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Changing the culture of how we learn

Introducing reflective learning as a central component of:

SMART Start - Year One Programme

HR/Learning & Development

12th September 2019

Overview

- Why we needed to change?
- How we changed?
- How can organisations change their learning culture?

Changing the culture of how we learn:

- Reflective learning
- Review & questions

Why we needed to Change?

- Dynamic Labour Market
- Diverse workforce, diverse needs
- Competition for talent
- Keep the workplace attractive
- Pathways for career development
- Staff want more – a job with impact
- We need to listen and learn as employers



Diverse Workforce: The CSO has four generations co-existing in 2019



Average age in the CSO 47.8

Culture of how we learn

- In order to change the culture we focussed on a **culture change model**: internally through processes of invention and innovation

The following slides cover :

- Reasons for adopting a culture of learning
- High level organisational culture
- Focused change model approach

Model used: Lewin's change model



What we have changed?

Recruitment

Partnering with Universities
CSO Ambassadors

Graduate Placement
Programme
Internships

CSO Projects – Undergraduate Projects
CSO Specialist Recruitment
People Strategy



Retention

Lifelong Learning Culture
Continuous Learning Culture
Wellbeing Initiatives

Innovative Environment to work
Refund of Fees
Statistical Training Framework

Learning Paths/Career Paths
People Strategy

OUTCOME: SMART Start- Year One Programme

What is it?

SMART Start –Year One Programme

This programme provides an individualised learning programme for new and newly-promoted staff from Day One, thereby accelerating their progression to reaching full potential.

Reflective learning practices are a key programme component

The programme helps to embed a 70:20:10 model of learning

Key Features of the Programme



SMART Start - Year One Programme

- Introduction of a modular induction programme which includes a formal on the job element
- Based on 70:20:10 model
- Manager support is integral to the programme (Managers toolkit provided to all managers)
- Supporting a wider Civil Service strategy of developing managers as people developers
- Reflective learning is a key component



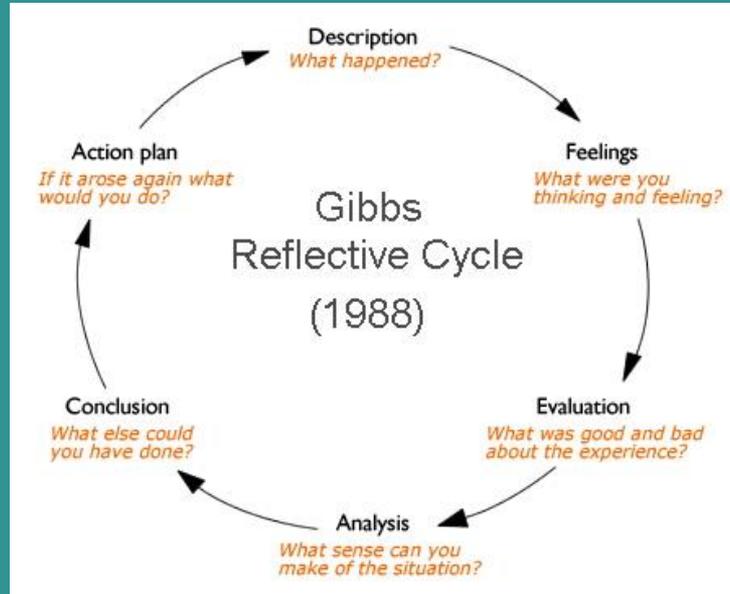
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Reflective Learning



Reflective Learning



Reflective Learning

- Reflective learning is a learned process that requires time and practice.
- It is an active process involving thinking through the issues yourself, asking questions and seeking out relevant information to aid your understanding.
- Reflection is an important skill to develop
- Requires you to think about how you are personally relating to what is happening in the workshop, seminar/ presentation attendance, section meeting, course attendance or eLearning experience.



Benefits to the CSO of Reflective Learning

- Staff embedded in the organisation quickly
- Staff 'hit the ground running'
- Manager engagement from the start
- Changing the culture from bottom up
- Pathways for career development
- Attrition rates high
- Staff think more deeply and holistically about an issue, leading to greater insights and learning
- Connects the rational decision-making process to a more effective and experiential learning process
- Challenges individuals to be honest about the what they say and what they do
- Creates opportunities to seriously consider the implications of any past or future action
- Acts as a safeguard against making impulsive decisions



Reflective Journal Template - Readings, Activities and Workshop Reflection

| | |
|--|--|
| Date of Learning | |
| <i>What was the highlight of the Readings, Interactions, Activities and/or Workshop?</i> | |
| | |
| <i>What aspect caused you difficulty?</i> | |
| | |
| <i>Was there any aspect that surprised you?</i> | |
| | |
| <i>What were the three most important things that you took away?</i> | |
| 1. | |
| 2. | |
| 3. | |
| <i>Which aspects would you include in your own work practice based on your learning experience?</i> | |
| | |

Year One ~~Programme~~ participant sign off: _____

Manager Sign off: _____

Key: Managers
engagement



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Evaluate Success



Evaluation of Success for CSO

Continue to change the way we do things?

- Retention rates 2017 – 97%
- Retention rates 2018 – 95%



Reflective Learning – Culture Change

- Making our organisation more responsive, changing our culture, increasing agility and flexibility
- Blended approach to onboarding new recruits utilising 70:20:10 Model
- Manager engagement throughout the process
- Reflective Learning embedded in our organisation from bottom-up
- Changing **Culture** takes time and the SMART Start – Year One Programme represents a model to embed a new and innovative learning culture within the CSO



Testimonials

- I found my initial project very challenging. It required a lot of on the job learning. I feel like I was given enough freedom to come up with a method for completing my project that had not been done before in the CSO. It was challenging and very rewarding.....Regarding the reflective journal, the questions were great to help you draw your focus and completing the journal served as a good record of learning from doing.”*



Testimonials

- *“I think the reflection journal is a good idea, it’s good to write about specific challenges and how you worked through them, great learning’*





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