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

Pinnacle People

Mercia CPA3

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
Pinnacle People delivered the PWWP Feasibility Pilot and we are therefore **acutely aware of how important the training of the Group Leader's and their adherence to the JOBS II programme manual is in ensuring fidelity and probity of our delivery of this programme**. We will follow the **prescribed Recruitment Procedures to select the ideal candidates to become our Group Leaders** from our existing staff or from our bank of over **[REDACTED]** trainers, who are already known to Pinnacle People, have previously delivered courses and workshops for us on other DWP Provision and meet our internal training and delivery competences and standards. We believe we are in an excellent position to attract and retain Group Leaders with the skills, qualities and personal attributes JOBS II training delivery requires. We will ensure our new **Group Leaders have the opportunity to develop a thorough understanding of the JOBS II manual, principles and content** by ■ Retaining them on a paid full time basis for the seven week training period so they do not have to undertake any other training commitments to meet financial commitments ■ Retaining them on a full time basis so there is time for each person to undertake individual study outside of group learning and group sessions ■ Providing access to quiet spaces for individual study ■ Providing access to the Pinnacle People Facilitators who delivered the Feasibility Pilot to act as Mentors and guides on the principles of the training and the delivery of course content ■ Supporting learning which is positive, inclusive and non-judgemental ■Imparting internal knowledge and experience gained from Pinnacle delivery of the Feasibilit pilot for this programme. During their seven week training period our Trainees will be given the **opportunity to review, discuss and identify with the principles and purpose of JOBS II training** which will be the foundation of our approach and delivery. We will ensure trainees are made aware of ■ JOB II developed and tested in the US and shown to have positive effects on job entry, emotional functioning and wellbeing ■ Participants were tracked at various stages and findings broadly showed the Programme significantly decreased depression; improved job search capability and emotional functioning and increased rates and quality of re-employment ■ Pinnacle People delivered the first feasibility Pilot and from the evaluation of the Pilot and feedback from the delivery of the courses the JOBS II programme has been modified to suit a UK audience. Trainees will be given the **opportunity to develop their capability and capacity to become effective JOBS II Group Leaders** through ■ Participating in seven week training period ■ Participating in monthly Performance and Development Reviews with the Contract Manager ■ Work with their Mentor, who is a JOBS II Leader themselves to gain further insights and debate programme purpose and content and confidentially air any concerns ■ Be supported by a Peer Group of other Group Leaders, who will all be participating in the training at the same time. Having been given the opportunity to deliver the pilot we will put in place the following **procedures to ensure fidelity and probity to the delivery of the course content** ■ Group Leader to assess the Trainees commitment and belief of the

course intent by observing their comments and behaviours during the training period ■ Group Leader to assess whether Trainees show a genuine empathy and passion to work with unemployed customers ■ Trainees show a commitment to the project and a willingness to stick to the training and intervention ■ Trainees understand and agree to being observed delivering the programme content and will be assessed to ensure they are delivering the content as prescribed ■ Trainees cannot change any course literature or handouts, which will only be made available in PDF files ■ unscheduled visits will be undertaken by the Contract Manager and Partnership Manager to ensure the course is being delivered as prescribed and disciplinary procedures may be invoked should any breach of this be observed or come to light. ■Informal feedback sessions at the end of each session and formally each week ■

We have **transferred our learning from our delivery of the Feasibility Study into the plans and arrangements we will put in place to ensure our Facilitators will have the capability and capacity to develop** as effective JOBS II Group Leaders. This includes ■ Ensuring their availability to participate in the seven week training period, which is critical to developing relationships, knowledge and confidence ■ Providing access to other Group Leaders who delivered the Feasibility Pilot to act as mentors and guides to our new trainees ■ Developing individual learning plans for each trainee at the start of the 7 week training period, reviewing progress and setting new actions with the Group Facilitator ■ Individual performance and development reviews conducted by Contract Manager, identifying best practice and areas for improvement ■ Identifying additional training requirements needed by Group Leaders and arranging the activities to meet these on an individual or group basis ■ Giving opportunity for all Group Leaders to continue in their professional career development ■ Getting all Group Leaders together on a monthly basis to review performance, identify areas for improvement and share best practice ■ Celebrating and recognising success through quarterly team events and annual Company award ceremonies.
We will ensure all group leaders receive the appropriate training to successfully deliver the JOBS II Manual. We will use Pinnacle People structured Learning and Development Framework which includes ■ **[REDACTED]. the prescribed seven week training programme** which will include ■ Orientation: where our Facilitators are introduced to the programme and get to know one and other over three half day sessions ■ Mock Intervention Seminar: where the Facilitators complete the course as participants over one week ■ Trainers Forum: Facilitators participate in mini-workshops to improve skills over a week ■ Rehearsal Period: where our Facilitators practice and demonstrate their knowledge and understanding of the JOBS II programme and hone their delivery skills.

In addition to this we will ■ Deploy the Facilitator who delivered the JOBS II Feasibility Pilot to deliver the 7 week training programme ■ Ask our Facilitator to contribute to the JOBS II programme delivery by sharing their experience and insight of delivering the course to customers ■ Provide the Facilitators with a personal edition of the JOBS II Manual from the first day of orientation and email them an electronic copy for them to refer to outside of classroom time ■ Buddy up our new Group Leaders with Facilitators who delivered the JOBS II training during the Feasibility Study (6 Trainers) to provide additional insight and support for learning course content and delivering the course ■ Provide additional exercises to

consolidate learning and practice ■ Give Facilitators the opportunity to observe other Pinnacle People courses delivered by our Trainers to observe and pick up on other delivery styles, methodologies and facilitation skills
We will 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** by ■ Confirming new recruits are available for the whole seven weeks of training at Recruitment Stage ■ Train double the amount of Group Leaders required to ensure we have additional resource capacity ■ Provide a group size of 10 trainers plus other staff to bring the group size to 12-15 providing the number of participants required to engage with the highly interactive sessions ■Increase the chances of matching trainees together to find the "best fit" for pairing facilitators from go live ■ Providing access to meeting rooms for trainers to complete exercises in pairs and as a whole group ■ Form and agree behavioural contracts with the group at the outset to be supportive, positive and constructive to each over throughout the training period and live running ■ Lead Facilitator books in individual time with each trainee per week to review and discuss their progress and identify any improvement actions.

The processes we will put in place to **monitor group leader training and group leader JOBS II session delivery to check performance and identify development needs** is through ■ Scheduled formal observations of Group Leaders facilitation skills; positive group engagement and dynamics and demonstration of participant referent power completed by the Contract Manager once per month at varying times ■ Unscheduled formal observations on Group Leader facilitation skills; positive group engagement and dynamics and demonstration of participant referent power completed by Contract Manager once per month at varying times ■ Observing and monitoring the delivery of the course content against the JOBS II Manual content at all observations ■ Observations by DWP Contract Team, SPoC and Work Coaches pre-arranged on a scheduled basis ■ Contract Manager review of customer feedback ■ Contract Manager review of SPoC and Work Coach Feedback ■ Feedback picked up by Partnership Manager ■ Review of any complaints received.
The Contract Manager will conduct individual Personal Performance and Development Reviews (PDDR) on a monthly basis with each Group Leader. During this meeting they will discuss how the Group Leader thinks they are performing; will review performance data; will discuss feedback from formal and observations; and any complaints received. In discussion and agreement the individual the Contract Manager will identify development needs arising from the meeting; identify the action and timescale to address these needs; and arrange for the action to be taken before the next performance review. A record of every meeting and agreed actions is captured on PDDR Form and retained in the employees HR file.
Our **Contract Manager will manage and evaluate the performance of the JOBSII provision** by implementing Pinnacle Peoples successful **[REDACTED].** Our **[REDACTED]**will set clear and measurable expectations for JOBSII including performance, quality, customer experience, audit and compliance and will be managed on a daily, weekly and monthly basis using data gathered on PICS. We will set the following KPI's ■ Minimum of 15 people per course ■ Minimum 1680 referrals to Welcome Meetings over the duration of the pilot ■ 100% of customers to undertake Initial Assessment documenting wellbeing, self-efficacy for work at outset

and completion of JOBSII ■ 85% of customers starting JOBSII to complete the programme ■ 840 starts.

We will provide **feedback to the Department at formal monthly Performance Reviews** where we will present ■ Full set of monthly and aggregate performance reports ■ Analysis and review of data identifying areas for improvement and best practice ■ Customer satisfaction survey data; feedback and actions ■ Customer complaints and actions taken ■ Feedback received from DWP observations and actions ■ An update on the provision of on-going training and development which will be provided to Group Leaders over the duration of the contract term. Having presented our quantitative and qualitative reports, we will discuss and agree any remedial actions to be taken, which will be minuted and reported on at the next Performance Review meeting.