



Case Study: Chelmsford Prison ILM Level 3

Prison support management development to help manage change and facilitate promotion



“We picked specific modules that relate to our work environment and developed a delivery schedule that matched the different staff shifts.”

The Challenge

Chelmsford Prison’s Training Manager was responsible for staff development. *“We have big changes ahead,”* he said. *“We are changing our HR support from an in-house HR team to an off-site resource centre. Many of the issues currently handled by our HR team should, in reality, be handled by the managers themselves. It is essential to add the managerial skills to our people’s development programmes to enable them to develop personally and be better able to cope with the changes ahead.”* He was also keen to ensure that staff who were promoted and given increased supervisory responsibility were also given the opportunity to develop additional management skills.

Solution

The People Development Team (PDT) carried out a series of consultation meetings so that PDT could truly understand the needs and culture of the prison before making any recommendations. A programme was developed that utilised the nationally accredited and quality assured ILM First Line Manager programme modules. Flexibility in delivery was a key issue in developing the programme format.

With specific challenges in mind, Leadership, Change Management, Team Dynamics and Performance Management were identified as key subjects. *“It was essential that we had flexible, quality training. The ILM programme content that PDT presented matched our needs and PDT matched our requirements in a delivery partner.”* The appeal of the ILM programmes was the outline content and the ability of PDT to tailor the modules to meet the Prison’s particular need. The programme was rolled out throughout the year and eventually around 65 staff went through the programmes.

Benefits

He was extremely pleased with the response from those who have been on the programme to date. *“The sessions could have anything from 6 delegates upwards, but word of mouth got round and enthusiasm is grew - some sessions had 18 delegates booked.”* One additional important benefit was the bringing in of an ‘outside agency’. The Training Manager felt that using trainers who are from outside the prison environment will bring a fresh and open perspective. *“It’s only natural that our staff are far more receptive when new ideas are delivered by new people.”*

Ongoing development

“We are trained in how to deal with prisoners – in fact we deal every day with situations which most people would never have to face in a lifetime.” he commented, *“But we also need to know how to deal with each other – and that requires a different set of skills.”*



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