

Metals Industry Leadership Development Programme

NEED: To improve team leaders' skills and confidence

SOLUTION: Metals Industry Leadership Development Programme

Corus Engineering Steels identified gaps in team leaders' training since it introduced team-working and delivered training modules several years ago. Some employees were new to the role and others needed updating. The content and form of the Metals Industry Leadership Development Programme were particularly attractive to Corus as a means of meeting its needs and delivering qualifications to employees.

AIM: "We wanted to support all our team leaders in their duties and bring them to a consistently high standard of performance," explains HR adviser, Liz Hazlehurst.

DELIVERY: Skills development modules were delivered once a month over an eight-month period. Alongside this off-the-job training, candidates undertook a work-based project to gather evidence for the Level 3 NVQ in Combined Working Practices (teamworking), which took an average of six-seven months to complete. They received a practical workbook and were supported throughout the programme by trainers and assessors and in-company mentors. Projects were selected which would add value to the business and fit in with team leaders' normal tasks in addition to reinforcing the learning.

EMPLOYEE REACTIONS: Joanne Best, Purchasing and Stock Controller at Corus's Aerospace Service Centre, says: "The programme was interesting and enjoyable and it's given me better management skills. I feel I have more confidence and can approach different situations in different ways, as I have better knowledge of how to handle the situation." Joanne's workplace project was on continuous improvement. "It fitted in very well," she

says. "Trying to improve the way we work is a big part of what we do at ASC and the project was something I was doing as part of my job so it didn't involve extra work for no reason. The company has benefited, as the continuous improvement project is ongoing throughout the site and all staff are willing to get involved." Keen to consolidate her business improvement skills, Joanne additionally registered to attend a Corus pilot of MetSkill's Level 2 NVQ programme in Business Improvement Techniques.

SUPPORT: "The support I got was of the highest standard," Joanne says. "I received plenty of guidance on where to find the information for my portfolio and MetSkill was always there when I needed any help: I could get in contact with them any time."

BENEFITS/OUTCOMES: "From the very first programme, which involved 44 candidates, we've had some very positive comments from area management," says Liz Hazlehurst. "In particular they have noticed a more proactive and questioning stance on health and safety from the team leaders, improved ability to deal with people/discipline issues and a great deal more confidence in them generally."

FUTURE PLANS: "We have already run the programme on four separate occasions and have a fifth group currently going through it, involving over 140 people in total," Liz concludes. "Given the success we have had, this is a programme we intend using for other plant areas in the future."



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LEADERSHIP DEVELOPMENT PROGRAMME BUSINESS BENEFITS:

- Consistent standards of management and leadership performance throughout the organisation
- Increased effectiveness of team leaders, managers and supervisors
- Leaders better equipped to deal with people, health & safety and business issues
- Direct application of learning through relevant work-based project
- Improved employee motivation and performance through strong leadership
- Clear communication of business aims and objectives

CORUS CASE STUDY



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