

Skills for success to refresh, re-brand and re-engage: Foundation skills at work

Niki McCartney, Associate Director

19 March 2015



A communication programme

‘When we were first told we had to do this, I thought ** that, now I think everyone in the company should do it...’***

(Nick)

Employees

- *It has opened bigger doors, before I was very limited on a lot of stuff and I used to shy away from a lot of stuff and just cover things up.*
- *It took me ages just to get this job and it has taken me all this time (10 years) just to be who I am, this open person, excited person.'*

Thames Timber video clip:

‘...utilisation increased and plant efficiency increased which we attributed to learning coming out of the programme.’ (Senior manager)

‘...wanting to listen and understand; confident about how business is run; know values, costs and consequences of not applying; understanding figures and focused improvements with employees contributing to and initiating solutions.’ (Supervisor 1)

‘Working faster; smarter; fast changeovers (halved) making for bigger profits.’ (Supervisor 2)

Senior management

“..So by developing people, if we do the people one first, we truly believe and we’ve seen benefits from it, not only financially but just through people being better people and raising morale etc., if we get the people right, operational excellence and revenue growth will come.’

Workplace Literacy, Language and Numeracy (LLN) Sustainability

Workplace components	Planning for sustainability	Towards sustainability	Sustainability
Policies & Guidelines			
Workplace Demands			
Culture, Leadership & Relationships			
Learning & Development			
Embedded LLN (ELLN) Programme			

Workplace Demands: LLN demands of workplace practices, materials, resources, systems and procedures

Judgement scales for each "good practice" statement:

1: we have not started 2: we have made a start but there is much scope for improvement 3: we do this well, but there are a few aspects to improve 4: we do this very well

What is good practice?	Prompting questions	Judgement			
		1	2	3	4
Workplace LLN demands are clearly identified and documented	How well does the organisation know the workplace LLN demands? How well does the organisation understand the LLN demands and tasks of specific roles within the organisation (i.e. job profiles)?				
LLN are embedded in workplace demands	To what extent is LLN embedded in workplace demands (i.e. tasks, practices, resources, systems and procedures) to provide learning opportunities for frontline crew? How often are the workplace demands reviewed for future ELLN learning opportunities? How involved are ELLN specialists in the implementation of new workplace policies, practices, and procedures?				
Organisation induction incorporates ELLN (including identifying LLN employee needs)	To what extent is LLN embedded within the organisation's induction? How well are the LLN needs of new employees identified during their induction? How well are new leaders inducted into the organisation's sustainable workplace practices?				
HR processes provide for employee time requirements for upskilling and continuous improvement	Do HR processes reflect ELLN related time requirements for upskilling? How confident are the employees to raise concerns and ideas with the view to improve the organisation performance?				

National Centre of Literacy and Numeracy for Adults Professional Development:
Self-Assessment: Workplace Literacy, Language and Numeracy (LLN) Sustainability

Policies and Guidelines: Company policies and guidelines relevant to embedded LLN (ELLN) sustainability

Judgement scales for each "good practice" statement:

1: we have not started 2: we have made a start but there is much scope for improvement 3: we do this well, but there are a few aspects to improve 4: we do this very well

What is good practice?	Prompting questions	Judgement			
		1	2	3	4
ELLN vision and strategy are visible and accessible	<p>Is an ELLN strategy in place which is actively referred to by the organisation?</p> <p>Does the organisation have a vision and clear business driven outcomes around ELLN and are these clearly articulated throughout the organisation?</p>				
Senior management are proactive in promoting the value of ELLN	<p>How well do senior management champion the importance of ELLN internally and externally?</p> <p>To what degree is senior management "buy-in" apparent?</p>				
Communication plan for ELLN implementation is regularly reviewed	<p>Have roles and responsibilities around ELLN been defined and are employees proactive in carrying out these roles?</p> <p>To what degree has the organisation adopted its own language around ELLN (i.e. programme names, diagnostic assessment name)?</p> <p>Do relevant policies including guidelines for writing company documents take account of the LLN needs of the workforce?</p>				
ELLN systems and procedures are aligned with business needs	<p>How often are the organisation's ELLN systems and procedures reviewed against business needs and adjusted to ensure continued alignment?</p>				

Workplace Literacy, Language and Numeracy (LLN) Sustainability

Workplace components	Planning for sustainability	Towards sustainability	Sustainability
Policies & Guidelines	ELLN vision & strategy are developed	ELLN strategy & vision are articulated & documented	ELLN strategy & vision are visible & accessible Communication plan for ELLN implementation is regularly reviewed
Workplace Demands	Workplace needs analysis is undertaken to identify workplace demands	Workplace demands are revised to embed LLN where necessary	Workplace LLN demands are clearly identified & documented LLN are embedded in workplace demands Organisation induction incorporates ELLN HR processes provide for employee time requirement for upskilling

Workplace Literacy, Language and Numeracy Sustainability



Last updated 10 February 2015 13:11 by [NZTecAdmin](#)

Quicklinks

- ▶ [Embedded Literacy and Numeracy](#)
 - ▼ [Teaching and Learning Approaches](#)
 - ▼ [Videos](#)
 - ▼ [Embedded Approaches](#)
 - ▼ [Case Studies](#)
 - ▶ [Guidelines for providers](#)
 - ▶ [Workplace Sustainability](#)

Workplace Literacy, Language and Numeracy (LLN) Sustainability

This section contains resources for employers who are interested in improving their business outcomes through implementing a sustainable workplace LLN approach within their organisation.

Reflective Tool

The Reflective Tool is a one page overview of some key workplace components to consider when implementing a sustainable workplace LLN approach (from planning through to maintaining sustainability). This Tool aims to assist employers identify the next steps to consider for workplace LLN sustainability.

Self-Assessment

The Self-Assessment resource of 20 questions highlights key workplace components that help build sustainability. This self-assessment will assist employers gauge the sustainability of their organisation's current workplace LLN practices.

Online Resource

This online resource is for employers considering sustainable workplace LLN practices and incorporates the Reflective Tool and Self-Assessment with links to other resources.



Workplace Literacy, Language & Numeracy Sustainability

[Click here to get started](#)



< PREV

NEXT >

Workplace Literacy, Language and Numeracy (LLN) Sustainability

Workplace components	Planning for sustainability	Towards sustainability	Sustainability
Policies & Guidelines Company policies & guidelines relevant to embedded LLN (ELLN) sustainability	<ul style="list-style-type: none"> • ELLN vision and strategy are developed • Guidelines for writing company ELLN documents are established • Policies used by frontline employees are identified • Communication strategy for ELLN programme is developed 	<ul style="list-style-type: none"> • ELLN vision and strategy are articulated and documented • Key policies are revised to include ELLN and align with guidelines for writing organisation documentation • ELLN Action plan is developed and communicated organisation-wide 	<ul style="list-style-type: none"> • ELLN vision and strategy are visible and accessible • Senior management are proactive in promoting the value of ELLN • Communication plan for ELLN implementation is regularly reviewed • ELLN systems and procedures are aligned with business needs
Workplace Demands LLN demands: workplace tasks, practices, materials, resources, systems and procedures	<ul style="list-style-type: none"> • Workplace needs analysis is undertaken to identify workplace demands • Workplace demands are assessed for key LLN needs against the Learning Progressions • Workplace LLN demands are identified with LLN outcomes • Staff time requirements are identified and communicated organisation-wide 	<ul style="list-style-type: none"> • Workplace demands are revised to embed LLN where necessary • Workplace demands provide opportunities to practise LLN skills • Time commitments of employees are acknowledged and addressed • Processes provide for employees to raise ideas and concerns 	<ul style="list-style-type: none"> • Workplace LLN demands are clearly identified and documented • LLN are embedded in workplace demands • Organisation induction incorporates ELLN (including identifying LLN employee needs) • HR processes provide for employee time requirements for upskilling and continuous improvement
Culture, Leadership & Relationships Organisation culture, leadership and stakeholders support LLN sustainability	<ul style="list-style-type: none"> • ELLN awareness and buy-in through examples of good LLN practice • Key stakeholders are identified (internal and external) including LLN champions • ELLN buy-in is prioritised and approved by senior management • ELLN steering group is established to lead change 	<ul style="list-style-type: none"> • Buy-in and ownership of the programme by leaders and employees • Leaders proactively identify LLN needs and demands • Emerging success stories and performance against business-driven outcomes are promoted organisation-wide and externally • Culture shift is monitored and driven where needed 	<ul style="list-style-type: none"> • Active leadership in promoting good ELLN practice • A learning culture is visible and reinforced through senior management • External stakeholders are aware of and understand the organisation's embedded LLN approach • Success stories are identified and disseminated
Learning & Development Promoting & sustaining an ELLN workplace approach through learning and development	<ul style="list-style-type: none"> • Clear ELLN outcomes are established that link to business drivers • Establish benchmarks for ELLN practice • Confident and competent ELLN workplace trainers are engaged • Trainers are inducted on workplace demands and culture 	<ul style="list-style-type: none"> • ELLN benchmarks are used to inform practice • Frontline leaders and managers are upskilled in ELLN practices • Training quality assurance plan is developed with ELLN outcomes 	<ul style="list-style-type: none"> • Systems are in place to measure ELLN outcomes • On-going ELLN professional development for key personnel • Training quality assurance plan ensures consistency and maintains LLN profile organisation-wide • Preferred training providers comply with the organisation's ELLN quality assurance requirements
Embedded LLN (ELLN) Programme Implementation of an ELLN programme to create change	<ul style="list-style-type: none"> • Funding application identifies key business needs for an ELLN programme and demonstrates a sustainable approach to embedding LLN • ELLN programme content and resources are developed in line with business driven outcomes • Programme enrolment process is established and communicated • Employee LLN needs are identified through a diagnostic assessment 	<ul style="list-style-type: none"> • Workplace LLN demands and employee LLN needs inform programme development • Programme tutor/trainer proactively works alongside business to embed LLN learning • Employee LLN support avenues are identified • Employee progress is measured and celebrated • ELLN programme is delivered in a partially funded way 	<ul style="list-style-type: none"> • ELLN practices are 'business as usual' • ELLN resources are easily accessible by the organisation • LLN support avenues are in place and understood by the organisation • LLN resourcing is included in the organisation budget (internally funded?)

Pointers

Re-engage:

Do your homework on the company.

Refresh:

Bring accountability to your delivery.

Re-brand:

Talk about sustainability sincerely.

Finally ... SITS

Success brings success

It is not a tidy carpark

The new normal

Solutions at fingertips

Building something together is much more effective and powerful than trying to build it alone.



**He aha te mea nui o te ao?
He tangata! He tangata! He tangata!**

References

National Centre of Literacy and Numeracy for Adults

www.literacyandnumeracyforadults.com

Workplace Literacy, Language and Numeracy (LLN) Sustainability

<http://www.literacyandnumeracyforadults.com/resources/357336>

Niki McCartney

nikim@waikato.ac.nz