



Learning & Development Strategy

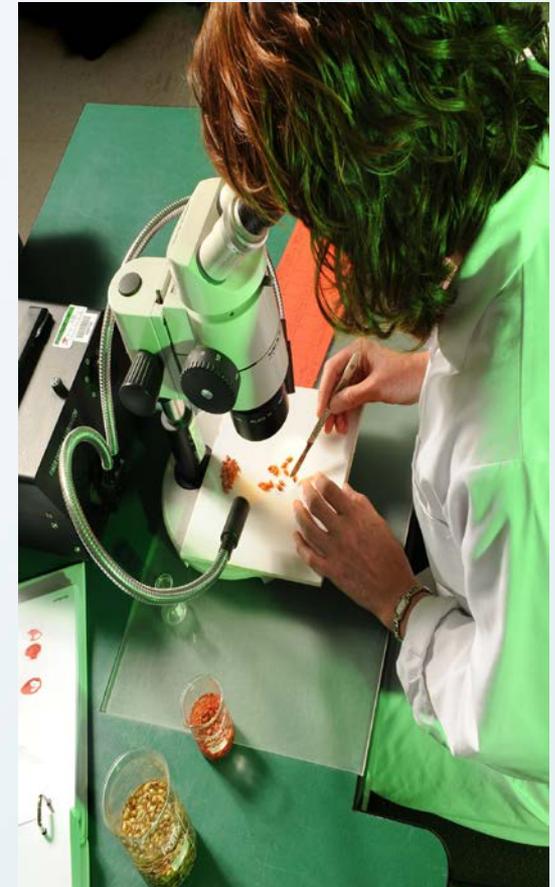
April 2018 – March 2021

Foreword – Executive Management Team (EMT)

We are pleased to present the AFBI Learning & Development Strategy for the period April 2018 – March 2021.

This Strategy is underpinned by the belief that engagement, development and motivation of all staff is critical to the ongoing success of AFBI and its ability to achieve the challenges outlined in the new 4 year Corporate Plan.

The learning interventions included in this Strategy will ensure that we have leadership capability and provides opportunities to enhance our scientific excellence in critical areas. This will support the cultural and change management processes required to develop and embed a science programme based approach.



Learning & Development Strategy

There are six strands to AFBI's Learning & Development Strategy

1. Leadership

2. Knowledge & Skills

3. Performance Management

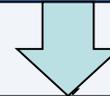
4. Resilience/Talent Management

5. Equality

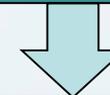
6. Systems of Management

These strands are directly linked to AFBI's Strategic Outcome 3 – People & Infrastructure.

AFBI Vision
Advancing the local and Global Food Sectors through Scientific Excellence



AFBI Mission
Enhancing Industry Innovation and Informing Government Policy Across the Agri-Food and Rural Sectors through excellence in Scientific Services, Research & Development and Knowledge Exchange.



Strategic Outcome 3 – People & Infrastructure.
AFBI will invest in and develop its people and infrastructure to provide innovative, efficient and effective service delivery.

1. Leadership

Aim: To strengthen the Institute's leadership & management capability.

AFBI will contribute to the achievement of this aim through:

- Focusing on the foundations of line management and priority areas as defined by the business needs of the Institute.
- Develop a community of Leaders.

Year 1 – Targets

- The continued development and implementation of a management development programme for a targeted audience to focus on the following areas:
 - Performance Management
 - Managing Difficult Conversations
 - Absence Management
 - Project Management and
 - Health & Wellbeing

Year 2/3 – Targets

- Focus on more sophisticated aspects of leadership such as:
 - Building change management capability
 - Developing a coaching culture
 - Encouraging innovation and
 - Customer Focus
- Consider formal management qualifications linked to development.

2. Knowledge & Skills

Aim: Ensure all staff have the knowledge & skills to equip them to perform in their roles.

AFBI will contribute to the achievement of this aim through:

- Providing relevant and specific learning interventions for staff at all grades.
- Ensure L&D opportunities are advertised and available to all.
- A commitment to investing in people.

Year 1 - Targets

- Develop a framework which sets out the mandatory list of corporate training required across all grades.
- Develop local Induction Programme for new staff.
- Develop and publish an annual calendar outlining corporate L&D events.
- Roll out of skills audit for critical posts linked to strand 4 of the L&D Strategy.

Year 2/3 - Targets

- Continue skills audit linked to strand 4 of the L&D Strategy for all other posts.
- Develop L&D plans for groups of posts e.g. scientific and admin.

3. Performance Management

Aim: Ensure that the performance management system is used effectively to drive performance and continuous improvement for individuals and teams.

AFBI will contribute to the achievement of this aim through:

- Embed a culture of effective performance management and reinforce compliance.
- Cascade and incorporate the NICS corporate competencies into performance management discussions.

Year 1 - Targets

- Introduce Corporate & Directorate KPI's.
- Develop a Performance Management Toolkit for Managers.
- In line with the wider NICS timetable introduce a performance management system for Industrial staff.
- Re-brand and re-launch performance management system to encourage participation and engagement.

Year 2/3 – Targets

- Embed performance management into AFBI leadership style

4. Resilience/Talent Management

Aim: To ensure AFBI has the skills capacity to meet future challenges and determine the scientific knowledge base required to deliver excellence and continued success.

AFBI will contribute to the achievement of this aim through:

- Identifying individuals fulfilling business critical roles and put systems in place to ensure there is knowledge transfer where applicable.

Year 1 - Targets

- Develop a dashboard to identify critical and vulnerable posts.
- Conduct a skills audit for all critical posts.
- Following the skills audit, establish knowledge gaps and develop a plan to address where applicable.

Year 2/3 – Targets

- Skills audit - By bands of posts; by Branch and organisation wide.
- Outcome of skills audit will be an overarching skills matrix.
- Career Mapping and building bench strength at lower grades.
- Review the option to attract external talent via alternative methods e.g. apprenticeship/graduates programmes.

5. Equality

Aim: To ensure that learning & development opportunities are accessible to all staff.

AFBI will contribute to the achievement of this aim through:

- Ensuring all staff via the Performance Management process have equal access to development opportunities.
- Ensuring AFBI's commitment to Section 75 is cascaded and staff are made aware of their responsibilities under the legislation.

Year 1 – Targets

- Conduct a review of AFBI's Equality & Diversity Training and introduce a 3 yearly refresher period.
- Train additional Decision Officers to manage employee relations cases.
- Participate in the Equality Commissions NI wide Science Technology Engineering & Mathematics (STEM) Employers Network.
- Consider an external review of AFBI's Equality Management systems and processes.

Year 2/3 - Targets

- Enhance awareness and provide quarterly communications on equality and diversity related themes.
- Implement outcomes from the employee engagement survey.

6. Systems of Management.

Aim: Ensure HR have effective systems in place for the collation and processing of learning and development needs.

AFBI will contribute to the achievement of this aim through:

- Reviewing and streamline internal processes e.g. annual TNA .
- Maximising the use of e-learning interventions.

Year 1 – Targets

- Review internal processes for recording and managing training records and make recommendations for improvements.
- Expand the use of the Centre for Applied Learning's (CAL) e-learning portfolio.

Year 2/3 – Targets

- Implement improvements identified following the year 1 review.
- Liaise with Biometrics to ensure the most effective system for capturing training records in line with ISO quality standards.

Next Steps

- L&D Strategy was approved by AFBI Board in March 2018.
- Action plans will be reviewed annually for effectiveness in line with evolving business needs, which will include incorporating outcomes from the Employee Engagement Survey.
- Progress reports on the six priority areas will be submitted to EMT and the OD&HR Committee on a quarterly basis.

