Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.7 Training and adherence to the JOBS II Programme Manual

Wellbeing and Work Trials – Group Work

PeoplePlus Group Ltd

Durham & Tees Valley

Question 2.4.7 Training and adherence to the JOBS II Programme Manual
Providers should set out how they will ensure that Group Leader trainers • have the opportunity to develop a thorough understanding of the JOBS II manual (UK version, 2015) principles and content; • ensure that the Group Leader trainers have the opportunity to practice running the JOBS II participant sessions and to prepare for the seven week Group Leader training period. Your tender responses should include: • A review of the principles, and their purposes, that will be the foundation of your approach to ensuring that your Group Leader trainers will have the capability and capacity to develop effective JOBS II Group Leaders; • A detailed description of your plans and arrangements for ensuring that your Group Leader trainers will have the capability and capacity to develop effective JOBS II Group Leaders; • how you will ensure that group leaders receive the appropriate training to successfully deliver the JOBS II Manual; • the processes you will put in place to monitor group leader training and group leader JOBS II session delivery to check performance and identify development needs, how you will respond to these and provide feedback to the department. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to 4 sides of A4, **excluding** the question text and these instructions.

Question 2.4.7 Training and adherence to the JOBS II Programme Manual
Training & Induction of Group Work Tutors: PeoplePlus already has dedicated professional development systems and procedures geared to ensure the competency of our workforce of over 2,000 practitioners spread across the UK. This includes, for example, our Probation Services Officers working within our Ministry of Justice Community Resettlement Company (CRC) in Warwickshire & West Mercia, who are subject to defined professional standards and who are required to follow and apply stringent statutory requirements in their day-to-day work. We have developed robust training and development models for these staff to ensure the consistent application of guidelines and standards, and will apply the same core methods in the development of our JOBS II Group Work Leaders. We have similarly developed structured training and induction programmes for when we implement major new contracts, such as The Work Programme. This typically involves **[REDACTED].** This is all geared to ensure high and consistent standards of delivery afforded from the very first referred starter. We retain a dedicated internal staff training and development team who, building on their past programme experience, will support the design and delivery of a dedicated JOBS II induction and training programme for our new Group Work Leaders. This will include appointing a dedicated internal train-the-trainer team (Group Work Leader Trainers - GWLTs) within the wider staff development team. Our GWLTs will be experienced trainers in their own right, with direct expertise in successfully designing and delivering inductions for other comparable complex provisions. They will be supported in the delivery of the Group Work Leader induction and orientation by the appointed Group Work Supervisor, to whom Leader's will report. Our seven-week Group Work Leader training programme will be developed in full consultation with DWP, and will be based on a full review of the JOBS II manual. Our approach will include an associated review of any relevant literature and materials relating to how JOBS II has already been tested in Bristol, as well as wider delivery in the USA and other countries. This will include associated texts, **[REDACTED].** – copies of which will be available to GWLTs (and trainee Leaders). The broader focus of induction will be in ensuring a full and correct interpretation of the JOBS II manual, against which train-the-trainer support and resources can be applied within a structured programme across the seven-week period. It will also include the development of Leader skills, in being competent to script and memorise activities, working collaboratively with other Leader partners. The format will include the mandatory three half-day orientation sessions in Week 1 in which Group Work Leaders are introduced to the program and incorporated into the team. The wider orientation will include a mix of activities such **[** **REDACTED].**

Key activities supporting the preparation and readiness of GWLTs will include:

- ***Understanding of the Jobs II Manual:*** All GWLTs will be issued with a copy of the Jobs II Manual (UK version 2015) during the implementation phase. The GWLT team will then undertake a detailed page-by-page walkthrough of the full manual, comprehensively addressing its full content and underpinning principles. This process will be geared to check understanding and interpretation of each section of the manual, and to provide an opportunity to discuss and address any queries. The same process will then be repeated with Group Work Leaders, who will receive a copy of the manual upon appointment, and then undertake the same page-by-page walkthrough with a GWLT. Regular ongoing Training Forum meetings will be held involving GWLTs and Group Work Leaders to revisit the manual, discuss delivery methods, and refresh understanding.

- ***Development of the Week 1 Orientation Sessions:*** This will involve the development and rehearsal of Section 3 of the Manual to support the delivery of the Week 1 orientation sessions. We will ensure, for example, that GWLT's are able to provide consistent context and informed understanding to Group Work Leaders around the causes of unemployment and its effects on mental health and well-being. GWLT's will have the opportunity to rehearse creative orientation exercises, such as "inoculation against setbacks" and "imagine yourself", and how to facilitate orientation sessions, ensuring active participation and knowledge retention by all trainee Leaders. GWLT's will also be familiarised with the job description, person specification, and key performance measures for the Group Work Leader role, to help re-inforce key responsibilities, methods and approaches during the orientation sessions. There will be a key developmental focus on reinforcing trainee Leader contributions, and in empowering them to adopt working bonds and peer networks during the orientation sessions.

- ***Group Work Leader Matching:*** GWLT's will support the "matching" of Group Work Leaders who may have a natural rapport and complementary skills. These "pairs" will work collaboratively during the training programme, with a view to them becoming co-Leaders on the same courses moving ahead. If necessary, the GWLT may test different pairings during the course of the training programme. At the same time, the GWLTs will also work to ensure that all Group Work Leaders are competent in delivering all aspects of the JOBS II course, in scenarios where Leaders may need to be re-matched (e.g. working around annual leave).

- ***Practice Running of Participant Sessions:*** All GWLTs will be required to successfully lead a full practice JOBS II course, working to the JOBS II manual. During the development period this will involve mock delivery to other GWLTs and PeoplePlus staff / managers (to ensure optimum group sizes of 12 to 15), where these staff will assume the role of jobseekers. Following this, GWLT's will deliver the mock JOBS II course to trainee Group Work Leaders during the second week of their training programme. Trainee Group Work Leaders will, in turn, be required to deliver a mock course to other trainee Leaders, GWLTs and real non-pilot jobseekers) during Weeks 4 to 7 of the training programme, overseen by their GWLT. This will be geared to embed key training activities into memory, and apply video recording and playback reviews. We will also run practice courses with our existing Work Programme and other DWP customers locally during the

implementation period and training period, to expose GWLTs and Group Work Leaders to delivery with real jobseekers, more akin to pilot participants. For Leaders this will involve a "full dress rehearsal" with real jobseekers in the final week of their induction programme. For new Leaders who are recruited after contract start, we will also facilitate shadow sessions with experienced Leaders (i.e. where the trainee Leader serves as a "third" trainer in a session) to help develop direct participant-facing experience.

- ***Training Forums (Week 3):*** GWLT's will rehearse each of the Week 3 Training Forum sessions / mini-workshops, to build an understanding of likely discussion themes and issues, to then meaningfully help guide Group Work Leaders during the real Forums within the training programme. This will include a key focus in developing the three mini-workshops which will directly be led by the GWLTs (i.e. specific positive reinforcement, inoculation against setbacks and creating social support). Our development work will provide supportive context on key Training Forum / workshop themes, such as "How Adults Learn", "Active Listening" and "Handling Social Conflict", ensuring that all live-running Forums are appropriately informed and provide beneficial content. Preparation will give consideration as to how to best facilitate each Forum session over 3 / 4 hours, across 5 consecutive days, to retain active engagement and input from trainee Leaders across the full week. This will include identification and support for trainee Leaders in greatest need to hone and refine their delivery skills through leading Training Forums.

GWLT Capability and Capacity: GWLTs will be experienced staff trainers in their own right, with experience of training and inducting new participant facing staff on other PeoplePlus contracts. Our Operations Director and HR Director will be jointly responsible for selecting the GWLT team, drawing upon the most proficient practitioners within our staff development team. Staff appointed as GWLTs will have demonstrable experience in staff mentoring and coaching, with an embedded understanding of the needs and characteristics of the pilot's participant group. They will be creative thinkers and problem solvers, able to identify and address specific developmental needs which trainee Group Work Leaders may have. They will have familiarity and past exposure to designing and implementing training courses and qualifications which follow a prescribed curricula or manual based format, and will have an inherent sense of non-conformity risks associated with such formats. They will be able to relate to, and espouse, the principles of the JOBS II manual.

We will update resourcing schedules for these staff, to ensure a clear window of at least seven-weeks within their diaries during the implementation period, to exclusively focus on the development and roll-out of the induction programme. We are pre-emptively planning ahead in this regard, to ensure that we can allocate dedicated GWLTs between September and December 2016 to work exclusively on Group Work Leader induction training. Indicatively this will involve a dedicated month of preparatory time in September 2016, ahead of delivering the seven-week training programme to the first intake of Group Work Leaders during November and December 2016, to ensure readiness for referrals in January 2017. This will include the mandatory orientation sessions in Week, the mock intervention seminar in Week 2, Training Forums in Week 3, and rehearsal and practice courses in Weeks 4 to 7.

We have already begun to identify internal candidates to become GWLT's, who will

commence induction design from the point of confirmation of preferred bidder status. As a fall back, we will draw-upon interim external expert trainers to act as supplemental GWLT's if warranted. As the contract progresses, the best Group Work Leaders will also be integrated into the GWLT team, whereby newly appointed Leaders can directly benefit from the direct experience of their peers.

Monitoring Group Work Leader Training: Our Group Work Supervisor and internal Quality Team will support the monitoring of group leader training delivered by GWLTs. This will include graded observed monitoring of orientation sessions, mock intervention seminars, and Training Forums, assessing these against compliance checklists mapped to the JOBS II manual. DWP's Single Point of Contact (SPoC) will be welcome to attend sessions, and share feedback or suggestions for improvement, which will be accordingly acted upon. Where observed monitoring occurs this will be explained to affected participants, in line with the JOBS II manual. The monitoring process will also involve a review of the materials portfolios collated and maintained by Group Work Leaders during the training programme, to ensure that all core materials and hand-outs have been issued and, where applicable, completed.

Where monitoring identifies any deviation from the JOBS II manual, this will be noted and, and an assessment of the severity of the deviation made. In some cases, this may be a minor, one-off content omission, with relatively minimal compliance consequences. In these cases, a corrective discussion with the GWLT in question will normally address the issue. If the deviation is more substantive and major, and may have a perverse bearing on pilot results, a more detailed investigation will occur. This will determine whether or not there is an associated error in our training programme (in which case, this will be immediately corrected) or if the non-compliance relates to the competency of the GWLT. In extreme cases, the GWLT will be removed from training Group Work Leaders until they have satisfactorily completed refresher training to ensure ongoing JOBS II compliance. Our internal process of bi-annual staff appraisals will also be applied to assess and act upon any development needs which GWLTs (and Group Work Leaders) may have.

The same process will apply to JOBS II Session training to participants, delivered by Group Work Leaders, including subcontracted delivery where applicable. All Leaders will be observed during their practice rehearsals and then at least once per quarter, albeit this frequency may be increased to 4 to 6 weeks if risks are identified. We will also encourage peer-monitoring between the two Group Work Leaders facilitating each course, empowering them to give each other informal compliance feedback, as well as providing a route to escalate this should a Leader have a material concern about the delivery provided by their co-Leader. Should any material deviation from the JOBS II manual be identified through monitoring, this will be reported by the Group Work Supervisor to the DWP SPoC, with details of the of the deviation, details of the perceived impact which this may have upon the pilot, and details of the remedial action implemented to prevent any future similar recurrence. All members of staff observed are provided with a staff development plan agreed with their line manager, and integrated into their Personal Development Plan.