



MACMILLAN
TRAINING

CASE STUDY

Sellafield Ltd - Behavioural Skills

May 2023

The Challenge

Sellafield Ltd is the company responsible for safely decommissioning the Sellafield Site on behalf of the Nuclear Decommissioning Authority. We are the world's most complex nuclear facility and has been at the centre of Britain's civil nuclear history ever since its foundation in the 1940s. We currently directly employ around 10,000 people and are owned by the Nuclear Decommissioning Authority (NDA) which is a non-departmental public body of the UK government.

We procure training via a Dynamic Purchasing System Framework. This is a framework which began in August 2018. All work is bid for through mini competitions, via two LOTS. MacMillan Training are one of the suppliers for our LOT 2 – Behavioural Development.

A training needs analysis was carried out in 2019 on the topic of facilitation with a cross selection of staff, which included experienced and competent facilitators as well as those new to facilitation. Interviews were also conducted with subject matter experts. We established that the duration of facilitated events can vary from hours to a seven-day events and involve varying levels of facilitation. With this in mind we were looking to establish a voluntary network of facilitators, as well as a method of maintaining facilitation competence, identification and classification of facilitators from basic to advanced facilitation skills. We wanted the network of facilitators to have access to training to ensure they had the skills necessary to perform well in this role.

In 2019, we conducted several Job Task Analysis sessions from various roles within the organisation. This included both key safety roles and functional roles and covered a wide range of levels, leaders, technical specialists, and critical safety delivery roles. The result was we identified a need for several training requirements which required we engage with our external training partners on our Framework.



**We have been really
pleased with MacMillan
Training's flexibility and
commitment**

The Solution

In the course of this contract, there have been four competitions to develop courses helping us meet the learning need identified through our training needs analysis and job task analysis activities. MacMillan Training have been successful in three of those competitions. As a result, MacMillan Training have now supported us with the development and delivery of following courses:

Facilitation Skills - two-day course delivered in the virtual classroom with proposed Action Learning Sets

Mentoring Skills - blended learning with pre read and one-day introductory course

Panel Based Interviewing Skills - one-day course delivered as a virtual classroom

Coaching Skills - blended learning with pre read and one-day introductory course

Attendance Support & Welfare - half day programme delivered onsite with pre-read

Disciplinary & Complaints - half day programme delivered onsite with pre-read

Managing Performance - classroom delivery with pre-read

Organisational Skills - blended learning with pre-read, prep work and one-day introductory course

Stakeholder Management & My Contribution - one day programme delivered in the classroom

We initially worked with MacMillan Training on the design and delivery of our **Facilitation Skills** course in 2019. This is a bespoke course designed in close consultation with our business representatives to ensure it was an exact match to our desired learning outcomes. MacMillan Training proposed a blended approach consisting of course delivery, action learning sets, and follow up observation and feedback. The course was developed to upskill those facilitating complex events, as well as staff who will occasionally be called upon to facilitate groups, meetings, and teams. Eighty staff were originally identified as requiring this training as part of our Transformation Programme; however, the plan is to now deliver this to a wider group. There have been 45 deliveries of this programme, with a further four planned before the end of October 2023. There is an accompanying Case Study specific to this - Sellafield Facilitation Skills.

MacMillan Training won our second mini competition in 2021, designing a one-day **Mentoring Skills** course. We requested MacMillan Training's training consultants bring 'Best Practice Industry Methodology' to the content of this one-day course. This course has been designed to be delivered as a virtual classroom and this is landing well with the delegates; thirty events will have been delivered by the end of the contract period.

The 2021 contract also included a requirement for MacMillan Training to deliver our **Panel Based Interview Skills** training course which we were keen to get back up and running after a period of non-delivery internally. Given this, we had a high demand to complete this training to support internal processes and the programme has been delivered 32 times, with four further events in the diary to end October 2023. MacMillan Training provided a responsive turn around to bring the course back online and understood our priorities, aligning the delivery accordingly. Part of the same competition has been the delivery of a one-day

Coaching Skills course which was created by our training team, and this, unlike the other two courses, is being delivered on a face-to-face basis. MacMillan Training's trainers completed Train the Trainer activities at the end of 2021 allowing them to deliver this for us going forward. The MacMillan Training training team have delivered this course 26 times since the beginning of 2022 and have at least four more to complete before the end of October 2023.

A further mini-competition in August 2022 was also won by MacMillan Training. The requirement for this was more extensive than previous competitions:

- to design and deliver **Stakeholder Management & My Contribution**
- to design and deliver **Organisational Skills**
- deliver and bring Best Industry Practice to existing Sellafield programmes:
 - **Attendance Support & Welfare**
 - **Disciplinary and Complaints**
 - **Managing Performance**

To date 168
deliveries
supporting over
1000 of our
colleagues

Stakeholder Management & My Contribution

This is a new one day programme to enable the skills, knowledge and behaviours of delegates to collaborate effectively. Similar to the Mentoring Skills programme, we needed MacMillan Training's expertise and their training consultant to bring their experience and knowledge to the design of this course. However, unlike Mentoring Skills, we required this be delivered in a classroom environment. At the time of writing, this course is in Pilot Stage and has been delivered three times, with four further events planned this year.

Organisational Skills

A further new course for Sellafield we required MacMillan Training to design and deliver was Organisational Skills. The objective of this training is to develop the skills, knowledge and behaviours to effectively enhance personal organisational skills. Unlike the above, this programme is being delivered remotely using the virtual classroom Teams environment and the course has been carefully constructed to take into account the specific needs and working environments for those at Sellafield. It has just completed the pilot stage and we have four further sessions booked for delivery before the end of the third quarter.

We also had three courses which were previously delivered by internal staff at Sellafield:

- **Attendance Support & Welfare**
- **Disciplinary and Complaints**
- **Managing Performance**

All three of these courses are highly sought after and a decision was made to engage the support of an external provider for all three. These formed the final part of this mini-competition which MacMillan Training had successfully bid for. Once again, MacMillan Training's facilitators have brought their industry expertise to enhance the delivery of these programmes and they are supported by Case Workers in the classroom to ensure it is relevant and on-point with the current Sellafield approach.

The demand for these courses is high and we have already delivered twelve each of the Attendance Support & Welfare and Disciplinary & Complaints events, with a further nine scheduled in the diary. Likewise, Managing Performance is a very popular programme amongst our managers and this has been delivered seven times in recent months, with nine more dates in the diary.

We have been impressed with MacMillan Training's innovative approach to design. They have included a variety of learning methodology that engage our people in the training, including a number of Sellafield relevant case studies bringing theory to life. Also, had four demonstration videos produced.

They sourced, engaged and project managed a professional video company to record these. The first video looks at a mentoring scenario in practice.

This scenario progresses to the coaching course where the person previously being mentored, becomes the coachee in a related on the job coaching scenario. The final video is on panel based interviewing training and relates to the relevant recruitment for a post at a level approved by Sellafield.

MacMillan Training's trainers have done an excellent job of designing and writing the scenarios, by working closely with our operational representatives. The scenarios are authentic to Sellafield and will be very relatable for any of our staff who attend the courses. MacMillan Training have also been very helpful in offering expert advice on development of our panel based interviewing course, adding new and interesting practical application activities e.g., the panel levelling interview scores.



The Outcome

The courses MacMillan Training now deliver for us number **168 deliveries to date**, supporting over **1000 delegates**, with a further 56 deliveries booked in before the end of October 2023.

We have received excellent feedback from delegates across the business including:

Facilitation Skills

"I really enjoyed the course and learnt more about myself as an individual and how I will interact with others when I facilitate workshops/meetings etc in the future. Thank you Paul for making the training an enjoyable experience 👍"

Mentoring Skills

"A fantastic course. Well delivered and engagement encouraged throughout. I now have the confidence to use the skills I've learned to help me continue to develop positively within my role."

Coaching Skills

"The course was really good. Will be able to take this back to the work environment with more confidence using the tools."

Panel Based Interview Skills

"Excellent course which was well presented, and all delegates were engaged and contributed to make it a rewarding learning experience. There are definitely skills and knowledge which I will take forward and use in future interview planning and completion."

Attendance Support & Welfare

"Good environment, lots of participation and discussion which helped clarify points."

Disciplinary & Complaints

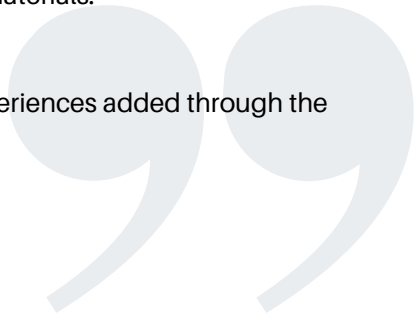
"A charismatic instructor who did a great job with otherwise dry materials. Pre work was really good. Would have struggled as i did not have the experience."

Stakeholder Management & Collaboration

"Well facilitated. Encouraged contribution by all. Very engaging course with relatable materials."

Managing Performance

"Great training. Covered all appropriate topics. Within workbook with some real life experiences added through the course which can be related with."



Testimony

The courses have been fundamental to the launch of our behavioural training suite to the business. Feedback from all courses is of an excellent standard, initially we scheduled one session of each course a month. Following a recent review of demand based on the waitlist for the courses, we have had increase the number of courses we offer. This is testament to the success of the courses and the efforts and expertise MacMillan Training can offer. MacMillan Training are responsive, flexible, and credible.

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