



# GPSVISION

tomorrow's performance today

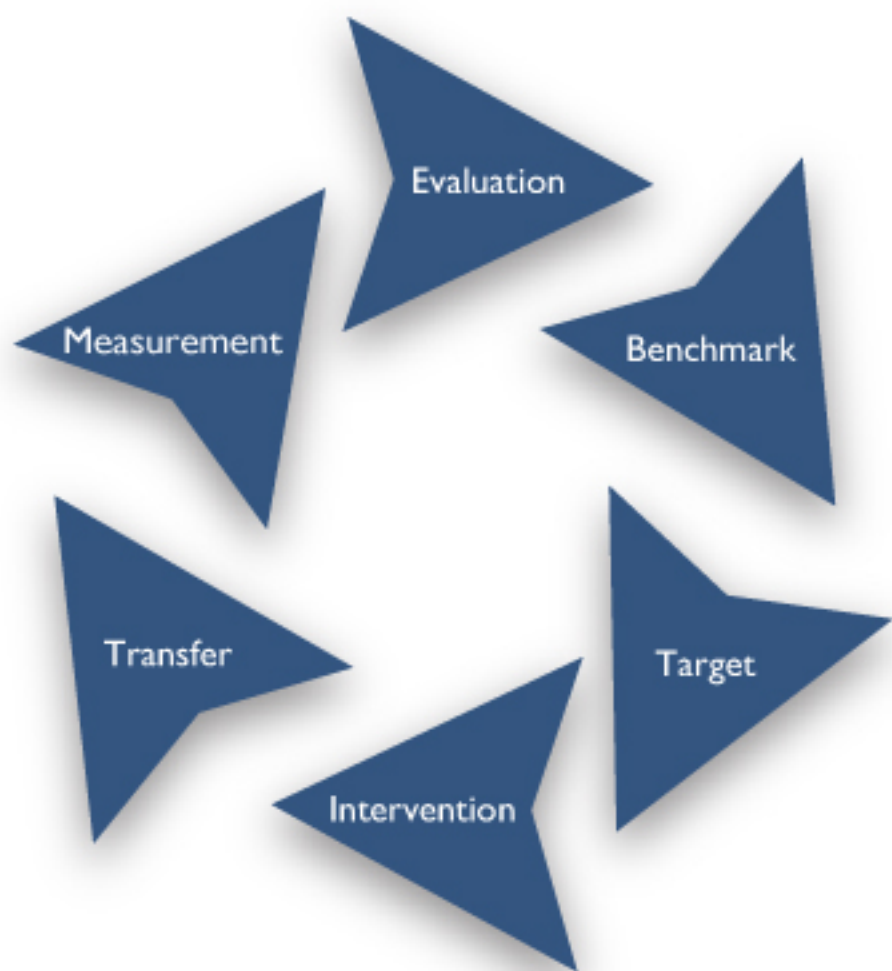
## Case Study

### Introduction

## Introductory Diploma in Management

Worcester Community Housing was set up in 2004 to take over the ownership and management of Worcester City Council's rented homes. A training needs analysis was carried out to identify the development needs across the organisation and help the business achieve its strategic aims over the next 10 years. GPSVision were appointed to provide the Chartered Management Institute Introductory Diploma in Management to 20 middle managers.

### Objectives



GPSVision Performance Improvement Cycle © 2003

#### Organisation:

Reduce turnover by 2%, reduce short term absence by 1%, achieve IIP status, achieve 99% of repairs appointments kept, reduce arrears by 1.5%

#### Individuals:

Improve communication with staff, develop conflict management skills, increase confidence in developing staff, apply performance management processes consistently

#### Customer:

Achieve 90% customer satisfaction with repairs, achieve 90% customer satisfaction with lettings service

*"Our unique support process embeds learning into organisations and provides data on the return on investment"*  
Patrick Taggart Director GPSVision Ltd

Working with clients to improve their return on investment from people development activities

## Process

- Interviews were conducted with senior managers and the CMI Introductory Diploma in Management was chosen as the most suitable development programme
- Participants completed a pre programme questionnaire to determine skills, confidence and motivational levels
- GPSVision tailored the CMI programme to include modules that surfaced from the interviews and questionnaire results. For example, more was done on developing staff and managing conflict, as this is not sufficiently covered within the standard content of the CMI programme
- Line managers were given the questionnaire results to discuss the findings with participants and identify how to maximise the potential of the programme
- A two hour induction session was delivered involving line managers and participants to ensure strategies were in place to support learning transfer and eliminate any barriers to learning
- Five full day workshops including action learning sessions were delivered in house by GPSVision over a three month period, along with two half day study support sessions
- A communications plan was developed to inform staff across the business and this transparency increased dialogue about the programme and also expectations

*“my project management skills are now far more thorough as a result of the project planning session covered in the programme”*

*Programme participant*

## Results

- Performance against the organisational targets saved £85,000 which equated to a 750% Return on Investment against a £10,000 investment in their managers
- Participants responded well to the workshops
- A 100% pass rate was achieved with an awards ceremony organised to recognise achievements
- Post programme questionnaire results revealed significant improvements in the four individual target areas
- 14 work based projects were completed with benefits to customers, teams and departments
- Turnover reduced by 2%
- Short term absence reduced by 0.5%
- Achieved IIP status with very positive results
- Customer satisfaction with repairs results increased by 7%
- Customer satisfaction with lettings service increased by 2%
- % of repairs appointments kept increased by 2.5%
- Arrears reduced by 1.8%

*“the participants are a far more confident group and are now more inclined to request help and guidance around operational issues. This has led to a more pro-active and successful approach to problem solving. Inter departmental relationships have improved and there is more trust and sharing around operational challenges”*

*Kate Logan Head of Organisational Development*