



# ORGANISATIONAL DEVELOPMENT & LEARNING STRATEGY

*2019 - 2022*





# Introduction

I am delighted to introduce 'Developing all our People' the Education Authority's first Organisational Development & Learning Strategy, developed to support the organisation's overarching delivery of EA's Vision, Mission, Values and Strategic Priorities, primarily through the development of our people.

We are clear in our purpose to develop an organisation that will inspire, support and challenge our children and young people to be the best that they can be. To achieve this we will continue to value and develop a workforce that has the right skills, that is fully engaged, compassionate and that is committed to delivery and success. A workforce that understands what they need to do to make a difference and how to do it.

Through this strategy, we will focus on the key themes of Developing our Culture, our Talent & developing a Great Place to Work, using employee insights, leadership and management capacity as enablers for change and high performance. We will target resources to achieve this through;

- ✓ A culture of leadership at all levels
- ✓ Building a learning organisation
- ✓ Great people management
- ✓ Taking personal responsibility for Learning
- ✓ Developing a Coaching culture
- ✓ A framework for supporting and developing performance
- ✓ Developing values-based, helpful customer-focused behaviours

In introducing this strategy, we are keen to ensure that we listen to employees across the Education Authority, establishing and building collaborative relationships based on our values of Openness, Respect, Reflection, Responsibility, Excellence and Equality. Working collaboratively across services and schools we will continue to explore how we maximise investment in and bring organisational development and learning to all our many and diverse groups of employees.

To succeed in this, the development of great people managers and leaders is key. Together we will ensure that EA is supported by a talented workforce that is future fit and fully committed to successful delivery for the children and young people, schools, parent and communities we serve.

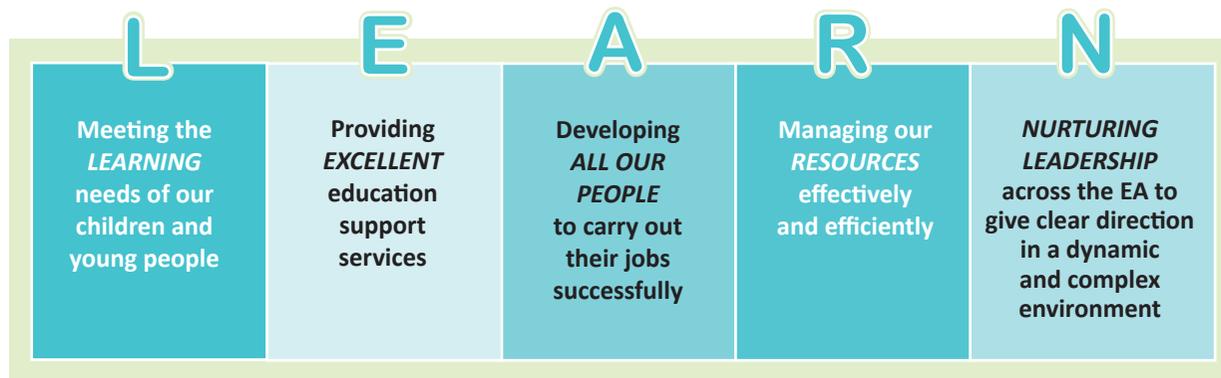
**Clare Duffield**  
*Director of HR & Legal Services*

# Strategic Context

The Education Authority was established on 1 April 2015 and since then we have been transforming the structures and functions bringing together the five former Education and Library Boards to create a single organisation. The Education Authority is one of the largest educational bodies in the United Kingdom and a major employer in Northern Ireland.

The Education Authority exists to provide a high-quality education for every child. In order to continue to achieve these aims and to aspire to support the organisation as it continues on this journey of significant service review, reform of the education system and financial transformation, we need to develop and nurture an increasingly stronger EA that is high performing, prepared and able to deliver recovery and transformational change.

EA's Strategic Plan outlines as an objective the requirement of the organisation to develop an OD&L Strategy that focuses on employee engagement, leadership and management capacity and recognises this as the enabler for organisational effectiveness, change and high performance.



The strategy will focus specifically on the delivery of the strategic objectives of Developing All Our People and Nurturing Leadership and will assist in the delivery of the following associated outcomes:

- ✓ A work force that is highly capable, engaged and empowered
- ✓ An organisation where people want to work
- ✓ Developing people to work across boundaries, in partnership and as part of multidisciplinary teams
- ✓ Highly capable leaders and managers who develop engaged and performing teams
- ✓ Appropriate governance, accountability and reporting systems



This will require time and investment and must move beyond traditional learning with consideration given as to how we can ensure we develop as a learning organisation, to bring learning to people in different ways, with high frequency and low costs, identifying core capability gaps that, if not solved, are barriers to achieving our strategies. We will consider how to bridge skills gaps to positively impact our current performance and the skills we will need in the future to meet our long-term aspirations and vision.

The OD&L strategy is designed to guide an overarching approach for all People Development initiatives and strategies in EA going forward, ensuring a consistent approach to lever appropriate and consistent development of our culture, talent and to develop a great place to work. The Education Authority is the funding authority for c.1145 schools and is the employing authority for around 39,000 employees. Whilst EA is a complex organisation, those employees that EA acts as the employing authority for, consists broadly across three groups;

- School Leaders & Teaching Staff,
- Non-Teaching professions in schools and
- those employees within EA Directorates who develop, manage and deliver services in support of schools

EA's workforce profile indicates clearly the need for investment in talent management processes that develop the workforce of the future. The future workforce may look very different and predictions suggest there will be an increasing demand from both a future millennial workforce and from older workers for flexibility in how they work and a need to provide flexible career development and opportunities.

Building a respectful and open-minded environment that embraces and engages diverse employees and which supports EA's Equality ambitions, will support a more vibrant workplace and create a culture the best candidates and workers want to be a part of.

The environment in which EA works is constantly changing, meaning the organisation needs a flexible and agile workforce ready to address the challenges ahead. The financial pressures and public scrutiny facing EA are well documented and the people agenda in support of the development of our function is subject to limited investment and funding. Therefore, we need to develop our leadership and the capacity of our workforce to meet these challenges. This highlights the importance of working as one EA in partnership with our stakeholders to increase collaboration, efficiency, excellence and to deliver for our communities and our children and young people.

# Organisational Development & Learning Priorities

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## Developing All Our People

- Game Changing People Model
- Leadership Roadmap
- Values in Action
- L&D Framework & Function
- Recognition



- Leadership Development at all levels
- Succession Planning & Career Pathways
- Great People Management
- Coaching for Success
- Agile Performance Framework
- Early Careers
- Mentoring

- Employee Engagement
- Corporate Induction
- Directorate Support
- Leadership Events



Our ambition is to develop as a learning organisation and to be skilled at creating, acquiring, and transferring knowledge, and at modifying how we work to reflect new knowledge and insights. Learning organisations are skilled to systematically problem solve, experiment with new approaches, learn from their own experience and past history, learn from the experiences and best practices of others, and transferring knowledge quickly and efficiently throughout the organisation.

A key priority lies in creating this high performance mind-set and supporting this with systems and processes that enable these activities and integrating them into the fabric of the organisation. We will do this by establishing a new model for workforce and organisational development, which encourages innovation and a digital first approach to developing our Culture, our Talent and a Great Place to Work, enabling employees to access:

- ▶ Self-directed learning - to commit to provide investment for and access to learn, refresh and develop key skills on an ongoing basis
- ▶ Leaders lead/social learning – with managerial support to develop appropriate blended learning interventions embedding a culture of continuous learning
- ▶ Organisational learning - programmes and to commit to provide investment for and access to high-quality development opportunities within a Learning and Development environment which is strategic, accessible and relevant.

# Culture

## EA Game Changing People Model Delivering & Leading at all Levels

### ROLES AND ACTIVITIES



### EXPECTED OUTPUTS

3.
  - Analytical & Creative Thinking
  - Champions change through a design mindset
  - Drives Service Improvement to children & young people
  - Works Collaboratively with internal & external stakeholders
  - Learns through Reflection & Learning
  
2.
  - Delivers performance
  - Promotes Employee Participation & Engagement
  - Works collaboratively
  - Promotes Knowledge Sharing and Learning Culture
  - Coaches for Succession Planning
  - Customer focussed Service improvement
  - Builds High Performance Teams
  - Improves Governance across EA Activities
  - Advocates for Children, Young People & Citizens
  - Actively challenges Silo working
  
1.
  - Children and young people focussed
  - Displays the EA Values in the workplace
  - Improves own Capacity Development
  - Achieves agreed results
  - Builds Trust & Effective Relationships
  - Solves Problems through informed decision-making

Reflection • Respect • Excellence • Equality • Openness • Responsibility

# Culture

The EA Game Changing People Model articulates the DNA of successful people in EA. The model is focused on identifying performance outputs expected from employees across EA, which are objective and can be evidence-based. The model is designed to harness an individual's key strengths and will help all employees in the organisation to deliver and lead at all levels, with a focus on evaluating performance results. The complex nature of EA as an organisation requires an agile model that supports the range of leadership roles across EA, from schools support roles and from teams of 5 to 5000.

All our people will be supported through a range of development opportunities emerging from an EA Game Changing People Model, thereby supporting the development of a rich, positive and shared culture across EA, which will cultivate an innovative, creative and engaged workforce.

We have already expressed the culture of the Education Authority through our values of Openness, Respect, Responsibility, Equality, Excellence and Reflection and we will continue to develop associated behaviours and actions through our people.

Our ambition to develop as a learning organisation will enable us to create, acquire, transfer and embed new knowledge. There is a need to create a dedicated Learning & Development framework and function ensuring a systematic approach to equipping our people with the knowledge and skills needed. A key priority lies in creating a high performance mind set through knowledge transfer and supporting this with systems and processes that enable these activities and integrating them into the fabric of the organisation.

Robust 'Learning Needs Analysis' is required to inform investment in L&D, both in terms of delivery of programmes and the recording of development activity. It is vital that EA can demonstrate compliance with all statutory and mandatory training as well as demonstrate commitment to the development of its employees in support of its strategic vision.

## Priorities

- ✓ **Game Changing People Model**
- ✓ **Leadership Roadmap**
- ✓ **Values in Action**
- ✓ **Learning and Development Framework**
- ✓ **Recognition**

# Talent

The development of leadership capacity and learning remains a key priority in helping successfully navigate today's challenging and competitive environment and key to shaping a future High Performing Culture for EA, supporting transformation and building sustainability.

In order to support the development of a more agile, customer-focused EA, the Leadership Roadmap will ensure the development of new career pathways, succession planning, ensuring great line management, building a coaching culture and an agile performance framework.

Through developing capacity along an employee's journey it will build more interconnected and flexible teams.

Agile methods of performance management will support this approach by focusing on consistent support, coaching and development. Agile Performance Management is forward-looking and less concerned with appraising performance as it is building capability and skills for future development. As a result, development goals play an important part of the planning picture.

The development of a coaching culture will deliver coaching of individuals, teams, a positive organisational culture and a collaborative approach to leadership and line management capabilities – through empowering, engaging, fostering individual responsibility for learning, supporting, constructively challenging and seeking to understand others' perspectives.

## Priorities



- ✓ Leadership Development at all levels
- ✓ Succession planning & Career Pathways
- ✓ Great People Management
- ✓ Agile Performance Management
- ✓ Coaching for Performance
- ✓ Early Careers
- ✓ Mentoring

## EA Employee Journey



# Developing a Great Place to Work

People are at the centre of what we do and who we are. We want to co-create a workplace environment where our people feel valued, developed and respected, with the aspiration of further developing EA as an organisation where people want to work. Our aspiration is to enable a workforce that is highly engaged and empowered, with great communication channels, working across boundaries of multidisciplinary teams and providing an environment that works for all.



An insights survey will measure the levels of employee engagement against a set of validated and evidenced drivers enabling us as an organisation to baseline where we are, evaluate where it is we want to be and plan for how we get there. This measure will communicate to our employees that their voice matters and enable data that will support areas for action.

Providing a professional and welcoming induction for those employees who join EA will assist cultural inclusion and increased engagement in new employees. Replacing employees carries a high cost, both in direct recruitment and loss of productivity. However, a good induction can significantly improve a new employee's welcome to the organisation and increase the likelihood of becoming a loyal employee. Whether a new hire is a direct replacement for an employee leaving the organisation, or a new role is created, it takes time to get new employees up to speed. A Corporate Induction Programme and accompanying leader-led induction will aid time-to-productivity (time taken to contribute to the organisation) for new team members.

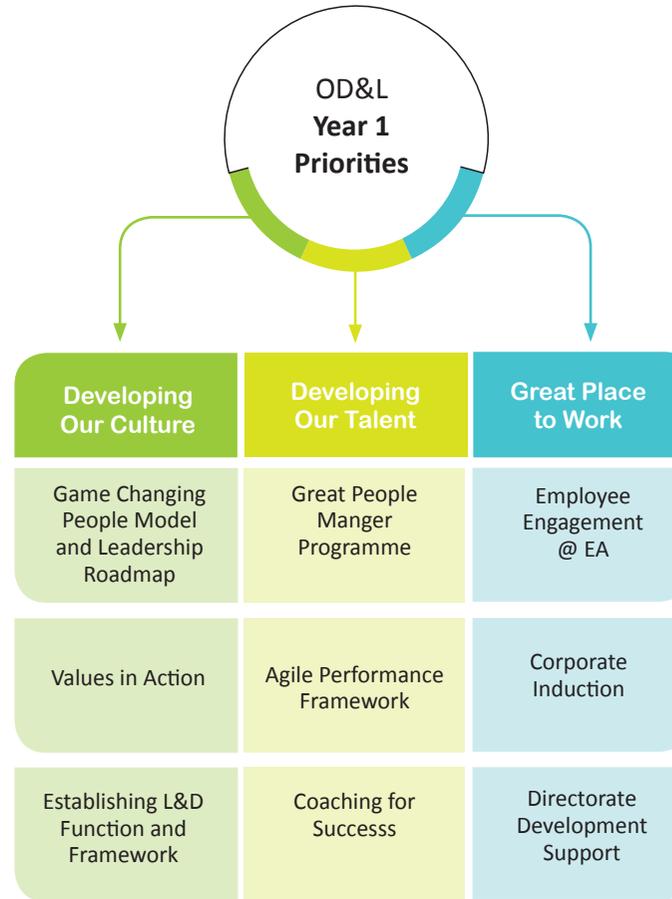
## Priorities



- ✓ **Employee Engagement Strategy**
- ✓ **Corporate Induction**
- ✓ **Directorate Support**
- ✓ **Leadership Events**
- ✓ **Great Internal Communications**

**The newly established OD&L Central Team will have responsibility for:**

- Developing OD&L policy and ensuring strategy outcomes are met and continue to be met through robust delivery, review and evaluation
- Sourcing and developing and delivering blended programmes
- Coordinating and delivering blended in-house programmes that support managers to increase capability in managing, leading, developing, engaging and motivating teams
- Delivery of corporate induction programmes
- Evaluating all activities to ensure intervention objectives are transferred to the workplace and that value for money is being achieved
- Establishing a procured Provider Framework
- Monitoring best practice and ensuring all new initiatives are implemented where necessary
- Compiling statistics and reports on intervention delivery, evaluation, reviews and skills
- Championing the sharing of best practice, facilities and initiatives between all stakeholders and growing networks to share expertise
- The appropriate governance of OD & Learning delivery
- Proactively engaging with Directorates to support training needs analysis and development identification of gaps in core programmes
- Working with managers to identify service specific training and development requirements, using innovation to offer cost effective interventions
- Foster and develop champions and experts to lead masterclasses, networks etc. to disseminate knowledge and to share best practice across the service, e.g. HR expertise
- Promoting OD&L priorities within departments to staff and managers and the benefits of learning pathways and learning opportunities - promoting a learning culture
- Working with managers/individuals on their own learning journey.



## Outcomes for Our People

### The strategy will deliver;

- ▶ A culture of learning, knowledge, growth and commitment to self-development.
- ▶ Promote awareness of the core values to encourage new behaviours, mind-sets and increased workforce engagement and improved employee performance.
- ▶ All employees receiving development through targeted capacity development interventions that are aligned to the delivery or organisational goals and objectives.
- ▶ The development of a workforce who know what is expected of them and are performing at their best, committed to success and are passionate advocates for education and transformation.
- ▶ Increased understanding and commitment to the required continuous improvement of services and excellent customer focused service to schools.
- ▶ Increased employee wellbeing and decreased levels of absence.

	Culture 	Talent 	Great Place to Work 
<b>Year 1</b>	<ul style="list-style-type: none"> <li>• Game Changing People Model</li> <li>• Leadership Roadmap</li> <li>• Values in Action (Phase 2)</li> <li>• L&amp;D Business Case</li> </ul>	<ul style="list-style-type: none"> <li>• Great People Management</li> <li>• Strategic Leadership Programme</li> <li>• Agile Performance Framework</li> <li>• Coaching for Success</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Induction</li> <li>• Engagement Days</li> <li>• Leadership Conferences</li> <li>• Development Events</li> <li>• Employee Engagement Strategy</li> </ul>
<b>Year 2</b>	<ul style="list-style-type: none"> <li>• Recognition Culture</li> <li>• L&amp;D Framework and Function (Phase 3)</li> <li>• Values in Action (Phase 3)</li> </ul>	<ul style="list-style-type: none"> <li>• Succession Planning &amp; Career Pathways</li> <li>• Work Placements</li> <li>• Rising Stars</li> <li>• Innovation Task Force</li> <li>• Mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Engagement Awareness Campaign</li> <li>• Employee Survey &amp; Action Plan</li> </ul>
<b>Year 3</b>		<ul style="list-style-type: none"> <li>• Apprenticeships</li> <li>• Early Careers</li> </ul>	

## Vision

The OD&L strategy is an emerging strategy designed to both implement key initiatives to drive organisational development and effectiveness whilst remaining agile and adaptable to the changing needs of the organisation. It is envisioned that the strategy will be reviewed on an ongoing basis dependent on the availability of resources and the changing nature of the environment in which we operate.



**ea** Education  
Authority