

## **[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.

<b>Supplier Name</b>	<i>Serco Limited</i>	<b>Package</b>	<i>Package B</i>
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Serco has a dedicated function and professional approach to training and development with a proven delivery capability across a range of DWP contracts including Support for Mortgage Interest (SMI), Personal Independence Payments (PIP) Warm Home Discount Scheme (WHDS) and Universal Credit (UC) These contracts are all delivered from our Phoenix House, Knowsley site.

**How you will identify agent training needs and development and how quickly you will address these;**

We will deliver Package B from Phoenix House, Knowsley. We currently deliver services to the Authority for the PIP, UC, WHDS and SMI from this site and have successfully trained hundreds of staff here in recent years. We do not anticipate that many individuals will transfer from Rotherham to Merseyside (although one individual did transfer during the TUPE transfer from the Universal Credit contract and we would welcome anyone who wishes to make the move through the TUPE process). We will recruit new staff and also advertise the roles internally on other DWP and Public Sector contracts to allow existing staff the opportunity to move to this contract.

{Redacted}

Figure 1 – package B training plan {redacted}.

{Redacted} will fulfil our recruitment plan for each phase and service line. We recognise there will be a requirement to recruit and train a large number of agents quickly and effectively. We have proven experience of achieving this. {Redacted}.

Our training team will ensure new agents receive high quality training incorporating the Authority's modules as well as our Serco induction and soft skills training, which covers the following topics:

Table 1 – Serco induction modules {Redacted}

These non-contract specific modules have been delivered across our other DWP contracts. They give our agents the skills and knowledge to deliver an excellent customer experience. During implementation, and on receipt of existing material, we will create a detailed training plan. Our extensive experience of delivering DWP training means we will be able to deliver the required training in line with our implementation plan, ensuring we follow the Authority's 'Standards and Values' when dealing with customers, without any slippage. All our training and development modules are reviewed regularly {Redacted}.

Once embedded in an operational team, agents will have regular catch ups with their Team Manager (TM), where they will review performance against their quality and productivity targets {Redacted}.

**An outline of your training approach and how you ensure your trainers have the appropriate skills;**

Our training team is part of our Customer Solutions Centre (CSC), whose primary focus is supporting change, transformation and innovation for our Customer Services contracts and service lines. The training team reports to our Business Support Manager (BSM).

Our implementation team will work with our Outperform Solutions Team (OST) to finalise our detailed recruitment and training plans. These plans will be based on information provided by the Authority and will take into account the approved transition phasing approach. {Redacted}.

Our training programme is modular, with delegates attending sessions that utilise a number of delivery methods {Redacted}. To ensure our trainers have the required skills we will complete a rigorous selection and training process, {Redacted}. Once appointed, they will shadow experienced trainers while they deliver business as usual (BAU) training. New trainers will

then progress to delivering evaluated training sessions in preparation for attending Train the Trainer (TTT) sessions. We invite the Authority to observe our trainers to be assured of their suitability to deliver the Authority's training material.

**How you will evaluate the effectiveness of training;**

{Redacted}

The structure of the Academy enables our managers to closely monitor quality and accuracy and provide regular feedback. Once agents have achieved a consistent standard, they will join their new team. {Redacted}.

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

The BSM will be the key point of contact for the Authority's Learning and Development (L&D) team to ensure we deliver consistent new starter and BAU training (new topics or refresher training). Training material and processes will be reviewed {Redacted} to ensure they are updated with any changes to the Authority's policies, processes or systems. Liaison with the Authority's L&D team will be facilitated via our monthly meeting with the Contract Management Team (CMT). We will proactively identify improvements via our quality process; the quality and training teams will work together to identify areas for improved agent performance.

{Redacted}.

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

The BSM and training team will be responsible for assessing, and making any necessary changes to current material in light of changes to policy and procedures or feedback communicated by the Authority. We will provide copies of our current training material to the Authority at any time upon request. The BSM will be the central point of contact for the Authority and will work with the operational management team to communicate changes to our agents using the most appropriate channels. {Redacted}. Staff training records will be maintained and owned by the BSM. The training and operations teams will work closely.

**How you will address on-going communication with staff across the service, including team meetings and knowledge transfer;**

Each team will receive on-line communication and updates, and have a weekly briefing session with their Team Manager where key messages will be communicated and agents will have the opportunity to discuss and confirm their understanding. Minor changes and updates will be delivered via briefing sessions by our Quality team; these sessions will require agents to sign a control document to confirm they have received and understood the information.

On a day to day basis, we will use a variety of channels to aid effective communication {Redacted}.

**How you will provide effective and experienced leadership;**

Serco has a long-established high-performing senior management team with several years' experience of leading large and complex DWP contracts. {Redacted}.

**How you will provide management to effectively develop staff;**

We have a comprehensive management training process designed to: recruit and induct new starters quickly and efficiently; manage individual relationships with direct reports to maximise performance; build employee engagement and successfully deal with day-to-day people management issues. {Redacted}. Serco has undertaken {Redacted} using the Apprenticeship Levy. Our management team promotes the scheme and supports staff who have chosen to undertake it. Providing opportunities for our staff to develop their skills benefits our contracts by retaining expertise and knowledge within the business.

Serco's mission is to be '*the best managed company in our sector*'. {Redacted}.

At our Knowsley site, we have exceeded our {Redacted} target {Redacted}.

At a corporate level our staff benefit from a series of investments that we support as a business unit to enable personal development. These include {Redacted}.