

TJ Awards 2011



Gala Dinner Review



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TJ Awards
2011

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This year, the *TJ Awards* marked their sixth anniversary with a fantastic gala dinner in central London, at which, in front of an audience of nearly 400 people, our winners were announced.

It really was a great night and a sure sign for me of the awards' standing within the L&D community.

But behind all the glitz and glamour lies a more important story – one of hard work and commitment, and learning's vital place in organisations today.

I was struck by how pertinent the programmes were for our world – from Explosive Learning Solutions' work with the Ministry of Defence on improvised explosive devices, to Mott

MacDonald's apprenticeship scheme. They showed the need to reach out beyond our usual boundaries to find different, collaborative solutions that really benefit our organisations and also change lives.

The other benefit of entering awards is the opportunity it gives you to benchmark your work against others'; taking time to complete an application is a great exercise in reflective practice. Claire Ritchie, of Mott MacDonald, put it so aptly: "Putting our programmes under scrutiny for awards such as these is a useful process in itself because it adds to the rigour of our thinking and means we focus on business outcomes."

Congratulations to all our winners. I look forward to hearing about more inspiring work in 2012.

Debbie Carter
TJ director of research

TJ Awards winners 2011

1 Best public sector programme

Chelmsford Borough Council – winner
Northamptonshire County Council – highly commended
Guy's & St Thomas' NHS Foundation Trust and King's College Hospital NHS Foundation Trust – commended

2 Best not-for-profit programme

Midland Heart – winner
Home Group – highly commended
Hanover Housing Association – commended

3 Best commercial programme – over 1,000 employees

HSBC Bank Plc – winner
Mott MacDonald – highly commended
Royal Bank of Scotland – commended

4 Best commercial programme – under 1,000 employees

Centrica Storage Ltd – winner
HSBC Merchant Services – highly commended
McCann Manchester Ltd – commended

5 Best training partnership

Explosive Learning Solutions with the Ministry of Defence – winner
Lloyds Banking Group with Middlesex University – highly commended
Elior UK and United Coffee and Twinings Tea – commended

6 Best customer service programme

HSBC Bank Plc – winner
The Carphone Warehouse – highly commended
Malmaison and Hotel du Vin – commended

7 Best e-learning programme

Domino's Pizza Group Ltd UK & Ireland – winner
RCL Cruises Ltd – highly commended
BBC in partnership with Epic – commended

8 Best coaching programme

Leo Pharma – winner
Barclays Bank Plc, Direct Channels Telephony – highly commended
Northern Rail – highly commended
Fujitsu UK and Ireland – commended

9 Best change management programme

Talarius Ltd – winner
Bupa International – highly commended
Northampton Borough Council – commended

10 Best apprenticeship programme

Mott MacDonald – winner
Santander UK Plc – highly commended
BAM Nuttall – highly commended
London Borough of Hillingdon – commended

11 Best practice in learning transfer

Schindler Ltd – winner
Experian Ltd – highly commended
Atos Origin/Atos Healthcare – commended

12 L&D professional of the year

Alan Ovens, Bupa International – winner
Andy Lancaster, Hanover Housing – highly commended
Carole Teacher, Mott MacDonald – commended





A night to remember



Seun Robert-Edomi provides a flavour of the programmes that scooped the prizes this year

Best public sector initiative

Winner: Chelmsford Borough Council
Highly commended: Northamptonshire County Council
Commended: Guy's & St Thomas' and King's College Hospital NHS Foundation Trusts

Winner Chelmsford Borough Council developed an internship programme because 34 per cent of its workforce was aged over 50 while 14 per cent was aged 16 to 24 – raising the possibility that its long-term strategies could be endangered by a shortage of talent.

To tackle the situation, the council offered internships to local unemployed graduates aged under 24, which benefited the local community even if there were no permanent positions at the end of the project.

CBC development officer Marie Russell was delighted with the award: "It feels fantastic to gain this amazing award. We've been trying to make a difference to youngsters in Chelmsford and Essex and this is proof of it."

Best not-for-profit initiative

Winner: Midland Heart
Highly commended: Home Group
Commended: Hanover Housing Association

Winning Birmingham-based housing and regeneration group Midland Heart created a scheme to provide training and job opportunities for its homeless clients, who were struggling to get jobs because of their lack of experience.

The new initiative established the Frost and Snow Bakery, which brought together a programme of community engagement, mentoring and apprenticeships. Everyone who joined gained a certificate of achievement for skills and some have gone on to full-time jobs in the private sector.

Tom Murtha, CEO of Midland Heart, said: "We are immensely proud of and are absolutely delighted to receive the award for our work to help former homeless people get back on their feet and into employment. It's really satisfying to gain the recognition – and a testament to the hard work and vision of the team, partners and customers who are all involved."



(L-R) Marie Russell, CBC resources strategy and development officer, Awards judge Graham O'Connell, head of Civil Service Learning, and Florence Agyei, HR manager at CBC



(L-R) Chris Munday, Simi Chopra, Dan Jackson, Sarah Frost, Craig Finch, Paul Kasdesewski, Steve Philpott and Tom Murtha of the Frost and Snow Bakery at Midland Heart

Best commercial programme – over 1,000 employees

Winner: HSBC Bank Plc

Highly commended: Mott MacDonald

Commended: Royal Bank of Scotland

HSBC took the first of two awards with a comprehensive project aimed at changing its culture.

The bank wanted its people to be able to deal with customers who were facing challenging and emotive life events as research had suggested that building trust during difficult times increased customers' confidence and loyalty.

Its winning programme empowered all employees to 'want' to deliver the experience customers were looking for rather than having a feeling they 'had' to deliver. This change in attitude produced real bottom-line benefits for the organisation.

Chris Bright, learning specialist at HSBC, said: "We are delighted to have won the award. It was our first year in the competition and, considering the competition we were up against, it's a fantastic achievement."

Best commercial programme – under 1,000 employees

Winner: Centrica Storage Ltd

Highly commended: HSBC

Merchant Services

Commended: McCann Manchester Ltd

This winning entry focused on leadership change and demonstrated the importance of senior leaders as enablers of change and success.

With a clear vision of where the business needed to be in the future, Centrica Storage's senior leadership team, led by the MD, supported the L&D team in their broad change initiative. Their coaching and support of managers during the programme ensured its success and resulted in real business benefit for the organisation.

Jill Batterby, L&D manager, said: "We can't contain our happiness. To be recognised at the leading industry awards is something that we aspire to and we're glad to have achieved it."



(L-R) Learning specialists at HSBC Chris Bright, Oberdan Marianetti and Heidi Robertson receive their award from TJ publisher Mark Arneill



(L-R) CSL's Tamar Leeper, internal communications manager, and Jill Batterby, L&D manager, receive their award from TJ publisher Mark Arneill

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Best training partnership programme

Winner: Explosive Learning Solutions with the Ministry of Defence

Highly commended: Lloyds Banking Group with Middlesex University

Commended: Elior UK and United Coffee and Twinings Tea

The Ministry of Defence enlisted the help of consultancy Explosive Learning Solutions in examining a core area of Army operational training as it was struggling to cope with the amount of casualties caused by improvised explosive devices.

This was the first time the MoD had called on the help of an external company and Explosive Learning Solutions helped to raise awareness of IEDs to all soldiers in the British Army. By establishing mobile units, they were able to roll out comprehensive training to all troops ready to deploy in Afghanistan.

Gary Craggs, Explosive Learning Solutions' senior consultant for education and training, said: "We are honoured to have won the award. What we accomplished was a significant piece of work. The MoD took a chance on us and they knew it was a risk but we understood their requirements and were able to carry out the job efficiently."

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Best customer service programme

Winner: HSBC Bank Plc

Highly commended: The Carphone Warehouse

Commended: Malmaison and Hotel du Vin

HSBC picked up its second award of the evening with this programme. The bank sought to create a powerful customer service programme by having an empowered culture and environment in which confidence, commitment and ownership were embedded as key attributes in all of the employees.

It created a two-day workshop incorporating exercises and DVDs that would give employees a valuable insight into how customers feel when experiencing challenging and emotive life events. It also provided guidance from professionals who regularly deal with such situations.

Chris Bright, HSBC learning specialist, said: "We place a lot of emphasis on customer service in our organisation so for us to be recognised ahead of other companies is amazing."



(L-R) Lt Col Andy Goucher and Maj Matt England, of Army training, Gary Craggs and Catherine Convery, of Explosive Learning Solutions, receive their award from Eleanor Hudgell, head of learning at sponsors Reed Learning



(L-R) Oberdan Marianetti, Heidi Robertson and Chris Bright of HSBC receive their award from Awards judge Laura Overton, of Towards Maturity



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INSPIRING LEARNING

“The OU have worked with us to design the eLearning and discussion groups, facilitate them around the globe, and support us as we embed this new approach, providing both challenging and helpful feedback along the way.”

Karen Reilly
Management Development Manager
Reuters



Best e-learning programme

Winner: Domino's Pizza Group Ltd
UK and Ireland

Highly commended: RCL Cruises Ltd

Commended: BBC in partnership with Epic

Domino's Pizza Group acknowledged that there were huge gaps in the skills and knowledge of its franchisees and store managers in relation to people management.

So it introduced D-tube, a cost-effective learning tool to change its franchisees' and store managers' behaviour. The technology used a blended learning approach comprising of e-learning courseware, a workbook and practical master class.

It has helped to transform the way that training is delivered within Domino's and, since it was implemented, the company has seen a marked reduction in tribunal claims. The programme demonstrates that a massive L&D budget isn't required to get knowledge transferred to a large workforce.

Jane Franks, director of HR, said: "We are privileged to have won the award. It can help us raise the bar further and we're going to continue to improve."

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The Open University

Best coaching programme

Winner: Leo Pharma

Highly commended: Barclays Bank Plc, Direct Channels Telephony

Highly commended: Northern Rail

Commended: Fujitsu UK and Ireland

Pharmaceutical group Leo Pharma won its first industry award with PULSE – a programme designed to help it quickly develop some new key account and leadership systems. Using short telephone coaching sessions, the intervention provided short, sharp and focused pulses of coaching when people needed them most. The daily coaching sessions ensured specific targets and objectives were met.

Claire Jones, head of L&D, said: "We are honoured and completely delighted to win the coaching award.

"We are a new and developing L&D team at Leo. Our team vision is to be an 'award-winning, value-based team where every contact is amazing'. This is our first industry award and we hope it's the first of many!"



(L-R) Jane Franks and Debi Bond of Domino's receive their award from Sue Parr, head of product and solutions at the Open University



Claire Jones, head of L&D at Leo Pharma, receives her award from Martyn Sloman, principal consultant to L&D 2020

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on winning the Training Journal 'Best Change
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Best change management programme

Winner: Talarius Ltd
Highly commended: Bupa International
Commended: Northampton Borough Council

Talarius is a large UK gaming company that implemented a major change programme, called Elev8, to improve employee engagement and its financial performance.

The success of this programme was the commitment shown to it by the Talarius board; led by the CEO, board members facilitated the first phase to the senior management team. This ongoing enthusiasm for the project ensured it connected strongly to the organisational culture.

A spokeswoman for Talarius said: "We are all really pleased to have won this – we'll continue to grow and hopefully be back to win again next year."

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Best apprenticeship programme

Winner: Mott MacDonald
Highly commended: Santander UK Plc
Highly commended: BAM Nuttall
Commended: London Borough of Hillingdon

Mott MacDonald, one of the world's largest employee-owned companies, impressed the judges in this category with its incredible focus and hard work in establishing an engineering technician apprenticeship programme.

Skills minister John Hayes said of the programme: "This type of employer-led approach to delivering apprenticeships is exactly the kind of action I would like to see more of."

Partnering with client Transport for London, it was able to create a consortium that pushed through, and fully implemented, a funded qualification in just six months. Eight apprentices started the programme last September and a further 26 began this year.

Claire Ritchie, L&D manager, said: "Putting our programmes under scrutiny for awards such as these is a useful process in itself because it adds to the rigour of our thinking and means we focus on business outcomes. To have won in this category and been commended in the other two of the three we entered is just the icing on the cake."



(L-R) Kara Taylor, Talarius training manager, HR consultant Claire Vane, change consultant Vivianne Childs and Mel Taylor, HR director at Talarius, receive their award from Anton Franckeiss, MD of sponsors ASK Europe



(L-R) Tessa Staniforth, Mott MacDonald supplier skills manager, Zoe Carter-Owen, Mott MacDonald graduate development and apprentice manager, Sheila Hoile, of Hoile Associates, and Carole Teacher, Mott MacDonald group L&D manager, receive their award from Awards judge Lee Davies, deputy CEO of the Institute for Learning

Best practice in learning transfer

Winner: Schindler Ltd
Highly commended: Experian Ltd
Commended: Atos Origin/Atos Healthcare

Schindler's winning entry, in a new category for 2011, made it to the top spot because the judges were particularly impressed by the extent of senior and line management's involvement.

The programme demonstrates best practice in learning transfer by offering a modular solution that enables service leaders to use new skills, review, reflect and embed new learning and assess future needs with their managers.

Ashley Greensmith, HR director, said: "We are surprised to have won but we have put in a lot of effort in the past year. This award is testament to the work of all our staff."

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L&D professional of the year

Winner: Alan Ovens, Bupa International
Highly commended: Andy Lancaster, Hanover Housing
Commended: Carole Teacher, Mott MacDonald

Alan Ovens was nominated by his 15-strong L&D team who, along with the wider business, acknowledge the key role he has played in transforming it from a 'training function' of disparate individuals to a high-performing L&D team.

The judges commented: "Alan has made a real difference in turning around a failing L&D team. The entry clearly demonstrates significant impact on BUPA's organisational success, with improved staff satisfaction, cost savings and increases in efficiencies. Alan's passion shines through and he is well respected by both his team and the business."

Ovens said: "It's an amazing feeling. Massive credit must go to the team for all their continuous hard work. This award is going to inspire the rest of the business to continue the hard work they have been doing."

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(L-R) Schindler's Martin Fuller, existing installations director, and Ashley Greensmith, HR director, receive their award from Robert Terry, chairman of the Kite Foundation



(L-R) Alan Ovens, of Bupa International, receives his award from Robert Wagner, MD of Awards headline sponsor DPG



Congratulations

to Joanna Marks and all of her colleagues at
Schindler Limited on winning the Training Journal
'Best Practice in Learning Transfer' Award 2011.

If you would like to know how to improve the effectiveness of your learning and development activities and at the same time support the education of children in some of the poorest communities in the world, please contact:

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Debbie Carter looks ahead to next year's event

Now is the time to start planning your application to the *TJ Awards 2012* and we are offering plenty of support to help you improve your chances of success.

Last year we introduced master classes to provide guidance and support for those wishing to enter. The dates for 2012's workshops are 18th April, 9th May, 23rd May, 6th June and 13th June.

We offer two options:

- a free one-hour session providing hints and tips on completing a successful application
- a two-hour master class for a limited number of participants, who will be given more detailed, individual support. This will cost £190¹ plus VAT.

We are also running two **new** workshops *Evidencing training award submissions* and *Using SurveyMonkey for training evaluation*. Both will be invaluable to anyone thinking of entering next year and will be run in conjunction with Boost Marketing and Evaluation.

Evidencing training award submissions – 25th January 2012 – £250 plus VAT.

Using SurveyMonkey for training evaluation – 22nd February 2012 – £350 plus VAT.

The *TJ Awards* for 2012 will be open for entries on 16th January and the closing date is 2nd July. There will be two new categories: best leadership and best operational training programmes.

Categories for 2012

1. Public sector
2. Not-for-profit
3. Large commercial programme
4. Small commercial programme
5. Training partnership
6. Customer service
7. E-learning
8. Coaching
9. Change management
10. Apprenticeship
11. Practice in learning transfer
12. Leadership
13. Operational training
14. L&D professional of the year

All award and workshop enquiries should be sent to Debbie Carter at debbiecarter@trainingjournal.com or telephone +44 (0)1353 699090. Full details on how to apply will appear on the *TJ* website on 16th January 2012.

¹ This fee will include a free judges' report on one application submitted to the *TJ Awards 2012*