[2.2] Training and Development

Set out your strategy for training and on-going development for both new and existing staff over the life of the contract.

Identify how you will provide targeted training; experienced and effective leadership; and management to effectively develop staff, maintaining high quality customer service (across all emerging media channels) and reduce attrition.

You should include:

- How you will identify Agent training needs and development and how quickly you will address these;
- An outline of your training approach and how you ensure your trainers have the appropriate skills;
- How you will evaluate the effectiveness of training;
- How you will engage with DWP to continually review training product effectiveness and provide feedback for continuous improvement;
- How you will ensure training material is updated with latest DWP policy and procedures and how you will communicate changes to Agents;
- How you will address on-going communication with staff across the service, including team meetings and knowledge transfer.

Supplier Name	*G4S*	**Package**	*Package A*

Present your response within these pre-set margins in Arial font size 12 up to **4** sides of A4.

G4S's existing training and development processes are built around the DWP Quality framework – using a joint {Redacted}. It was developed to ensure that staff provide a consistent, accurate service, which meets the needs of the DWP and its customers. In addition to bespoke induction training we use a continuous coaching and development programme to ensure that our empowered, knowledgeable Agents have the technical knowledge to achieve first call resolution, and interpersonal skills to support all callers, including distressed and vulnerable people. Our training and quality processes have delivered {Redacted}.

Identify how you will provide targeted training; experienced and effective leadership; and management to effectively develop staff, maintaining high quality customer service (across all emerging media channels) and reduce attrition:

The DWP Contact Centre service training will be delivered by the existing G4S Learning and Development team based at Wath-upon-Dearne who already train staff to deliver DWP Contact Centre services. This team is headed up by {Redacted}, supported by a team of {Redacted}– two LDOs will be dedicated to Package A. If volumes and therefore staff increase we will allocate extra LDOs as needed. Following DWP train the trainer programmes they will develop bespoke training modules for each Package A line, ensuring staff have the technical knowledge required. For example during the mobilisation of the {Redacted} contract no training material was transferred from the incumbent. The training team used a subject matter expert to advise on the Human Rights and Equalities Act, and then wrote and delivered a full training package to incorporating the technical knowledge as well as soft skills and listening skills modules in six weeks. They also oversee our continuous training and quality programme which ensures that staff are constantly developing. {Redacted}. We know if we consistently engage with our employees we can prevent disenchantment and attrition, as well as spotting and addressing performance or attendance issues before they become a problem.

{Redacted} (TMs) are key to developing Agents by delivering regular coaching and support. They will deliver weekly and monthly monitoring and coaching sessions. This ensures employees are engaged, valued and recognised for their performance. Employees have the opportunity to discuss their own performance formally with their manager, to ask for and receive help as needed.

This process will help those who are struggling via enhanced coaching, supported by an agreed action plan. We will recognise and reward the strong performers. This regular interaction, investment in staff and creating a team feeling will increase retention and minimise turnover.

TMs are set a target for Agent quality performance and attend monthly levelling sessions on all lines ensuring that scoring and assessment is consistent across the unit. {Redacted} will have a monthly 1-2-1 with their {Redacted} where performance will be reviewed based on quality accuracy and productivity across their team and actions plans will be put in place if and when required.

We will run development programmes allowing staff to 'act up' in management and training roles as part of their personal development. This creates a pool of people who know they are being developed for more senior positions and shows to the wider workforce that opportunities are available. Our development process is extremely successful – all of our {Redacted} were previously DWP Agents. We will continue to promote from within and recognise high achievers.

How you will identify Agent training needs and development and how quickly you will address these:

Identifying needs for new Agents – During induction training potential Agents are tested at the end of each module to ensure they have the correct knowledge and skills. They must also pass an overall competency test. Once induction is completed they enter the Development Centre where they are more intensively monitored during the first weeks of operation to

identify any training or development needs.
Identifying need for TUPE staff – Staff who transfer under TUPE will be assessed through call monitoring during week 1 of live operations by our own training team, with potential support from DWP. TUPE staff will be encouraged to spend time on site prior to transfer to gain knowledge of G4S's desktop telephony. This will take up to an hour in a classroom environment. TUPE employees not able to attend before transfer will be asked to arrive an hour before their first shift start to undertake telephony training.
Ongoing training needs – This will be assessed via performance assessments, undertaking in 1-2-1 sessions, monthly reviews and formal performance development reviews. Issues are addressed immediately.
Contract wide training needs – Contract wide training needs will be identified through the Quality Framework, the G4S {Redacted}, customer satisfaction surveys and interaction with the DWP quality and training team. Each month LDOs will review MI from scorecards by team, line and wing to identify any trends or areas for improvement.
An outline of your training approach and how you ensure your trainers have the appropriate skills:
Induction Training – We use a modular approach to training which we will update with content from DWP. Content will include: systems training, language & numerical skills; data collection & accuracy; empathetic skills; legal & legislative requirements; mandatory questions; contract subject matter; scope of the service; and script adherence. At the end of each module Agents are assessed to ensure they have gained the appropriate skills and knowledge. G4S will multi-skill Agents across lines delivering only the line specific modules required by experienced staff. This means we can bring experienced Agents up to speed with a new line in a shorter period. Agents will also be able to listen to live calls on the contract and will work with an experienced buddy when they start taking calls. Agents will work exclusively on the new contract for a period of time to ensure they can meet quality targets.
Development Centre – Once they have passed the basic training, Agents move into a Development Centre. This provides more intensive coaching and monitoring in the first weeks of operation to support personnel in their delivery of the contracted service. Staff are signed out of the Development Centre once fully competent.
Ongoing Training – Ongoing training and continuous improvement is delivered under the umbrella of our Quality Framework. (G4S was the first commercial organisation to adopt the DWP Quality Framework.) This framework dictates how often an Agent is monitored each month (usually 4 but dependent on line) and the key aspects of the call to be assessed. Personnel will be given feedback in weekly 1-2-1 coaching sessions and monthly formal coaching sessions. Within the quality management system, scorecards will be developed for each line with marks given for each element relevant to that line (e.g. empathy, data accuracy, listening, first call resolution, AHT). Agents will be marked against this and data entered from the TM workstation directly into the system. This data will be available to Agents to review inside and outside of their 1-2-1's thus flagging areas of development and also celebrating success. This activity will be performed for all Agents. After each call monitoring, Agents will have a mini coaching session with their {Redacted} whilst the call is fresh with feedback and actions agreed and signed by both Agent and {Redacted}. Underperforming Agents will be giving enhanced coaching and monitoring under an agreed action plan. We will expect all Agents across all contracts to score an average of 90% on quality monitoring. Every two months all Agents will have a formal coaching session and personal development plan review with their {Redacted} to identify any new training needs and to ensure any reactive training has been delivered. Agents will also have a broader employee development review each year, with an interim review at six months. Each month {Redacted} and the {Redacted} will undertake a call levelling session where sample calls are listened to and scored. They are then reviewed to

ensure consistency of marking.
Trainer skills – The DWP CC service training will be delivered by the existing experienced G4S Learning and Development team who already train staff to deliver DWP contracts. This team is headed up by {Redacted} with five years' experience in contact centre training. Toni will be supported by a team of {Redacted} (minimum two years' contact centre training experience) who will attend the DWP train the trainer courses. Both {Redacted} and the {Redacted} were previously DWP Agents. The {Redacted} are recruited against a skills matrix to ensure that they have the right skills to do the job and then are observed monthly by the {Redacted} to ensure quality of training and consistency. The results of these are followed up in 1-2-1's.

How you will evaluate the effectiveness of training:

The effectiveness of training will be measured on Agents' performance against service levels, customer satisfaction scores and quality scores as recorded in the Quality Scorecard. This will be coupled with the testing of Agents and their own feedback on training and learning.
At the end of each training course all Agents will be asked to complete a feedback form assessing the training and learning. Throughout training and after each module, trainers consolidate training and check candidates' learning and understanding. Agents will also be set a final assessment test to ensure the training has been absorbed. For our current {Redacted} contract Agents undergo formal and documented skills tests and have to achieve an agreed pass mark before they are signed out of training and into the Development Centre. We will mirror this activity on Package A. Post training, Agents will be monitored on a more frequent basis to help evaluate their on-going performance against contract standards. Also operating under the overarching Quality Framework is Agent speed to competency, measuring the time an Agent leaves training to full capability and meeting the required call monitoring standards. Training effectiveness is further tested by the two/four calls per month per Agent monitoring activity (depending on line). The performance of all Agents will be analysed within the monthly quality forum, where team by team and Agent by Agent scores will be reviewed and a training needs analysis developed. Training effectiveness will also be monitored through the number and type of any complaints received as well as any customer satisfaction calls made to those who have interacted with the service to gain insight into the performance and therefore effectiveness of training direct from our customer group. G4S will also invite the DWP training team to induction or development training groups to allow feedback on how this training is being delivered.

How you will engage with DWP to continually review training product effectiveness and provide feedback for continuous improvement:

{Redacted} leads on engaging with the onsite DWP team and DWP Operational Excellence Directorate to continually review training product effectiveness. To identify potential improvements we will: ■ Provide DWP access to live and historic MI including accuracy of data capture; Agent, team and line level quality scores; and first time resolution %; ■ Continue to invite DWP staff to attend call levelling sessions and training courses as well as providing desks for DWP use on operational floors to allow live monitoring; ■ We will hold customer satisfaction surveys and implement DWP Accuracy, Coaching and Thanks (ACT) Feedback process; ■ Hold six monthly workshops with our telephony provider {Redacted} to identify any new technology offering significant improvements. Outputs from these processes will be discussed with DWP staff at monthly Training and Quality Forums.

How you will ensure training material is updated with latest DWP policy and procedures and how you will communicate changes to Agents:

Our {Redacted} will roll out changes to DWP requirements and put in place audit processes to ensure compliance. Any changes to DWP policy and procedure are discussed at the monthly Quality Forum. Agreed changes are recorded in a Consolidated Action Plan which identifies

current continuous improvement projects. Training needs are captured in a 12 month training plan which is reviewed each month. Any updated training material will be authorised by the Authority prior to use. Our communication process depends on the scale of the change. Minor change – we inform Agents of minor changes to procedure through a {Redacted} briefing provided to staff at the beginning of their shifts, or desktops – where an automated alert is provide to staff through their desktop or on the G4S intranet. All briefs on the contract will be retained in the {Redacted} briefing folder which is available for Agents to review. For completeness and consistency all contract specific communications are written by the training team. Larger change – for example updating our processes for the introduction of GDPR. We use a train the trainer approach using {Redacted} develop a 'kit box' – a mini training module appropriate for delivery by {Redacted}. They can cover new technical knowledge or soft skills training. Completion of the training module is updated in the online Training Matrix for each staff member to track completion. Major process change – {Redacted} will develop and deliver training for any major change. This includes writing e-learning modules or {Redacted} delivered training modules using the same approach we use for induction. For example when case closure was submitted as a service development we worked closely with Operational Excellence Directorate to develop the training required for the {Redacted} service. Over a period of a few months regular workshops and weekly update calls took place and training was designed collaboratively. The final package broke the training down into for different segments which were then trained out to Agents at the point before each segment was due to go live.

How you will address on – going communication with staff across the service, including team meetings and knowledge transfer:

Day to day communication – Teams will be located together to improve day to day communication e.g. staff working on JSANC and JSAOL will be co-located. Each wing will have an interactive wall board showing live data provided by our Telephony system {Redacted}, as well as notice boards giving updates on current activity and priorities and a Tannoy system providing announcements. Staff will have access to the G4S intranet which provides updates to all staff as well as the award winning G4S magazine 'The Link'. They will also have access to the {Redacted} – which provides updates, and staff can view/change forthcoming shifts and request leave; {Redacted}. {Redacted} meet for an hour with their team once a month and will include more detailed briefings. {Redacted} meet with {Redacted} once per week to discuss the service and quality requirements this ensures key points are cascaded down to Agents at daily briefings.

Regular coaching and development – Our site has five dedicated break out areas (in addition to four large training rooms) available for ad hoc, monthly team meetings, and 1-2-1 staff communication and knowledge transfer. Agents will have monthly 1-2-1 coaching and review session where {Redacted} discuss their latest Scorecard and agree development opportunities. Each Agent will also have an annual appraisal looking at longer term performance and identifying progression opportunities. Our WFM system automatically holds data on training and development activity: e.g. scheduling call monitoring and 1-2-1s, allowing {Redacted} to monitor compliance against the Quality Framework.