



Case Study: University of the Arts ILM Level 3

Training becomes learning at a major London University

The challenge

With a clear continuous professional development path for academics, it was understood that non-teaching staff should have a similar structured opportunity. Ad hoc training in the past had delivered valuable, but inconsistent results. The challenge was to find a flexible yet appropriate forum for developing non-teaching staff and for providing the academic staff with management and leadership skills that was not exclusively based around their areas of personal expertise. A detailed training needs analysis was undertaken.

A key finding from the analysis was that a high profile, credible, accredited management development programme was essential.

The People Development Team, one of the UK's leading providers of Institute of Leadership and Management (ILM) programmes had a proven track record in designing and delivering programmes that fitted the identified needs perfectly. Opting for an accredited qualification such as those offered by the ILM has the additional benefit of providing quality assured training and a strong emphasis on transferring learning back into the workplace.



"A key benefit of the programme has been the ability to tailor the content to the needs of the University" said Sir Michael Richard KCB, Rector of University of the Arts London.

Solution

The solution developed was the ILM Level 3 Award in First Line Management. People Development Team's senior education specialist, Jeremy Lewis, tailored the ILM programme to match the specific needs and challenges faced by the University. We were able to provide a solution that achieved the outcomes desired by the University – not just training but embedded learning.

"By supporting the 'classroom' teaching with coaching we could ensure that the learning was taken beyond the classroom and spread throughout the organisation." said Matthew Wilkinson, Development and Training Consultant at the University.

Results to date

To date (November 2008), People Development Team has delivered seven Level 3 Award programmes to 90 learners including both academics and managers. The programmes covered modules such as Introduction to Leadership and Building the Team. Every learner also had to complete a change project that is based around a genuine challenge at work. These projects make a recommendation for change that results in a cost saving or efficiency for the University.

Ongoing development

People Development Team is currently delivering a Level 5 Award in Management to a group largely made up of Level 3 achievers and a further Level 3 programme is scheduled for early 2009.

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