agency is desirable.

2. *Consultants:*

- to provide management to development programmes for AOs and EOs.
- to provide a comprehensive programme of management training for staff of HEO grade and above in all parts of the Agency.
- to deliver the Agency's Staff Appraisal course.
- to provide training on working with Diversity.

3. *Off-site venues:*

- To accommodate management training events since we do not have suitable accommodation in QAC.

4. *External training companies to provide:*

- management training courses to meet needs which cannot be met by the inhouse provision, for example courses specifically for the Senior Civil Service.
- leadership programmes.

Expenditure:

- Inhouse Trainers: @ operational\opportunity costs only.
- Consultants:
 - o AO & EO Development Programmes: @ £1,000 + VAT per day.
 - o HEO Grade and above: @ £1,100 +VAT per day. The anticipated need for this period is 25 days.
 - o Working with Diversity: @ £1,000 + VAT per day. The anticipated need for this period is 15 days.
- External venues: @ an average cost of £1,200 + VAT per day. The anticipated need for this period is 30 days.
- External training providers for management training: @ an average cost of £1,200 per course. The anticipated need is 6 courses.

- Leadership Programmes: @ around £8,000 per person per year. The anticipated need for this period is 4 places

Indicators:

- Feedback from all staff.
- Informal and formal assessment of staff perceptions.
- Analysis of staff morale.
- Staff demonstrating higher levels of motivation and confidence in the Agency.
- Client Satisfaction.

4. Making full Use of IT

Business Objective:

To enhance the efficiency of the Agency, thereby improving client-satisfaction and heightening our reputation, by ensuring that they are able to make optimum use the IT equipment and software available to them.

Analysis:

During the year, an electronic case management system (PRACAMS) will be introduced, which will be used by people in the Litigation Division, ECC Group, COCAD and in some parts of DOCS.

Work is underway to introduce an electronic records management system (EriK), and an HR system.

People throughout the Agency need to make increasing use of the Internet to access information and carry out research.

LION is an important source of shared legal information and experience across the GLS.

The TSol Intranet is the Agency's central source of internal information.

Our business both outward facing and internal requires us to communicate electronically and to use e-mail to transfer documents.

People need to use a number of different software packages to fulfil various functions such as drafting documents, maintaining databases, producing management information, presenting information to others etc.

Performance Objective:

Members of the Agency will:

- where appropriate, access to training to equip them with the PC skills necessary in order to be ready for the implementation of PRACAMS, EriK and , the new HR system.
- confidently be able to use the Internet as a research tool.
- have the ability to access and share information using LION.
- have the ability to quickly and easily access information quickly and easily on the TSol Intranet.
- while working in QAC, confidently be able to use the GroupWise electronic communication system.
- have the ability to use specific software packages, provided to them, to enable them to do their job.

Activities:

We will support Agency staff in making full use of IT by:

- conducting a skills analysis which will indicate what, if any, PC training is needed in order to prepare staff to use the various new systems which are to be implemented
- providing training to users of all new systems
- ensuring that new entrants to QAC (who require it) are provided with GSI training (to enable them to access the Internet) as soon as possible after they arrive.
- encouraging everyone to make optimum use of the TSol intranet.
- encouraging lawyers and case-holders to make full use of LION.
- providing training will to help people to make full use of the GroupWise system for e-mail, transfer of documents and using their electronic diaries.

Allocation of Responsibilities:

1. *The IHT Committee will:*
 - ensure that sessions on relevant applications training are included in every IHT programme.

2. *The IT Team will:*
 - ensure that GSI training is made available (where required) to people who are new to QAC
 - provide Network Induction training quickly to people who are new to QAC.
 - provide advice to the PRACAMS project team to ensure that the training needed to enable staff to use PRACAMS is provided.

3. *The WP Helpline will:*
 - arrange the provision of basic keyboard skills training.
 - provide basic training on how to use a variety of software packages, primarily Microsoft Excel and PowerPoint.

4. *The Library and Intranet Teams will:*
 - make training on how to get the best from the Internet as a legal research tool available,
 - provide basic training on how to access LION and the TSOL Intranet available to new members of staff
 - provide training on how to use the subscription services available on LION.

3. *The PRACAMS Project Team will:*
 - liaise with the People Development Team and the IT Team to identify any training needed to prepare people for the implementation of PRACAMS.
 - working with the suppliers of the software, arrange training in the

use of PRACAMS for those who need it.

- liaise with the Team Leaders in the Litigation Division and the ECC Group, the People Development Team, the IT Training Team to put in place a system to provide PRACAMS training for those who join after the completion of the initial tranche of training.

5. *The People Development Team will:*

- where appropriate, arrange for people to attend appropriate external courses.
- liaise with the IT Team, the PC Helpdesk, the Library Team and the PRACAMS project team to ensure that all available IT training is properly advertised and supported.

5. *Team Leaders and other Managers will:*

- arrange for people who do not have the IT skills necessary to enable them to perform their role to maximum effect, to attend appropriate training
- put in place performance standards which require people to use the IT systems and software available to them.
- liaise with the People Development Team to identify training needs which are can enhance the current provision of IT training.

6. *The Training Liaison Officers will:*

- ensure that they are aware of the IT training needs of the people in their division.
- promote the training events which are designed to meet those needs.

Resources:

1. *Time for:*

- the IHT Committee to organise appropriate events.
- the IT Training Team to deliver network induction training sessions.
- the WP Helpline to design and deliver training sessions.
- the Library Team to design and deliver some training sessions and

to liaise with suppliers to provide others.

- the PRACAMS Project Team to work with the software providers to design training sessions and to provide the necessary administrative support.
- the People Development Team to support training needs assessments and the provision of appropriate training.
- Team Leaders and other managers to assess training needs and to provide the necessary support to enable people to take part in the appropriate training

2. *In-house Trainers to:*

- a. design and deliver appropriate training events.

3. *Consultants & Software Suppliers to:*

- design and deliver appropriate training events.

4. *External training companies to provide:*

- Training courses to meet needs which cannot be met by inhouse provision.

Expenditure:

- Inhouse trainers & facilitators: @ operational\opportunity costs only.
- Suppliers of PRACAMS Software: @ agreed cost under the PRACAMS project.
- Costs involved in training new member so staff to use PRACAMS.
- Consultants: @ an average cost of £1,000 + VAT per day.
- External Training courses: @ an average cost of £600 per head per day.

Indicators:

- Improvements in the standard of PC literacy in the Agency
- A smooth transition to working with PRACAMS
- Client Satisfaction

- Feedback from staff relating to the ease with which they can access information.
- Evaluation of training provided

Resources

The budget allocated for 2004/2005 is £812,300.00 to be allocated for the provision of T&D. This is to be used to cover the cost of:

- external training courses
- consultants fees
- off-site venues
- special material or equipment for IHT events
- refreshments for IHT events.

Other resources include:

- the operational costs of the People Development Team.
- the time of the T&D Committee and its working groups (i.e. the TLOs, the IHT Committee).
- use of the Conference Suite in QAC.
- material for IHT events such as handouts, stationery etc.
- the time that inhouse speakers need to design and deliver training.
- the time that managers need to identify training needs and to ensure that staff attend appropriate events.
- the time that delegates need to attend T&D events.
- expenditure covered by project costs such as the PRACAMS training.
- the cost of providing 360° to SCS members.

Review of this Plan

This plan will be reviewed, and revised as necessary, by the Board in the light of:

- the Agency T&D report for 2003/2004.
- the Agency Business Plan for 2004/2005

- the Agency Corporate Plan 2004
- the implementation of the Agency's Career Development Strategy

Evaluation

- Progress in implementing this plan will be monitored by the Supervisory Board, through quarterly reports from the T&D Committee.
- The value and quality of IHT courses will be monitored by means of evaluation sheets with a target of collecting sheets from 95% of those attending IHT events with 60%+ of Very Good\Good ratings for "Value".
- A summary of IHT evaluations will be given to course providers, and considered by the IHT Committee.
- Divisions will assess the value and benefit of external courses.
- The liP Progress Group will monitor the Agency's compliance with the liP Standard.
- An assessment of the impact of T&D on performance will be made in Divisions' annual T&D Reports and on an individual basis through the staff appraisal system.
- The Agency's T&D effort will be evaluated by the Supervisory Board, on the basis of the annual T&D report prepared by the T&D Committee.
- Drawing on the Divisional reports, the Agency's report will assess progress towards achievement of the performance objectives identified above, the cost effectiveness of the T&D effort and its value in relation to the Agency's prime policy objectives.

March 2004

Annex A

Members' of the Agency's Committee and Groups working with Training & Development and liP.

1. The Training & Development Committee

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Mike Thomas (Chair)	Director for Training & Development
Carol Coyne	People Development\IIP matters
Fliss Devine	Training & Development Function/Agency Induction
Nic Ash	Advisory Divisions
Angela Evans	BV
Alison Schofield	DOCS
Barrie McKay	Litigation
Sarah Howard-Jones	TLOs
Simon Harker	IHT Representative
Robert Aitken	Modernising Casework
Philip Kent	Diversity
Michelle Gabbidon	IT matters
Dave Mullen	Trade Union Side.
Susanna McGibbon	Legal Trainees
John Connaughton (Secretary)	People Development Team

2. The TLO Group

Mike Thomas (Chair)	Director for Training & Development
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Mike Thomas	Director for Training & Development
Andrew Jack	Advisory Lawyers
Sandra Steele	Advisory Lawyers
James Robson	Advisory Lawyers
Rebecca Lane	FoI & DPA
Lucy Batten	BV Division
Karim Manji	EC Division
Stephen Devitt	Employment Law & Commercial Contracts
Mark Sawney	Information Services & IT
John Connaughton	Induction & other Agency-wide Issues
Peter Loosley	Litigation Group A
Pamela Hicks	Litigation Group B
Sue Harwood	Litigation Group C
Louise Morgan	Litigation Group D
Daniel Denman	LSLO
Lynne Morris (People Development Team)	Secretary

3. The liP Progress Group

Mike Thomas (Chair)	Director for Training & Development
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Graham Tunnicliffe	BV Division
Faisal Sadiq	COCAD
Victoria Cobham	DCMS Legal Advisers
Charlotte Martin	DfES Legal Advisers
Robert Gregory:	DOCS: Finance Branch
Hugh Grover	DOCS: Business Strategy Unit
Kiran Matharu	DOCS: Human Resources
Andrew McGuffog:	DOCS: Information Services
Simon Barnett	Employment & Commercial Contracts Group
Clare Jackson	European Division
Lee John-Charles	Litigation Division
Jane Laurence	Litigation Division
Chris Simson	Litigation Division
Fiona Tyrell Jackson	Litigation Division
Edward Winton	Litigation Division
Jackie Wright	Litigation Division
Fliss Devine	People Development Team
Tarah Basu	People Development Team
Fiona Walkingshaw	Trade Union Side
Abigail Dean	Treasury Legal Advisers
Carol Coyne (Secretary)	Head of People Development Team