



**FORWARD TOGETHER**

## Generic Career Learning Pathway

# Background

- People Poll 2024, featured staff development as one of our lowest performing areas.
- To this end, we have worked on generic pathways for all our staff.
- Staff roles have been grouped into 3 groups:
- Grades which would usually be **non managerial** roles (1-7; majority fall into 4-7)
- Grades which would be **managerial roles** (8-10) and **Senior Managers**.
- Generic training is identical across multiple grades, therefore grouping our grades in this way was to support the organisation to navigate this framework. Greater differences will be accommodated in the job specific pathways.

# Links to Recruitment and EOYR

Core Domains are being designed in HR recruitment. These will be the consistent way in which we recruit, second or promote staff within SBC. Therefore, these domains will also appear on our End of Year Review forms in 2026 and it is only right when we develop our staff, we focus on supporting them in the same areas.

## Core Domain

## Definition

### 1. Seeing the Bigger Picture

Understands how your work connects to SBC's goals and improves life for Slough residents

### 2. Delivering Excellence

Providing high-quality services that meet public expectations while ensuring value for money

### 3. Living Our Values

Living SBC's values in everything you do to build resident trust and business success

### 4. Driving Innovation

Finding better ways to make SBC more effective and efficient

### 5. Leadership

Inspiring others to deliver great results for residents and achieve SBC's business objectives

### 6. Building Capability

Developing skills to help SBC succeed as an organisation

### 7. Communicating & Influencing

Conveys information to others in a clear, honest and enthusiastic way in order to build trust.

### 8. Working together

Collaborating across teams and with partners to deliver for SBC's success

# What our staff told us when we tested these pathways

- There was some good interest in the pathways and drop in sessions were well attended.
- On the whole the feeling was positive.
- There were no major concerns raised and there was no feedback that required major updates to the document or roll out plan.
- Mostly people came with questions or worries, which we have captured and answered in a FAQ document.
- General themes are captured on the next slide.

# What our staff asked when we tested the pathways




<p style="text-align: center;"><b><u>Delivery</u></b></p> <p>Will training be Face to Face or Virtual?</p> <p>Will this training be available to all staff?</p>	<p style="text-align: center;"><b><u>Progression</u></b></p> <p>What about lateral progression?</p> <p>Will line management training be offered to Level 7's &amp; 8 to support them with career progression?</p>
<p style="text-align: center;"><b><u>Technology/ Accessibility</u></b></p> <p>Has consideration been given to the learning requirements of some staff who require additional support for their role?</p> <p>Will we be incorporating new technology?</p>	<p style="text-align: center;"><b><u>Roll out/ Familiarisation</u></b></p> <p>Does this apply to staff in all roles e.g. – full time, part time, interim etc?</p> <p>When will this roll out begin?</p>

# Learning Objectives

## Staff at levels 1-7 (Non Manager)

Staff are able to:

- Explain how their role serves the interests of Slough residents, how different parts of the organisation work and how they contribute to the value for money priority.
- Grow and learn from mistakes, embrace development and deliver excellent customer service
- Have an appreciation of sector and democratic services which underpin the governance that each of the roles supports.
- Understand the values of Slough and actively seeks to demonstrate them in the quality of service they provide.
- Work well with others and use their initiative when completing a task which has been assigned to them.




	Seeing the Bigger Picture	Managing a Quality Service	Displays the Values	Changing and Improving	Leadership	Learning and Growth	Communicating and Influencing	Working Together
	Induction, Mandatory training, EDI training							
6 months 	<ul style="list-style-type: none"> <li>Engages in relevant e Learning to widen knowledge.</li> <li>Actively participates in job shadowing and responds to feedback effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Computer skills training – (basic IT training relating to CSM systems) – Via Cornerstone.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of Mandatory Induction</li> <li>Completion of Mandatory Modules:               <ul style="list-style-type: none"> <li>Equality in the Workplace</li> <li>Information Security including GDPR</li> <li>Introduction to Health and Safety</li> <li>Joint Safeguarding Awareness</li> <li>Prevent</li> <li>Whistleblowing with Confidence</li> </ul> </li> <li>Agresso Training (requesting annual leave etc)</li> </ul>	<ul style="list-style-type: none"> <li>Reflection of probation with line manager – identifying skills gaps and further training needed.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly personal effectiveness workshop – led by L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>Learning from achievements</li> <li>Complete learning styles quiz to understand learning preferences (VARK)</li> </ul>	<ul style="list-style-type: none"> <li>Communication workshop – led by L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>Regularly participates in team meetings and shares knowledge</li> </ul>
12 months 	<ul style="list-style-type: none"> <li>Cornerstone training – completing 1:1 &amp; Appraisal objectives</li> <li>Functional Skills &amp; IT proficiency (Astro Allies)</li> </ul>	<ul style="list-style-type: none"> <li>Frontline workshop – led by Environment &amp; Highway services &amp; Customer services</li> </ul>	<ul style="list-style-type: none"> <li>Staff Survey working group for their area; coming together with others to embed actions</li> </ul>	<ul style="list-style-type: none"> <li>Job rotation/ shadowing - Depending on role and opportunity within team (could be started earlier with line manager approval)</li> </ul>	<ul style="list-style-type: none"> <li>LGIU <b>Understanding strategic thinking course</b></li> <li>Begin working towards role specific qualification: 1<sup>st</sup> stage of an accreditation eg associate CIPD</li> </ul>	<ul style="list-style-type: none"> <li>Frontline workshop – led by Customer services (include listening to example calls).</li> </ul>	<ul style="list-style-type: none"> <li><b>Complete Influencing Action Plan</b></li> </ul>	<ul style="list-style-type: none"> <li>HR policy training</li> <li>Be a Buddy for new starters</li> <li>Support with arranging Directorate away day (or other events).</li> <li>Actively participate in workplace events and activities.</li> </ul>
18 months 	<ul style="list-style-type: none"> <li>Seeks out social learning to widen knowledge in areas of interest for career progression.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise attending 2 “Talkabouts” per year.</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of Mandatory Training</li> </ul>	<ul style="list-style-type: none"> <li>Complete 360 feedback and create development plan based on findings</li> </ul>	<ul style="list-style-type: none"> <li>Take on projects to gain experience – e.g. writing papers, leading projects etc.</li> </ul>	<ul style="list-style-type: none"> <li>Apprenticeship opportunities (could be started earlier with line manager discussion)</li> <li>Secondment &amp; acting up opportunities (if vacant position available)</li> </ul>	<ul style="list-style-type: none"> <li>LGIU <b>Chairing skills for staff and managers</b></li> </ul>	<ul style="list-style-type: none"> <li>Mentor new team members</li> <li>Embraces peer learning, through collaboration and other social learning opportunities.</li> </ul>

# Learning Objectives

## Staff at levels 8-10 (Manager)

Staff at this level are able to:

- Support their staff to ensure they understand how their roles serve the interests of Slough residents and understand their own role in this. Ensures their team understands how different parts of the organisation work and how they contribute to the value for money priority.
- Lead by example to show how to grow and learn from mistakes, embrace development and deliver excellent customer service
- Have an in-depth knowledge and of public sector and democratic services which underpin and the governance that each of the roles supports.
- Support others to understand the values of SBC and actively seeks to promote others to demonstrate them in the quality of service they provide.
- Ensure that members of their team feel confident to use their initiative when completing a task which has been assigned to them. Empowers aspiring leaders and encourages growth and development.




	Seeing the Bigger Picture	Managing a Quality Service	Displays the Values	Changing and Improving	Leadership	Learning and Growth	Communicating and Influencing	Working Together
	Induction, Mandatory training, EDI training							
6 months 	<ul style="list-style-type: none"> <li>➤ Quarterly manager meet ups network events</li> </ul>	<ul style="list-style-type: none"> <li>➤ LGIU - <b>Practical project management</b> (online x1 day)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Completion of Mandatory Induction</li> <li>➤ Completion of Mandatory Modules: <ul style="list-style-type: none"> <li>• Equality in the Workplace</li> <li>• Information Security including GDPR</li> <li>• Introduction to Health and Safety</li> <li>• Joint Safeguarding Awareness</li> <li>• Prevent</li> <li>• Whistleblowing with Confidence</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Agresso Training Videos For Champions</b> (e learning course)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Line Manager Essentials: <ul style="list-style-type: none"> <li>• Leading Others</li> <li>• Leading Teams</li> <li>• Leading through Change</li> <li>• Leading Self</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Completing Mandatory Corporate Induction</li> <li>➤ Complete learning styles quiz to understand learning preferences (VARK)</li> <li>➤ <b>Learning Styles: Different Learning Styles</b> (e learning course)</li> <li>➤ Complete relevant eLearning to build skills and experience</li> </ul>	<ul style="list-style-type: none"> <li>➤ Influencing Workshop led by L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Becoming a Coaching Manager</b> (e learning course)</li> <li>➤ <b>Teamwork</b> (e learning course)</li> <li>➤ <b>Team Value</b> (e learning course)</li> <li>➤ Manager Agresso Training (Freshdesk), raising invoices (in house)</li> </ul>
12 months 	<ul style="list-style-type: none"> <li>➤ LGIU course <b>Understanding strategic thinking</b></li> <li>➤ Seeks out social learning to widen knowledge in areas of interest for career progression.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Frontline workshop – led by Environment &amp; Highway services &amp; Customer services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Values Workshop led by L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>- Microsoft office training</li> </ul>	<ul style="list-style-type: none"> <li>➤ Begin working towards role specific qualification/ accreditation eg CIPD, CIPFA etc</li> </ul>	<ul style="list-style-type: none"> <li>➤ Recruitment system training (in house)</li> <li>➤ Policy training for managers (in house)</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>➤ LGIU <b>Social media essentials</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Organises team building training (in house)</li> <li>➤ Encourages team to complete MBTI/DISC or other personality profile</li> </ul>
18 months 	<ul style="list-style-type: none"> <li>➤ Applies to take part in Frimley Wavelength programme (5 months)</li> </ul>	<ul style="list-style-type: none"> <li>LGIU - <b>Local Government Finance Essentials (England)</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Annual review of Mandatory Training (self and others)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Applies to take part in Frimley Wavelength programme (5 months)</li> </ul>	<ul style="list-style-type: none"> <li>➤ LGA – <b>Boosting Middle Leaders programme   Local Government Association</b>(x2 day Residential)</li> </ul>	<ul style="list-style-type: none"> <li>➤ LGIU <b>Advanced report writing for committees and cabinet</b></li> <li>➤ Secondment &amp; acting up opportunities (if vacant position available)</li> </ul>	<ul style="list-style-type: none"> <li>➤ LGIU <b>Leadership of place: community engagement</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Coaching and mentoring training (in house)</li> <li>➤ Mentor new team members</li> </ul>

# Learning Objectives

## Staff at senior level (SMT)

### Staff at this level (SMT):

- Promote a culture which encourages closer ties with other public sector organisations which serve the interests of Slough residents.
- Develop a council wide ethos which actively supports staff to grow and learn from mistakes, embrace development and deliver excellent customer service
- Lead by example to create better understanding across their directorates of how public sector and democratic services underpin the governance that each of the roles supports.
- Ensure that values of SBC are embedded across the organisation and actively seeks to promote others to demonstrate them in the quality of service they provide.
- Inspire others to strive and share knowledge across the organisation to create a dynamic and innovative working environment.
- Demonstrate awareness of the Council's commitment to value for money and responsible use of resources. Delivers a balanced budget each year.
- Create and leads high performing teams, setting and communicating stretching performance targets for the area.
- Contribute to Equality Objectives in a visible way. Sees diversity as opportunity and strength Encourages and values the contribution of all people and recognises the benefits of difference. Respects people from varied backgrounds, is open to diverse views and sensitive to group differences.

	Seeing the Bigger Picture	Managing a Quality Service	Displays the Values	Changing and Improving	Leadership	Learning and Growth	Communicating and Influencing	Working Together
	Induction, Mandatory training, EDI training							
6 months 	<ul style="list-style-type: none"> <li>➤ Undertake Mandatory Induction (withing 3 months) &amp; courses</li> <li>➤ Frontline workshop – led by Environment &amp; Highway services &amp; Customer services</li> <li>➤ Tier 1-3 senior staff to complete separate Induction within first 3 weeks</li> </ul>	<ul style="list-style-type: none"> <li>➤ Undertake LMD training (lifecycle)</li> <li>➤ Manager Agresso Training (Freshdesk), raising invoices</li> <li>➤ Cornerstone training for managers (1:1 &amp; End of Year Appraisal) &amp; Procurement processes</li> <li>➤ HR policy training for managers – (currently signposting)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Completion of Mandatory Induction</li> <li>➤ Completion of Mandatory Modules               <ul style="list-style-type: none"> <li>• Equality in the Workplace</li> <li>• Information Security including GDPR</li> <li>• Introduction to Health and Safety</li> <li>• Joint Safeguarding Awareness</li> <li>• Prevent</li> <li>• Whistleblowing with Confidence</li> </ul> </li> <li>➤ Tier 1-3 Induction</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tier 1-3 Induction</li> </ul>	<ul style="list-style-type: none"> <li>➤ Line Manager Essentials:               <ul style="list-style-type: none"> <li>• Leading Others</li> <li>• Leading Teams</li> <li>• Leading through Change</li> <li>• Leading Self</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Complete learning styles quiz to understand learning preferences (VARK)</li> <li>➤ <a href="#">Learning Styles: Different Learning Styles</a> (e learning course)</li> <li>➤ Reverse mentoring (in house)</li> <li>➤ Complete relevant eLearning for growth and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>➤ Influencing and stakeholder management Workshop led by L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>➤ Refresher training :Procurement process HR policy training for managers</li> </ul>
12 months 	<ul style="list-style-type: none"> <li>➤ <a href="#">LGA LGA and Solace Group managerial leadership programmes   Local Government Association</a> (15days)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Frontline workshop – led by Environment &amp; Highway services &amp; Customer services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Values Workshop led by L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>➤ Participating in Reverse Mentoring Scheme</li> </ul>	<ul style="list-style-type: none"> <li>➤ LGA and Solace Group managerial leadership programmes</li> <li>➤ Applies for Frimley Academy 20:20 programme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Job rotation/ shadowing - Depending on role and opportunity within team (could be started earlier with line manager permission)</li> <li>➤ Use 360 feedback to inform development plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ <a href="#">LGIU Social media essentials</a></li> </ul>	<ul style="list-style-type: none"> <li>➤ Organises team building training (in house)</li> <li>➤ Encourages team to complete MBTI/DISC or other personality profile</li> </ul>
18 months 	<ul style="list-style-type: none"> <li>➤ Secondment &amp; acting up opportunities (if vacant position available)</li> </ul>	<ul style="list-style-type: none"> <li>➤ <a href="#">LGIU - Organisational Development: changing council culture</a> (online x1 half day)</li> </ul>	<ul style="list-style-type: none"> <li>➤ LGA Springboard Programme (15 days)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Applies to take part in Frimley Wavelength programme (5 months)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Join mentoring programme as a mentor.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Emotional Intelligence &amp; self reflection workshop – led by L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>➤ <a href="#">LGIU Leadership of place: community engagement</a></li> </ul>	<ul style="list-style-type: none"> <li>➤ LGA Foundation Programme – aspiring CEO <a href="#">LGA and Solace Group managerial leadership programmes   Local Government Association</a></li> </ul>

# Glossary of terms

- LGIU – Local Government Information Unit
- LGA – Local Government Association
- AI – Artificial Intelligence
- GLA – Greater London Authority
- EOYR – End of Year Review
- CIPD – Chartered Institute of Personnel and Development
- CIPFA – Chartered Institute of Public Finance and Accountancy
- MBTI – Myers-Briggs Type Indicator
- DiSC Model – Dominance, Influence, Steadiness, Conscientiousness
- CLT – Corporate Leadership Team