

The Centre News Bulletin Autumn 2008

Welcome to the second news bulletin from the **All Wales Network and Collaborative Centre for the Promotion of Excellence in Training, Qualifications and Development in Substance Misuse**, which brings you all the latest news on workforce development within your field. To keep informed of latest developments and to access resources to help you develop your staff in line with National Occupation Standards, visit our website www.datoracle.co.uk

This edition contains information about:

- **Maximising learning and development opportunities within your organisation**
- **Developing managers**
- **Implementing the Centre's 'Workforce Development Toolkit'**
- **How to use National Occupational Standards to respond to tenders**
- **Having your say – feedback from the field**

The Value of Learning

Organisations throughout all industry sectors in the UK are increasingly recognising the importance of investing in their most important asset - the people that they employ - if they are to achieve success. The current economic climate serves only to reinforce the need for a skilled, competent and effective workforce.

The well-publicised current UK skills deficit has also contributed to worker's ongoing professional development becoming a high level strategic issue for the majority of UK industries. Recognising that this has to be done in a cost effective way for organisations, this e-bulletin looks at ways to make the most of resources and opportunities in your organisation.

Maximising Learning and Development (L&D) Opportunities

There are many cost effective ways that you can utilise the vast expertise and experience already contained within your organisation to promote the learning and development of other staff.

Many organisations recognise the value of 'on-the-job' training and who better to give advice to new members of staff than those workers you know already have the experience, skills and knowledge to pass on. By referring to both workers' role profiles you can identify where National Occupational Standards are shared between roles. On-the-job-training can be facilitated in a variety of ways that include:

- **Mentoring and shadowing of colleagues.** This is an extremely effective L&D method that provides many benefits to both those training and being trained and encourages the transfer of knowledge and skills

- **Team working.** This encourages the sharing of knowledge and skills and helps create a culture of learning within organisations. Team working also assists the organisation in knowledge management, ensuring that knowledge is retained even when key members of staff move on
- **Ongoing feedback.** This is more effective than a one-off annual appraisal as it improves employee motivation, productivity, initiative and problem solving capacity whilst helping to proactively manage any emerging issues.

In order to help employees 'own' their personal development, it is important to reinforce to them how their contribution is valued by the organisation at every level. Management must accept the significance of the role that they play in contributing to the learning and development of their staff:

"The support and active commitment of senior managers, effective performance management processes and wider levels of trust in the contribution of learning are crucial" (Chartered Institute of Personnel and Development, 2008).

Developing Managers

In response to a Training Needs Analysis that was conducted earlier this year, the Welsh Assembly Government is funding training for managers working within the substance misuse field in Wales. The training courses are designed specifically to assist managers working within substance misuse services and were started last month in venues both in North and South Wales.

The training consists of the Level 3 Award in First Line Management and the Level 5 Award in Management, both of which are accredited by the Institute of Leadership and Management. Managers attending the training will achieve nationally recognised management qualifications.

New - Guidelines for Evidencing Competency for Managers

The Centre has obtained feedback on its [toolkit](#) from the substance misuse field and used it to revise our [Evidencing Competency Guidelines](#). In response to comments received, we have also created [Evidencing Competency Guidelines for Managers](#) that offer guidance on the process of assessing staff competence.

Some of the tools in our [toolkit](#) have also been revised to improve their effectiveness and we hope that, combined with some of the new tools, the Guidelines will provide further assistance for you and your colleagues.

Working with Services

Since April this year, the Centre has been working with a select number of services across Wales helping them to implement DANOS. The Centre has been working with individual services offering support and advice about using the

standards either within their existing performance appraisal processes or via the introduction of the Centre's [Workforce Development Toolkit](#). If your service needs help in implementing the standards you can contact the Development Officer for your region to assist you in doing so (details given below).

A 'Step-by-Step' Guide to Workforce Development Toolkit Implementation

You may be aware that our Workforce Development Toolkit is available for download on our website www.DATOracle.co.uk. Our work with services in Wales has highlighted that to use the toolkit effectively some further explanation is required and as a result we have created a [step-by-step guide](#).

Using National Occupational Standards to Respond to Tender Documents

The Welsh Assembly Government are committed to aligning workforce development activities in the substance misuse field in Wales to National Occupational Standards (NOS). In response to this, Commissioners are increasingly looking for services to be able to demonstrate their use of NOS, in particular the Drug and Alcohol National Occupational Standards (DANOS), when they are commissioning services.

Tender documents present an excellent opportunity to showcase how your organisation utilises NOS at strategic, operational and managerial levels and the Centre have created a guide that offers practical advice on how you can evidence an integrated approach to using NOS in your organisation: Read "[The Key to Bidding Success](#)"

Your Say

The Centre has made every effort to make all of its resources as user friendly as possible and is confident that it has created a straightforward toolkit that can be implemented effectively using the tools and guidelines provided. But don't just take it from us, feedback from within the field from people who have implemented the toolkit has been extremely positive,

"Like a number of people working in the field of substance misuse, I was unable to see what DANOS meant for my post. I understood about the NVQ system, but couldn't relate to DANOS.

With support from the Centre, it took less than an hour to undertake the process of mapping the core skills of my role to DANOS and create a 'role profile'.

The easy access to the website, together with the online guidelines that are provided has put me firmly on the road of looking to establish the core skills for my post, and more importantly, to looking for the evidence necessary for me to indicate that I am competent in these core skills.

The process also enables me to identify any possible gaps that can be filled by appropriate training.

I am both surprised and delighted at how simple the process is and I'd like to thank the Centre for demystifying DANOS for me"

Maldwyn Roberts

North Wales Community Safety & Substance Misuse Coordinator

We are always keen to receive feedback on our services from the field. If you'd like to get in touch, please visit the website, www.datoracle.co.uk or alternatively contact one of the Development Officers on the details below:

Covering North Wales: **Eileen Higton 01492 863001**

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