



CASE STUDY

Sellafield Ltd

August 2021

The Challenge

Sellafield Ltd has started structuring and operating within a value stream approach. As part of our Transformation Strategy, all aspects of the business must make improvements to deliver value for money to the taxpayer. A Transformation Programme has been established to develop an enterprise business approach enabling transformative improvements. The result of this will be Sellafield Ltd is recognised both as a leading nuclear enterprise and as a national asset, which offers the government and taxpayers value, opportunity, and choices in support of the nuclear industry.

The Transformation Plan consists of seven work streams: Supply Chain, Projects, Value Streams, Enterprise Management, Technology and Innovation, Safety and Security, and Leadership and People. A company-wide objective has been set to develop our Lean Capability through the application of Business Improvement theory, principles, and methodology. To support this objective as well as developing people capability, the organisation required a network of competent facilitators.

We conducted a training needs analysis in 2019 on the topic of facilitation with a cross selection of staff, including experienced and competent facilitators as well as those new to facilitation. Interviews were done with subject matter experts and it was established the duration of facilitated events can vary from hours to seven-day events and can involve varying levels of facilitation. With this in mind, we wanted to establish a voluntary network of facilitators, and have a method of maintaining facilitation competence, identification and classification of facilitators from basic to advanced facilitation skill levels.

Initially it was anticipated approximately 70 - 80 staff would go through a facilitation skills training programme. These were people who had been identified as part of the Transformation Programme, who are facilitating events for the Lean Competency System, the Change Management Network, and the Change Management Hub. Beyond this it was anticipated an additional 200 staff may go through the programme as the organisation builds its capability and individual development plans are identified. The programme had to be developed to up-skill those who are facilitating more complex events, as well as staff who will occasionally be called upon to facilitate groups, meetings, and teams.

**Maintaining
facilitation competence
...from basic to advanced
facilitation skill levels**

The Solution

We decided to procure the provision of a facilitation skills development and training solution via a mini competition with our suppliers in our Behavioural Skills Framework. We asked for the design and delivery of a bespoke, cost-effective training and development solution. The solution had to be based on our training needs analysis output, it had to be practical, and ready to deliver within a short timescale. Further we needed the option to access the development solution for our own future use, and therefore it needed to be designed so that it could be delivered by our facilitators at a future date.


Cosensa Learning and Development were the successful supplier and were awarded the contract which began in February 2020.

Cosensa have worked closely with us to design a programme that is now an exact fit for our needs. Initially it was planned to be classroom-based learning, however the Covid-19 pandemic added the challenge of the programme being designed to be delivered in both virtual classrooms and the face-to-face classroom.

Cosensa designed a scheme of work and then the materials. Throughout the design phase they sent us updated materials and kept us informed of progress. They worked closely and collaboratively with us to pilot the programme, to cohorts of six people. We tried various methods of delivery from pre-course engagement, eLearning and differing course durations (including three short two-hour modules, one day and a two-day programme). Feedback was collated from our attendees, Sellafield stakeholders and Cosensa representatives, which resulted in the programme being designed as a two-day classroom training event running on a Tuesday and Thursday. One of the main drives for the extended programme was the imperative there was a practical element for delegates to design their own mini-facilitation event and deliver in turn to the cohort and trainer for feedback. The materials were updated and fine-tuned and today we have a comprehensive programme supported by a toolkit our facilitators can use to refresh themselves as they move forward facilitating live events. We have been really pleased with Cosensa's flexibility and commitment to developing the materials for us.

The Outcome

The programme has now been running via the two-day virtual classroom sessions for 12 months. Approximately 70 people have attended to date, both from our value streams and a range of different functions across our sites. The feedback has been excellent across all participants, from those highly experienced in facilitation to others who are new to the journey. The course really does hit the mark in terms of building the foundational skills of everyone, whilst being both challenging and thought-provoking for all. The programme is now scheduled for continued delivery on a monthly basis for the next six months.

A large red circular graphic at the bottom of the page, containing white text. The text reads: "We have been really pleased with Cosensa's flexibility and commitment".

**We have been really
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flexibility and commitment**

The course has been excellent and exercises useful. Paul is a great and engaging trainer/expert/guru/insert other compliments here. (Cosensa note: he really did say this!)

I wasn't sure what to expect, however I found the content very good and extremely useful, very engaging.

As an experienced Facilitator I expected a 'refresher', but it offered much more than that.

Really enjoyed it overall 😊 I was actually fully shaking during my presentation! Even my head and neck were shaking! I really appreciated the practice in the safe space.

I thought that Paul was a very experienced and knowledgeable trainer. He facilitated both the timings and content well and demonstrated what we were trying to learn (yes I learn from observing others).

We have been able to see a measurable difference in the confidence and skill of the facilitators who have attended the course. We now have an established network of facilitators who are getting excellent outcomes from their events. We are seeing more and more people volunteering for facilitation opportunities. The course has a growing, positive reputation within the business, and we are really pleased to see a range of people from across all sites volunteering to attend the training.

The contract is very well managed: Cosensa have been efficient in booking the training, setting up virtual classrooms via MS Teams and have always been available for any questions as well as providing feedback and any support we have asked for.

Testimony

Vidette and Paul from Cosensa provided excellent guidance and support with the design and build of the programme required to meet our company's needs. All development and review sessions held have been engaging and supportive. Cosensa worked well with us to produce the best possible output; running various pilots and gathering feedback from subject matter experts and attendees to produce the final version.

Attendees have found the course well-paced, with great opportunities to learn from each other and practice in a safe environment. With the result the course has proven popular and to be very useful, playing an integral part in building the capability in our company.

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