



London Docklands
Development Corporation

LDDC ROLE

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- **To secure the lasting physical, economic and social regeneration of the urban development area.**
 - **This goal has three core aims:**
 - **to encourage investment & development**
 - **to improve infrastructure**
 - **to enhance and provide amenities and facilities**
 - **31 March 1998 - Cease Operations.**
 - **1996-98 £200M Programme.**
 - **Staff 1990-91 = 456/31 March 1998 = 100.**



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HR Operating Assumptions for “Wind Down”

- **Task to be achieved to time, cost, quality.**
- **Sustain morale and motivation.**
- **Retain key staff.**
- **Matrix culture and style is inherently stressful.**
- **Self motivated transition management.**
- **Resistance, denial, anger occur as part of the process of change.**
- **Survivor syndrome.**
- **Training interventions and communication reinforce the message of change.**
- **Managers must take responsibility. Equitable and legal selection decisions**

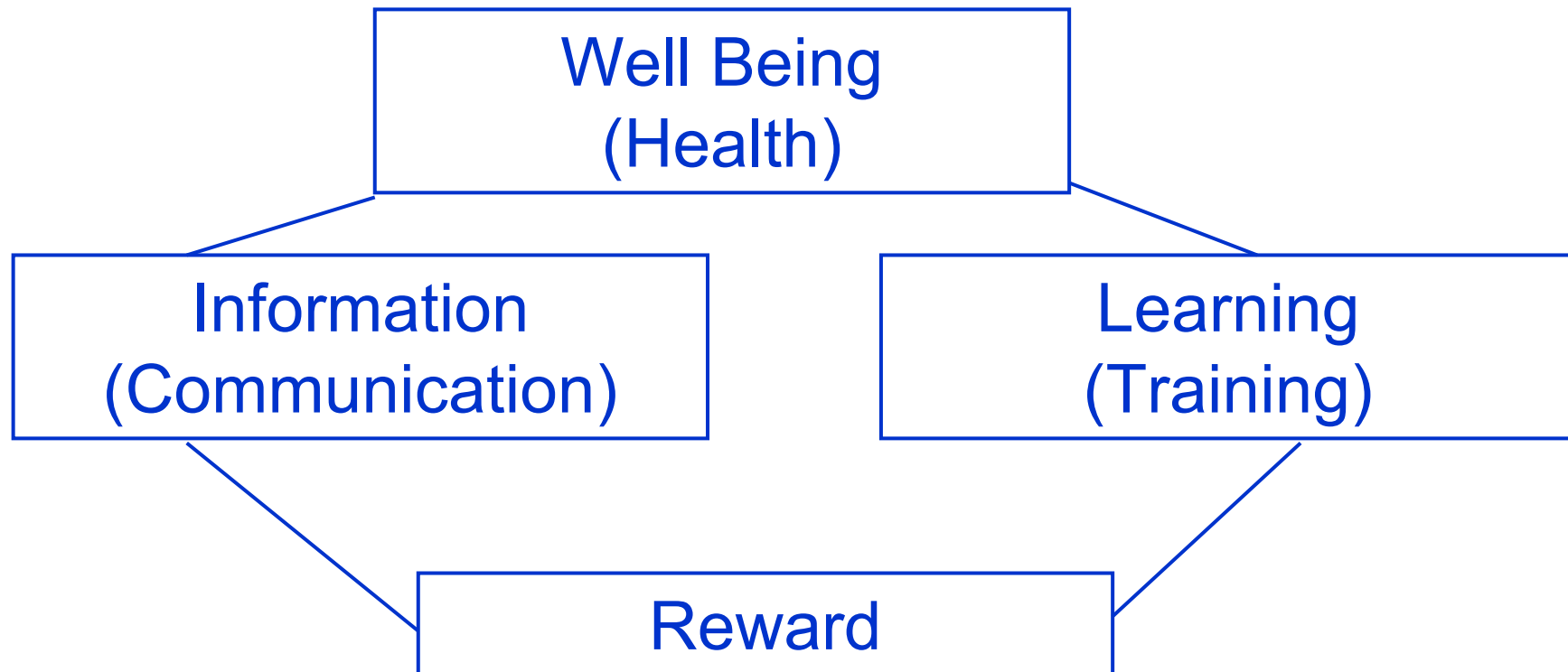


HR Operating Assumption for “Wind Down”

- Transferable skills add positively to transition programmes and outplacement.
- Initiatives assist structure and process changes.
- LDDC as responsible (fair) organisation.



HR Strategy for Closure





HR Action

Rewards

- **Competitive pay levels.**
- **Emphasis on performance. Payments as “lump sums”**
- **Improved compensation payments.**
- **Additional compensation for Key Posts (50% gross pay).**
- **Outplacement provision (which can be traded for further training).**



HR Action

Health

- **Subsidised gym and canteen.**
- **Health monitoring.**
- **Employee assistant programme.**
- **Wellbeing ('Outlook') Programme:**
 - **Fitness Training**
 - **Dietary Advice**
 - **Smoking Policy**
 - **Aerobics**
 - **Yoga/Reflexology/Massage**
- **Wellness Forum Health Award**
- **Health at Work Award**



HR Action

Communication

- Annual staff review - personal letter to staff giving indication of post tenure.
- Staff meetings - Chief Executive.
- Team meetings: Directors.
- Consultation with Unison - Local Joint Committee
- Newsletter - Completion Update
- Cultural consistency
- Performance system as communication:
 - Behaviour
 - Targets (time, cost, quality)
 - Career development



Training

- **Training Culture**
 - Individual responsibility.
 - Flexible framework of provision.
 - Supportive of lateral/vertical staff progression (performance).
 - Emphasis on transferable skills.
 - Learning for now (application).
 - Learning for the future (employability) **Belief in capability**
 - Employer/employee partnership.
- **Two key strands:**
 - Training for application.
 - Enabling training.



Training

Examples: Training for Application

- **NVQ Programmes**
 - Levels 2 & 3 (Administration).
 - Assessor Training.
 - In-house Assessors.
 - Levels 4 & 5 (Management).
 - Accreditation
- **Redundancy Management Programme**
 - How to manage difficult process
 - Emphasis on fair (legal) selection methods
 - Equal Opportunity
- **Management of Change**
 - Resistance } Its OK to feel anxious about uncertainty.
 - Denial } It is a precondition for the motivation to do something different.
 - “Survivor“Syndrome
 - Practical coping Strategies
 - Reactions to Change
- **Executive Coaching**
 - Assist Directors to manage a difficult process



Training

Examples: Enabling Training

- **Self Employment**
 - Accounting & Tax.
 - Sales & Marketing.
 - Negotiation
- **Language Training**
- **“Market Standard” Software**
- **Demystifying IT - Internet awareness**
- **Career Development**
- **Resource Room - CD Rom Training Modules e.g.:**
 - The Arts of Negotiating
 - Effective Communication for Team Leaders
 - Finance for Non-Financial Managers Principles of Project Management
 - Microsoft Office
- **Individual Programmes**



Training

Career Development: Objectives

- **Confidence, motivation and morale - managing uncertainty.**
- **Flexibility and employability.**
- **Commitment.**
- **Expose each individual's full range of skills and attributes.**
- **Create options and choice, stimulate individuals to manage their future.**
- **Facilitate skills required to achieve options.**
- **Understanding key trends in the labour market**



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Training

Career Development - Phase 1

Module 1

- Changing pattern of employment and careers.
- Evaluation of career to date.
- Transferring skills to the future.
- Personal values (e.g. work v leisure).
- Financial briefing.
- Decision making.

Module 2/3

- CV preparation.
- Applications forms.
- Covering letters.
- Interview Skills
- Job Search (networking)

Module 4

- Individual counselling session



Training

Career Development

Phase 2

- **Your Route to Interview Success.**
- **Making an Impact.**
- **Dressing for Success (Image/Colour Seminar).**
- **Psychometric Testing (RPQ & OPQ).**
- **Individual counselling/advice session.**

Phase 3

- **Networking.**
- **First 100 Days in your New Job.**
- **Life Balance.**
- **Dressing for Success 2.**
- **Individual Counselling/Advice Session.**



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Training Outcomes

- **75% take up (usually 33%)**
- **Learning - piloting and preparation is essential.**
- **Excellent group working (mixed status).**
- **Open participation.**
- **New relationships/better communication.**
- **Enhanced employer image.**
- **Reported high morale/motivation**
- **Quality profile raised (final work for CV).**
- **Staff ownership of process.**



Conclusion

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- **Why should employers do anything**
 - Culture**
 - Product**
 - Quality**
 - Customers**
 - **Competitive advantage.**
 - **Global markets, technology, change, flexibility, adaptability.**
 - **Positive transition management.**
 - **Release, stimulate talent at all levels.**
 - **Economic - pragmatic?**