

# **HR Workforce Development**

## **Learning Toolkit**

**(updated July 2021)**



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## Introduction

As we transition into the future of work arrangements we must continue to develop the knowledge, skills, behaviours and confidence we need to deliver high quality services to the residents of RBG. It is also important that we take care of ourselves and each other. The coronavirus pandemic will continue to have an impact on everyone's lives. We will continue to change how we work and for many where we work from.

Hybrid working arrangements will be a feature of our business moving forward. This document has been created to bring together a range of learning resources into one place that can be accessed from council offices and when working from home. It contains a combination of articles, eLearning, videos and webinars. There are also links to book onto virtual classroom learning, these sessions are live and must be accessed at the scheduled time, in the same way that face to face classroom is.

HR Workforce Development aims to provide a wide range of on-demand learning services that enable staff to fit learning around when and where they work. Also, our aim is to offer training that directly supports the new challenges we face brought about by the current drivers that test our new ways of working both in terms of technology and culture change.

All the links in this document go directly to the resource, however if a log in is required to an external site. e.g. Learning Pool or Health Assured, then login credentials will need to be entered. Once logged into the site, there will be no need to repeat this step as further learning is accessed (the login will be remembered).

For help or reminders of login details, detailed guidance on how to access the platforms is available at the end of this document.

To access most on-line learning from the workplace or home you will need use of a device that gives you access to the internet. If your device does not have a camera or speakerphone you may need a webcam and headset. To make the best use of the live virtual classroom sessions we recommend that you find a quiet space at home or in your place of work and have sole use of a device.

## Hybrid Working

### Returning to the workplace

A blend of working from home and the workplace will be a feature of our business moving forward.

### Return to the workplace

We know that some staff will be feeling anxious and guidance has been developed to support managers and staff in plans for returning to the workplace.

Managers are encouraged to carry out a health and wellbeing assessment of their staff if appropriate. Return to workplace risk assessment training is available for managers which is delivered in a virtual classroom via Microsoft Teams.

It is recommended that managers also undertake [The Principles of Risk Assessment](#), a short e learning module available on Learning Pool which has been designed to give you an overview of risk assessments. You will be able to define risk assessment and identify the key principles. You will understand the difference between a hazard and a risk and will recognise which risks require assessment. You will also be confident in undertaking the risk assessment process. The module should take around 30 minutes to complete. This course has been designed to provide clarity, guidance and support for managers to undertake 'meaningful conversations' and, if required, risk assessments for all members of their team.

Managers are also encouraged to book a place onto the virtual classroom [Return to Workplace Risk Assessment Training](#) via the [Learning Partnership website](#). This course has been designed to provide clarity, guidance and support for managers to undertake 'meaningful conversations' and, if required, risk assessments for all members of their team who will be returning to the workplace within the Royal Borough of Greenwich. It will develop competence and build the confidence of delegates to ensure a duty of care is provided.

<p><b>Hybrid working and checking in with your team</b></p>	<p><a href="#">Remote working</a> gives practical tips and hints in a short online module about working away from the office.</p> <p><b>Staying Connected</b></p> <p>As we transition into hybrid working arrangements, it is still important to be creative in how you remain connected to colleagues. You may find that you do not have the opportunity to see all your colleagues in person. One way to stay connected is to have team meetings more frequently than usual and allocate 10 – 15 minutes at the start of team meetings to have a catch up with your colleagues, maybe on what you did at the weekend, an interesting TV show or movie you watched, a good book you read, a game or a quiz. This <a href="#">TED article</a>, highlights the benefits of small talk and how they can lead to moments of real connection. Or maybe you want to have a virtual lunch with a colleague, use the opportunity to take a break, don't talk about work and socialise virtually.</p> <p>Having daily check-in from the team can keep colleagues updated on who's doing what and can support collaborate working. A brief email every day from everyone in the morning with a few bullet points on what is on everyone's "to-do" list for the day should not be viewed as checking on people, it's just replacing the day to day exchanges and conversations that would usually be happening in the office.</p> <p>Learn about <a href="#">Conference Call Etiquette</a> in this short module that gives you top tips in holding an effective remote meeting.</p> <p><b>Hybrid Working</b></p> <p>Here are some interesting articles on the subject</p> <p><a href="#">CIPD Article: Planning for Hybrid Working</a></p> <p><a href="#">Management Today Article: 6 principles of successful hybrid working</a></p> <p><a href="#">Blog: is working from home forever sustainable?</a></p>
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	<a href="#">VeryWellMind: How to stay motivated when working from home</a> <a href="#">Chartered Institute of Professional Development (CIPD): Getting the most from remote working</a>
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## Improving your IT skills and Data Security

Whether learning new applications to work remotely or understanding how to stay safe on-line, use the available resources to help.

Always ensure to follow RBG's

[IT guides for Royal Greenwich staff: Bespoke online guidance for the systems we use](#)

Take this '[knowledge check](#)' to understand where you are with MS Teams, then to find out more, either access Microsoft's [MS Teams](#) offers online videos and guides.

Virtual Classroom learning is available from RBG and can be booked via the [Learning Partnership](#) portal

There are also various articles and videos on [Sharepoint](#) or [One Drive](#) (choose the Work or School resources, not personal).

There is [a whole lot more](#) available from Microsoft to help you to get to grips with new and unfamiliar resources.

[Cyber Security](#) eLearning is available to help you to protect online data at work or home.

Topics include Using the Web Safely and Social Media, as well as Phishing and Social Engineering.

Each module will take approximately five minutes to work through.

There are six modules that are mandatory modules and a further five that are optional

For more detailed information or to access this learning, use the links below.

[Cyber Awareness \(Mandatory Modules\)](#) - must be completed by all staff who have an RBG email address, and is optional for those who don't have one

[Cyber Awareness \(Optional Modules\)](#) - is available to any staff who wish to further their knowledge of online security

### [Data Handling](#)

is the 2nd course of the GDPR online training modules. This eLearning will be made mandatory for all RBG staff later in 2020, so if you are able to do it now, you will not have to repeat it.

### [Getting the most out of MS Teams](#)

This workshop is aimed at those who are new to using MS Teams and for those already using it. It covers how to access MS Teams using various devices, how to start individual and group chats and how to start conversations. You will also learn how to schedule and join meetings and make the most of the meeting tools that are available to you. You will learn how to find content quickly and bookmark items. Lastly, we will cover how to alter Notifications and Settings.

	<p>If you or member of your team has a more specific requirement Email <a href="mailto:HR-WorkforceDevelopment@royalgreenwich.gov.uk">HR-WorkforceDevelopment@royalgreenwich.gov.uk</a> and we will assist you.</p>
<p><b>Microsoft training videos in New Technologies</b></p>	<p>Some staff are new to some of the technology that is supporting use all to stay connected and work collaboratively the below may help to get familiar or pick up tips</p> <ul style="list-style-type: none"> <li>• <a href="#">Microsoft Teams: Video training</a></li> <li>• <a href="#">Microsoft SharePoint: Video training</a></li> <li>• <a href="#">Microsoft OneDrive: Video training</a></li> </ul>

## Wellbeing Support

In addition to the information below, please also refer the resources available in RBG's [Business Continuity information for staff](#)

<p><b>Bereavement support</b></p> <p>Bereavement is a difficult experience under any circumstances but made more challenging during the Covid-19 pandemic.</p> <p>Whether experiencing loss due to COVID-19 or any other reason support is available for those experiencing loss or those who are supporting friends, colleagues or family who bereaved. It is especially</p>	<p>Below are resources to support those going through bereavement and grief</p> <p><a href="#">6 Steps to Supporting Employees Through Bereavement</a> is an article from HR Magazine</p> <p><a href="#">Cruse</a> is a charity offering support, advice and information to children, young people and adults when someone dies. Their website has a dedicated section on <a href="#">dealing with bereavement and grief during the Coronavirus outbreak</a> and has a specific section on <a href="#">supporting people in Greenwich</a>.</p> <p>Virtual Classroom live training sessions are available to book onto via the <a href="#">Learning Partnership</a> portal</p> <p>London Councils has put in place resources to share about <a href="#">how bereavement and grief</a> may be affected by this pandemic. It covers some of the different situations and emotions bereaved people may have to deal with. We will be adding to and updating this information as the situation develops.</p> <p>RBG's Employee Assistance Programme also offers specialist support in <a href="#">bereavement</a> and <a href="#">grieving</a></p>
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important to know where to find support at a time when people may be cut off from some of their usual support networks.	(you will need to log in to get these resources ( <i>Username: <b>Royal</b> Password: <b>Greenwich</b></i> )
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<p><b>Mentoring</b></p> <p>Being a mentor or mentee is a powerful way to build resilience, strengthen coping strategies and explore future career development opportunities.</p>	<p>RBG has a well-developed employee mentoring programme that brings many benefits to both mentors and mentees.</p> <p>Feedback from participants shows that remote meetings are still delivering the support and development that the “in-person” sessions were offering. Existing relationships have evolved and grown, training has taken place and new matches between mentors and mentees have been made.</p> <p>If you are interested in becoming a mentor or mentee, please contact <a href="mailto:HR-WorkforceDevelopment@royalgreenwich.gov.uk">HR-WorkforceDevelopment@royalgreenwich.gov.uk</a></p>
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<p><b>Wellbeing Resources</b></p> <p>During the pandemic staff have needed to draw on all their resources to be able to continue to deliver services.</p> <p>Whilst managers are required to address the specific needs of the teams and individuals in their services, we are aware that support is needed for everyone.</p>	<p><a href="#">Wellbeing Support for Staff</a> is a document containing a summary of resources available to support the Mental and Physical Health and Wellbeing of our staff. It contains information on a range of subjects including returning to work and working from home. Some examples of the kinds of support available are:</p> <p><a href="#">Mental Health at Work</a> offers round-the-clock one-to-one support, by call or text, from trained volunteers, plus resources, tips and ideas to look after your mental health.</p> <p><a href="#">Stress Awareness</a> is a short module for employees to help to identify “stressors” and what the coping mechanisms which can help.</p> <p>RBG’s Employee Assistance Programme has an online offer that can help with a broad range of issues from financial matters to emotional challenges. To access the website, go to <a href="https://healthassuredeap.co.uk/">https://healthassuredeap.co.uk/</a> and use the login details below:</p> <ul style="list-style-type: none"> <li>• username: Royal</li> <li>• password: Greenwich</li> </ul> <p><a href="#">Managing Stress and Conflict</a> is a Learning Pool eLearning module that will enable managers to understand and manage the causes and effects of stress in the workplace.</p> <p>The following online resources may be useful to build resilience and improve mental wellbeing</p> <ul style="list-style-type: none"> <li>• <a href="#">ThriveLDN: Building emotional resilience training video</a></li> <li>• <a href="#">NHS: Mental wellbeing audio guides</a></li> <li>• <a href="#">NHS Every Mind Matters: Resources to help with stress</a></li> <li>• <a href="#">GoodThinking: Digital mental wellbeing for London</a></li> </ul>
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<p><b>Wellbeing Champions (Mental Health First Aid Qualified)</b></p> <p>In just the same way as you would approach a First Aider about your physical health, you can talk to a Wellbeing Champion about your mental and emotional health and wellbeing. RBG has trained Champions who will listen and be able to signpost you to other supports that are available at this difficult time.</p>	<p>Click on the link below to information about the RBG Wellbeing Champion Scheme <a href="#">Wellbeing Champions</a></p> <p>Please see <a href="#">List</a> for names and contact details. If you do not receive a response within 3 hours, please email another colleague or access the Employee Assistance Programme.</p> <p><a href="#">Mental Health Awareness</a> is an eLearning module providing strategies to look after your own mental health and well-being, and ways that you can help someone who is having difficulties with their mental health.</p> <p><a href="#">Mental Health Awareness: Having the Conversation - for managers</a> is a half day workshop will help managers understand the definition of mental health and the causes and effects of poor mental health. We will work with managers to reduce the stigma associated with mental health by becoming more aware of the importance of good mental health, how to act against stigma and further understanding of common illnesses, such as anxiety and depression.</p> <p>Managers will learn what they can do to support their colleagues in the workplace by exploring how to have a quality conversation and understand the support and resources available. The workshop will conclude with activities for managers to take away to improve their own mental health and wellbeing through lifestyle.</p>
<p><b>Psychological First Aid training during COVID-19</b></p>	<p><a href="#">Psychological First Aid training during COVID-19</a> is aimed at all frontline and essential workers and volunteers. By the end of the course, outcomes will include: understanding how emergencies like the COVID-19 pandemic can affect us, and recognising people who may be at increased risk of distress and how to offer practical and emotional support.</p>

## **Employee Assistance Programme**

Sometimes it can be difficult to balance the pressures of work and home life. The Employee Assistance Programme can provide caring support for both you and your immediate family. Health Assured, in partnership with Royal Borough of Greenwich, provides all employees with complimentary access to an enhanced Employee Assistance Programme (EAP).

How to use the service:

Speak to someone anonymously at the 24-hour Employee Assistance Programme on **0800 030 5182** (free phone).

Alternatively, to access the website go to <https://healthassuredeap.co.uk/> and use the login details below.

*Username: **Royal** Password: **Greenwich***

It is recommended to use the Chrome browser for optimal experience. Please note some video webinars may not work on RBG computers. Please use your personal devices for these.

## Leadership and Management

### Leading and managing though the transition and into the future of work arrangements

The pandemic has placed great pressure on local authorities to continue delivering high quality essential services to our residents. Leaders and managers are having to sharpen their focus on meeting the core needs of staff, ensuring their wellbeing and sustained motivation to help them deal with these rapidly changing times.

### eLearning modules

There is a range of resources that may help managers develop skills and confidence during this time. Learning Pool has a dedicated [Leadership and Management category](#), that includes an range of modules including:

- [Remote Working for Managers](#) will help those who are now managing teams who are working in different places.
- [Managing Stress and Conflict](#) will enable managers to understand and manage the causes and effects of stress in the workplace.
- And managers who are [supporting individuals-the impact of change](#) will be able to help team members through these changing times.
- [Project Management](#) will help you to be able to recognise when to start a project, produce a project plan and schedule a project effectively.

### Performance Management

PRaDS Lite aims to make the process more streamlined. Guidance documents and resources have been included throughout this guide as well a summary table at the end of the document. Go to [HR FAQs during COVID](#)

[Please contact HR-Workforce Development for classroom training on giving and receiving PRaDS](#)

### Leadership Development Programmes

### Leadership Development Programmes

RBG offers three [L & M apprenticeship programmes](#)

- Level 3: Team Leader / Supervisor (ILM)
- Level 5: Operations / Department Manager (ILM)
- Level 7: Senior Leader, CMI / MBA

The L4 Associate Project Management Apprenticeship, a 2-year course is also available to staff who lead or have significant contribution to projects (but may not manage others).

	<p>For more information about these programmes and how to apply email <a href="#">HR-Workforce Development</a>.</p> <p><b>There are many other resources available</b></p> <p>Check out this <a href="#">ted talk</a> for some top tips on how to give great feedback.</p> <p><a href="#">Business Balls</a>, is a well-established (since 1999) website that has a wealth of free online resources.</p> <p><a href="#">Free Management e-Books</a> is a site with access to free eBooks and magazines, template, checklists, news. You just need to be willing to subscribe to their mailing list. Content can be downloaded to a PC, Mac, laptop, tablet, Kindle, eBook reader or Smartphone.</p>
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## Core and Mandatory Learning

Catch up on the modules that are mandatory for new joiners, that you may have missed in your own induction.

<p>All induction modules can be accessed by clicking <a href="#">here</a>, or go direct to the module of your choice using the links to the right.</p>	<p><a href="#">Equality in the Workplace</a> will increase your awareness of equality in the workplace and give you practical help in challenging unlawful discrimination or inappropriate behaviour.</p> <p><a href="#">Introduction to Health and Safety</a> covers common risks and hazards with the working environment and guides on good health and safety practice.</p> <p><a href="#">Cyber Awareness (Mandatory Modules)</a> - must be completed by all staff who have an RBG email address, and is optional for those who don't have one.</p> <p><a href="#">Cyber Awareness (Optional Modules)</a> - is available to any staff who wish to further their knowledge of online security.</p> <p><a href="#">Introduction to Local Government</a> have you ever wondered about how local government was formed, its relationship with central government, how it is funded?</p>
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## Personal Development

<p>Changes to working arrangements does not need be a reason to stop continued professional development.</p>	<p>Learning Pool's e learning <a href="#">Personal Development</a> Section has a wide range of modules including assertive communication, managing your priorities, presentation skills, spelling and grammar and much more.</p> <p>HR Workforce Development also offers an extensive range of classroom-based courses in a virtual setting. These range from leadership and management, health, safety and wellbeing, personal development, equality and diversity and transition support. HR WD is currently identifying which courses should ideally return to an in-person classroom setting.</p> <p>To view and book training courses and events on-line please go to the <a href="#">Learning Partnership website</a></p> <p>Also look out for your weekly 'places available' e mail from <a href="#">HR-Workforce Development, which will provide details of upcoming training.</a></p>
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## Social Care

Generic short online courses are available for all staff who have contact with children, adults and families and more specialist training for those working in the health and social care sector, for example Basic Awareness in Safeguarding Children and Palliative and End of Life Care.

Short online courses for staff working in the health and social care sector	Learning Pool has a dedicated section with <a href="#">modules in Social Care</a> . <ul style="list-style-type: none"><li>• Guide to Reasonable Adjustments</li><li>• Autism Awareness – Overview</li><li>• Dementia Awareness</li></ul>
Hundreds of courses are available on the NHS Health Education England Healthcare Portal e Learning	<a href="#">Click here</a> and follow the registration process by entering either a work or personal email address.
Children's Safeguarding	Please contact <a href="#">Safeguarding Training</a> for more information and further details of training courses available.  For more information on how to access Safeguarding Children training log on to our Events & Courses page at <a href="#">Events and Courses</a>

## Apprenticeships

CPD Apprenticeships. These are aimed at existing staff in support of CPD, for example, Accountancy, Procurement, Business Administration, Leadership and Management.	<b>Apprentices and Redeployment</b>  RBG offers three programmes: <ul style="list-style-type: none"><li>• <b>Greenwich Direct Apprenticeships (GDA)</b> entry level apprentices who are on apprenticeship contracts who usually have a dedicated training day</li><li>• <b>Trainees / Career Grade Apprentices</b> who are in development roles and have dedicated learning time</li></ul>
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<p>For all queries relating to new or existing apprentices, please email <a href="#">Workforce Development</a> where you can discuss issues with staff or request a detailed document containing guidance on apprentices at RBG.</p>	<ul style="list-style-type: none"> <li>• <b>CPD Apprentices</b> who are existing staff enrolled onto apprenticeships such as Leadership and Management and fit in learning flexibly around work priorities</li> </ul> <p>If you are a manager or apprentice and there is a significant disruption to learning, you will need to let Workforce Development know so that we can take appropriate measures as well as offering advice and support</p> <p>Please contact <a href="#">Workforce Development</a> if you wish to discuss any matters relating to apprentices or apprenticeships or redeployment of GDA apprentices.</p>
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## Miscellaneous Learning Resources

<p>This section contains various and recourse that you can access to support development</p>	<p>If you struggle with Time Management and Prioritising, here is a very light-hearted but relevant observation of what stops us from doing what we know we need to get on with</p> <p><a href="#">TED talk: 'Get inside the mind of a master procrastinator', by Tim Urban</a></p>
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## Are you having trouble logging into any of the resources?

For Learning Partnership or Learning Pool – email [HR-Workforce Development](#)

For Health Assured its *Username: **Royal** Password: **Greenwich***

For help accessing the Healthcare portal (see above Social Care section) all enquiries should be submitted to NHS and Health Education England, they can be contacted [here](#)

**For any other queries please contact [HR-Workforce Development](#)**