Institute of IT Training

The Institute of IT Training presents

The IT Training Awards 2008

**7th February 2008** The Dorchester, Park Lane, London

# BCS

The **BCS** is proud, for the 2nd year running, to sponsor this event which recognises excellence in the provision of IT training

It is no longer enough for the IT profession to be seen as just another service provider. IT has to engage with business and training is key at all levels. IT professionals need to engage with IT training professionals to develop leadership, management and broader business skills.

During 2007, BCS has supported the IT training profession through the production and distribution of the industry magazine, IT Training. Additionally, the BCS has collaborated with IITT to set up an Information & Technology Training Specialist Group to highlight the position of trainers in the IT industry. Trainers in IT are as important in the broad scope of the industry as all other groups.

**WE HOPE YOU ALL HAD AN ENJOYABLE EVENING AND LOOK FORWARD TO SEEING YOU AGAIN IN 2009**

# Foreword
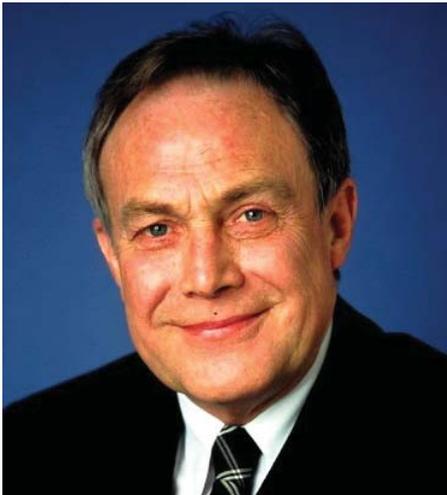
The annual IT Training Awards honour those individuals and organisations who really shone in the past year and we are here to celebrate their excellent achievements tonight.

We must not underestimate the importance of giving national recognition to the skills and achievements that are driving best practice in our industry. Such initiatives are representative of a sector that is fast maturing to accomplish specific, relevant business results through the appropriate use of standards-driven IT training and development.

The solutions and projects detailed in the following pages are enabling organisations throughout the country to deliver knowledge and learning faster and more efficiently - some in ways that were not possible before - but with a quality-driven focus.

Recent economic times have been tough for everyone in IT departments, and particularly for those working for IT training providers. But, once again, the quality of the entries has been higher than ever, which demonstrates that the industry is pushing forward and creating higher quality, measurable, business-aligned learning solutions. The good news is that the indicators for this year appear to be more positive. Approval for new training projects is beginning to come through and the recruitment of IT staff is rising. However, no matter what the market conditions, quality and excellence remain key to success in this industry.

I would like to congratulate everyone who entered the awards, everyone who has been shortlisted, and of course those who have won these prestigious awards. We should all aspire to the outstanding achievements that have been made by everyone who collects an award tonight.

**Colin Steed**
Chief Executive, Institute of IT Training

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## Contents

# Prometric are proud to sponsor the *Training Company of the Year award* at this year's IITT Awards.

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# Training Company of the Year

This award is the ultimate accolade as a company award for the IT training industry and acts as a showcase for excellence with companies needing to demonstrate an all round effective structure and level of achievement both in business and quality terms. The standard of entries, as in previous years, was very high and clearly demonstrated their ability to be not just effective businesses but innovative and quality-driven, acting as beacons for the wider industry.

## GOLD AWARD  Firebrand Training

Firebrand Training, formerly Training Camp, has made a highly successful transition from being a franchise to a self-contained business, while clearly retaining the effectiveness of its business model and maintaining its market presence.

This year has been the most significant for the company and, while engineering a complete rebranding and rewrite of all its courseware, the company has, without external investment, shown significant profitability and an increase in market penetration, having supplied training to over half of the FTSE 100 companies. The company is now engaged in an ambitious programme of course development and are currently releasing 2-3 new courses per month.

The holistic accelerated learning model provides a focused business benefit for its clients, including several major companies, delivering effective skills and knowledge transfer in a concise time frame. All training is delivered on a residential basis at the company's dedicated facilities in the UK which provides for all the students needs, including an exemplary level of catering and all round care, while progressing through their selected programmes.

The management team articulated a very clear strategic vision and, through the sophisticated reporting metrics employed across a range of data points, demonstrated an exemplary level of client satisfaction. The company's high industry standing is corroborated through independent research, gaining excellence awards and vendor training partner status.

The judging panel recognised the company's achievement in going through a significant business change while maintaining its quality and client satisfaction levels and significantly growing its profitability. The company is showing signs of business maturity which should provide a secure foundation for its future within this industry sector and is a deserved winner of this prestigious award.

## SILVER AWARD

**Happy Computers**

One of the outstanding providers within the industry, combining effective business deliverables with a degree of quality and learner-centric ethos that is unique. The company has built its name within the charity and public sector with a very personalised approach, but demonstrates its business acumen by effectively evolving this into the commercial world with equal effectiveness over the last few years.

The company, through its dedicated staff and management team, demonstrates passion and the desire to deliver above client expectation at every turn and has a deserved reputation as an ethical training provider that wants to make a positive contribution to client businesses. The transfer of ROI research into compelling marketing messages, commitment to staff personal development and actively supporting many effective schemes are just some examples of the company's refreshing approach to competing on their own terms.

## BRONZE AWARD

**Oracle University**

Oracle University is part of Oracle Corporation which is a truly global business spanning over 80 countries, and provides training in 24 languages to Oracle's customer base. Providing training to all types of organisations, Oracle University has an established and effective framework of course development in line with product launches and additional company acquisitions. The commitment to and achievement of a quality of service is demonstrated through high instructor ratings and repeat business.

While the range of the business by default of its global reach needs to be very process driven, there is an obvious commitment to quality demonstrated through high levels of client feedback. It has a clear commitment to its staff, reporting 50% of its management team achieving promotions. This operation is worthy of merit through its consistently high levels of service, achievement of good margins and good communications in relation to its scale and diversity.

## FINALISTS

Global Knowledge Network (UK), Toolwire Inc, Verridian.
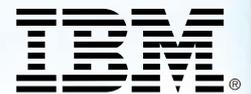
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# Training Department of the Year

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**IBM.**

This category can be diverse and training departments, being part of larger organisations, tend to have to operate within set parameters. What is obvious from the entries is that, given the right management support and drive within any given team, much can be achieved often with limited resources. Training departments provide a significant contribution to their parent organisations as a whole but are required to serve two masters - senior management by demonstrating measurable returns in support of company objectives, as well as the users through providing consistent, quality driven and relevant learning interventions. These entrants have demonstrated innovation and tangible benefits to their respective organisations and deserve to be recognised through these awards.



## GOLD AWARD  Cadbury Schweppes

The Cadbury Schweppes IT Applications Training Team operate as the EMEA training arm for what is a renowned, world wide company, operating from an established UK location in Bourneville. The training team is typically project driven, supplying the necessary skills and knowledge to support software and process rollouts across the company's many offices and diverse staff, both in terms of culture and language. For a small team comprising only 6 individuals they have to be innovative and effective to generate the necessary training elements to support what is a very commercially focused business. Throughout the projects covered there is an obvious demonstration of a range of skills including project management, effective communication, 3rd party contracting, courseware and blended learning generation, use of online technology and all against a backdrop of delivery against fixed time scales.

To achieve the demands set on them by the business, the team have thought outside the box and employed a range of approaches, methods and associated KPI measurements to enable success within significant projects. They have taken on a range of new skills to ensure success, demonstrating to the company that they are capable of growing with the business and providing the required business value in support of the company objectives. The team is required to pre-estimate work for all projects and, as a measure of their effectiveness, they have a reputation of delivering to original time and cost estimates which is outstanding. Of note is the way the team also works within a social responsibility policy: many undertake community work and give their time and skills of a non-business nature to others within the company.

The judges noted particularly the ability to respond to significant challenges, adopt to new delivery techniques (e.g. online delivery), understand and implement effective project controls and have a totally joined-up and passionate drive to achieve significant results in very short time scales.

## SILVER AWARD
### BUPA Business Technology Training



The BUPA Business Technology Training team is responsible for providing all staff with necessary PC skills to enable them to access and use the range of software utilised by the company. The team actively takes a task-based and process-orientated approach to generating learning programmes, with modularisation to allow learning to be delivered in short sessions. Early involvement in projects is sought and the team takes a flexible approach to allow changing learner and project requirements to be catered for, without detriment to the objectives and time scales committed to.

Use of a variety of delivery mechanisms, including e-Learning, both facilitated and as self study, show the team is able to apply the most appropriate method to achieve effective skills transfer. Good use of client feedback is made ensuring that projects are improved as a result and lessons learnt for future reference. Tangible measures of effectiveness in learning are sought and aligned to the business objectives where possible. A committed team and one which provides a valuable contribution to the wider company's effectiveness.

## BRONZE AWARD
### Miller Homes



The training within Miller Homes has been transformed from being arranged and sourced locally to being centralised through an initiative supported by senior management. The small team has achieved much in effectively setting up a training structure from scratch and demonstrating a measurable improvement in customer satisfaction from 54% in 2006 to 74% in 2007. All the expected processes and consolidated materials have been generated including administration, TNA and a sophisticated web presence.

This small, but extremely motivated, team has been a powerhouse behind achieving a significant training resource in only a year and, while generating all the necessary processes and procedures, have been receptive to client feedback - some aspects have been adjusted as a result, for example streaming staff on courses to ensure mixed audiences do not present a barrier to learning. The evolution of this centralised training service has established a blueprint for the future and should over the coming months and years provide a valuable contribution to the wider business in terms of consistency, staff effectiveness and business value.

## FINALIST

**Atkins Plc.**

# Internal Training Project of the Year

Internal training projects provide a real insight into the workings of a company and its approach to up-skilling staff, normally in conjunction with a specific company roll-out or change in process. The finalists have each been presented with major challenges and demonstrated versatility, flexibility and business understanding to deliver successful results and contributions to their organisation's strategic objectives. The judges were impressed with the diversity encountered and what was typically achieved by such small training teams.



## GOLD AWARD  Cadbury Schweppes

Cadbury Schweppes is a renowned global company and, as part of its strategic growth acquired two local confectionary companies in Egypt followed by another some time later. The subsequent process rationalisation included implementation of SAP ECC 6.0 across these sites, with key success factors being a low cost and timely roll-out. The project presented many challenges and the UK training team, in part due to its limited resource and location, had to adopt new ways to address issues such as change management, timely courseware generation, localisation: all against a very different culture and language set.

The team identified there were two distinct parts to the approach; these being the key change messages by function owned and delivered by local process owners and the detailed process and functional training. Project stakeholders bought into this approach from the start and supported the local process owners. The training curriculum was based on defined process flows and these were again owned locally. The generation of courseware was subcontracted to a 3rd party in Mumbai to provide the required resource, although the associated contract management was a steep learning curve for the team.

A mixture of telephone conferencing, site visits and close document control were key elements to the smooth running of the project. The bulk of the training was facilitated using super users who had to have the required knowledge and skill to be dovetailed into completion of the training material. Efficient project management was pivotal and the team demonstrated their understanding and willingness to do what it takes to ensure all relevant parties had what they needed and completed their work packets to what were very tight timescales. The achievements are many but include adherence to a low budget, effective collaborative working across different languages, cultures and time zones, achieving competent users in line with software installation and subsequent alignment of the company's global processes.

### SILVER AWARD
**HM Prison Service**



The HM Prison Service Phoenix Training team were given the task of delivering the training element for an ambitious modernisation programme involving Finance, Procurement and HR. The project, Procure-to-Pay, saw a step change in the way the Service manages procurement. Training was split into two sections: these being Finance and Procurement with the internal training team covering the Finance module, while a larger contracted team under the programme training manager delivered and evaluated the iProcurement package training.

Prince 2 methodology was adopted to plan, manage risks and carry out the training project with training courses aimed at specific roles that would need to use the software. Training for the iProcurement package was based on an experiential learning cycle and all learning took into account the four basic learning styles. The team had many challenges including fitting in with shift patterns, disparate culture, very varied locations and facilities and ensuring staff bought into the benefits to be realised from implementation. The team also had to deal with a significant budget cut during the project but their flexibility and programme design allowed effectiveness not to be impaired, resulting in a planned reduction of full time procurement commitment in staff terms from 1,170 to 127.

### BRONZE AWARD
**National Leadership and Innovations Agency for Healthcare**



Following the issuing by the Welsh Assembly Government of a new strategy - Informing Healthcare - a project was defined to up-skill NHS staff across Wales to ensure a basic level of IT literacy. This project supports the strategy's radical proposals for change in processes and information management and a key success measure is the penetration of IT skills across approximately 10,000 NHS staff.

The ECDL qualification was chosen as the framework to transfer the required skill set and a training infrastructure defined to support training including rooms, equipment, trainers and materials. Run under a project board, a top-down approach was taken with a blended training programme delivered and supported by a mix of internal training staff, local colleges and external training companies. While not yet complete, regular review has shown discrete successes further to hitting targeted registrations and module passes with over 80% feeling more confident using IT and an increased awareness and demand for training.

### FINALISTS

BUPA, Environment Agency, LSE.

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# External Training Project of the Year

This Award is presented to an IT training provider that has undertaken a major training project for a client that is innovative in concept and has produced demonstrable performance improvement for the client. All of the shortlisted submissions were excellent projects and this made the task for the judging panel and extremely difficult one this year. All three trophy winners were very close.



## GOLD AWARD  Afiniti & Network Rail

Afiniti and Network Rail planned and ran a project to implement handheld technology across approximately 3,000 signalling and telecoms users, covering 200 Network Rail sites UK wide. The scope included project management, site audits, communication, installation and training, support and handover to the business as usual organisation.

This was a complete paper to handheld project and had a number of clear business objectives including reduction of data entry clerks, better asset management, reduced costs and efficiency. The project ran over 10 months with initial consultations - both staff and unions, taking place for 3 months prior to project start concurrently with project planning and pilot preparation.

The pilot was run in one area with lessons learnt being adopted prior to staff in following areas being trained; each area roll out learnt from previous experiences as part of a rolling review process. Afiniti were fully engaged in all aspects of the client engagement to ensure staff were aware of the changes and reasons to minimise any resistance or confusion. Change management was one of the keys to success and through a variety of mediums staff and managers were prepared for the training and implementation implications.

The actual training was at times challenging both in terms of geography and timing as some depots were in very out of the way places and to ensure high attendance Afiniti trainers had to be very flexible and very often set up temporary training rooms on-site rather than bring staff to selected centres. Attendance at training was noted to be higher than normal for the industry with over 90% of delegates receiving direct training with more than 93% passing the competency testing first time.

The project showed total understanding and commitment by Afiniti with clear client engagement at all levels resulting in a radically streamlined process bringing a cost saving of £1m not withstanding the environmental impact of saving 1.5million sheets of paper.

## SILVER AWARD
**Assima DACG & RS Components**

Assima DACG engaged on a client project for RS Components to implement a global SAP ERP system into all their Operating Companies starting with selected European countries in 2006/07. As an example of this wider project roll out the Benelux operation was put forward as it had particular challenges and demonstrated key outcomes.

Twenty courses were developed to support the implementation with associated materials including data sheets, slide presentations and quizzes with all being translated into Dutch and French. AssimaDACG as the selected training partner had the required background and expertise to address this training project.

AssimaDACG supported an active communication programme and this ensured Benelux staff understood why systems were being replaced and the projected benefits. Innovation was used to help overcome a delay in launch after training through the use of weekly exploratory quizzes testing the staff's knowledge which were incentivised to ensure participation and therefore knowledge retention. Business benefit was clearly demonstrated after the launch with a measurable increase in sales performance showing that the localisation of project templates worked well for the Benelux operation.

## BRONZE AWARD
**Saffron Interactive & Hilton Hotels**

Saffron Interactive was approached by Hilton Hotels to write and roll out an interactive learning package for their new property management system - OnQ, which manages all aspects of running a hotel from staffing rotas to inventory management, food ordering and room reservation and management. The project revolved around developing a bespoke package that was accessible to all, engaging users to encourage completion and test the user's proficiency.

This project has positively changed the attitudes of senior staff to effectiveness of e-Learning and overcome some resistance to technology and process change in certain staffing areas.

**FINALISTS**

**Quasar, Watsonia Publishing.**

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## e-Learning Project of the Year

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Each of the entries was strong and was precisely focused on the requirements that had been established - even when those requirements changed over time. It is extremely healthy for the industry that design standards and development methodologies have matured to the extent that they have; and that blended learning, incorporating e-Learning, has found an effective position within today's training mix.

### GOLD AWARD  Line Communications & Ministry of Defence

It is unusual for an organisation to be able to claim that an e-learning programme they have developed could actually help to save lives. The subject matter of this award entry, however, has helped to do precisely that.

LINE Communications developed two completely custom-built cultural awareness programmes for the Ministry of Defence (MoD), each with a notional learning time of four hours. One is designed for service personnel in Iraq, the other for service personnel in Afghanistan. The MoD recognised that it was essential for British troops to have an understanding of the Iraqi and Afghan ways of life prior to their deployment on active service, in order to minimise incidences of culturally-predicated insurgence. It wanted its personnel to be aware of how the middle-eastern cultures differed from western values, which issues could be potentially problematic and how to minimise culturally-related misunderstandings. The e-Learning materials needed to be suitable for both senior and junior ranks, with the senior ranks requiring in addition more in-depth materials.

The initial target audience for the programme was around 5,000 service personnel - mainly from the army. Service personnel access the programme on the MoD learning management system. CD-ROM copies were also available as back-up. The Commanders' briefing pack is a PowerPoint presentation containing material from the main e-Learning programme, supported by Commanders' Guidance Notes for delivering the presentation consistently.

LINE Communications specifically designed the structure of the programme to allow the introduction of new content appropriate to any trouble spot where service personnel may be deployed. The architecture remains constant, providing the MoD with a highly cost effective model to roll out custom built cultural awareness training appropriate for any nation or theatre of action.

The judges were very impressed with the programme's completely user-centred approach and its excellent embedded use of video diaries from experienced service personnel. They also commended its embedded learner support and the unique 'Culture Risk Meter' which changed (usually increasing) with each action taken by the user.

### SILVER AWARD
**Saffron Interactive and Hilton International**

Saffron Interactive was approached by Hilton Hotels to write and roll out an interactive learning package for their new property management system - OnQ, which manages all aspects of running a hotel from staffing rotas to inventory management, food ordering and room reservation and management. The project revolved around developing a bespoke package that was accessible to all, engaging users to encourage completion and test the user's proficiency.

OnQ required the most wide-ranging, bespoke core system training for the largest number of people, with the greatest volume of content Hilton or Saffron had ever delivered. Every job function impacted by OnQ had to be represented, a bespoke project of this size had to be translated into multiple languages as many of OnQ's global users are not fluent in English. Over 55 hours of e-learning was delivered (per language), 60-70% was required to be system simulation training. There were 10,482 course completions by May 2007 - greater than the expected take-up in that period - with average attainment scores greater than 90% for the complex scenario-based tests.

The judges commended Saffron on its outstanding speed of development, its simplicity of the language translation process and its close working relationship with the client, including an impressive post course follow-up and support process.

### BRONZE AWARD
**Tata Interactive and ICICI Bank**

Tata Interactive Systems (TIS) used Game-Based Learning for India 's second largest bank, ICICI Bank, which has a presence in 17 countries, with India alone having a network of about 950 branches and extension counters and over 3,300 ATMs. TIS developed this innovative Flash-based learning programme designed to improve the Bank's customers' wait time; the time a customer spends waiting for service at the branch. The judges were impressed with the graphically rich training tool and innovative instructional design strategy. They found that the programme provided ICICI Bank branch managers with an innovative, immersive environment where they could practice their skills at queue management, all while enjoying a fun experience. The judges also commended TIS on their excellent holistic approach to employee engagement and its integration with the Bank's other e-Learning programmes.

**FINALISTS**

**Aptech, Cadbury Schweppes, Rotherham Metropolitan Borough Council.**

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# Learning Centre of the Year

Learning Centres have changed beyond all recognition over the last few years - categorised by the change in focus from content to the learner. The Learning Centre of today needs to flex their offerings to meet the precise needs of their learners, and then provide support to ensure the learners achieve their objectives.

## GOLD AWARD Firebrand Training

Firebrand Training (formerly The Training Camp) offers training courses to IT and management professionals in any industry using a unique, highly effective delivery format known as Accelerated Learning. Accelerated Learning is a method that has been developed and proven for over fifty years, rotating visual, hands on and auditory learning elements throughout the day in a distraction-free residential environment.

The greatest challenge of this total immersion philosophy is to how to facilitate students into a deep learning mode and then keep them there, without flinching. It is only by accessing this mode and by removing as many distractions as possible that the vast amounts of information and first-hand experience may be imparted and absorbed.

It's vital therefore to prepare them sufficiently for an incredibly intense experience and then to provide an environment that allows them to thrive under such pressure.

This approach makes unique demands on the Learning Centre, both in terms of the facilities, the environment, and the service provided. This is an environment in which it is essential to 'get it right' as any deviation from excellence will constitute an interruption in the skills transfer process.

The judges noted that Firebrand Training's unique facilities at Heythrop Park are both impressive and totally fit for purpose. The company's Accelerated Learning programmes require an environment that is learner focused and conducive to learning - and one that also involves minimising any distractions.

Great emphasis is placed on the importance of ensuring that all delegates are given maximum information and support prior to their stay. The customer services team proactively engage with every customer pre-arrival in order to ensure that information such as diet, allergies, requisite medication and any disabilities have been noted and provision made for prior to arrival that will make their stay as distraction-free as possible, enabling them to focus entirely on the task at hand.

The Learning Centre's staff all receive personal development on a regular basis. In the last 12 months alone all staff have been trained in BIFM Health and Safety at Work part 1 and 2, and additionally have received customer service training by an external trainer.

It is rare to find a Learning Centre that also incorporates accommodation, full service catering, fully equipped labs and proctored testing facilities. The fact that Firebrand Training has been able to maintain and enhance those services over a period of sustained and substantial growth is evidence of its scalability.

The judges commented: "Firebrand Training's Learning Centre is an excellent role model for the ideal learning centre and we have no hesitation in recommending it to receive the Gold Award for the Learning Centre of the Year at the IT Training Awards 2008.

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# Staff Development Programme of the Year

Staff development is often assumed and therefore commonly not actively structured or linked to the underlying business with regards to strategic objectives. So it is refreshing to see very different organisations actively recognising the important link between staff development and organisational needs. Whilst very different in what they seek to achieve, both finalists have generated programmes that have measurable results and are available to all staff.

## GOLD AWARD  Rotherham Metropolitan Borough Council

The Council has a clearly defined vision and set of values and wants to ensure all new starters to the organisation understand the culture and what is required of them. Results from a previous employee survey indicated that there was a general low awareness of key HR policies and cross-department responsibilities and resultant capability and conduct issues. As a key staff development initiative, a new engaging and simple to use staff induction programme was initiated for all starters.

Through collaboration with Derby University, a rapid authoring, dynamic web-based tool was developed with the content being provided by internal experts. The resultant programme combined a range of interactive activities e.g. video clips, quizzes, multi choice questions etc., covering the key Council policies and culture and employing good practice to ensure effective knowledge transfer.

The Council's 'e-Induction' package was piloted across a cross-section of staff with very high satisfaction ratings being returned alongside suggestions for improvement which were absorbed into the final package.

Use of the package involves active managerial support and reporting which was previously a key weakness. A monthly audit of new employees registered on the programme takes place and managers are reminded where their new employees are with regard to completion. While early in implementation tangible benefits to the Council have already been realised in the form of costs savings, moving from paper to electronic delivery and associated time savings in generation and collating of new starter packs.

The e-Induction package can easily be updated by Council staff when policies change and provide a very accurate record of staff understanding of and agreement to key policies within the Council. While aimed at new starters, it has been contributed to increasing awareness levels among existing staff also.

## SILVER AWARD
### Fujitsu

Fujitsu Customer Services is a core department within the organisation and is recognised as a common entry point to the company for many new and returning employees. This affords the department an opportunity to be instrumental in the development of people, both in their current role and also as a preparation for moving to other roles within the wider organisation. Pipeline is the developmental programme which provides the mechanism, using various tools, activities and management sponsorship to actively promote and support the career development of its employees.

The Pipeline initiative is owned in terms of facilitation by the People Development team but the employees own the delivery and engagement as career development is primarily driven by the them. While the programme is available to all staff, qualification for active development and progression is managed via the Performance Plus programme and monitored through the Operational Management Review process.

Pipeline acts as a portal to employee development, both identifying role competencies, linking to a career mapping tool and providing links to learning packages which support various defined roles that employees may aspire to, both within a recognised career track or as guidance for an unassociated role.

Essentially a self-service facility, it fits in well with the wider company ethos of career development and makes good use of technology to provide supportive advice to managers and staff alike. One clear benefit is the significant savings in recruitment costs, as Pipeline has been instrumental in assisting nearly 900 staff move into new roles within the company.

# Training Manager of the Year

Whilst the role of the Training Manager can be interpreted in many different ways, it is always a challenging position - not least because stakeholders' expectations frequently represent unrealistic expectations - and this year's entries were outstanding. They were especially notable for the fact that, in each case, the nominees were able to show measurable progress against key objectives, contribution to the business, and a total dedication to the team - both under their direction and within their sphere of influence.

## GOLD AWARD  Jacquie Rayner, HM Prison Service

As the training manager for HM Prison Service since 2004, Jacquie has developed its training strategy and ensured the effective delivery of training required to affect business change across HM Prison Service. The programme includes Finance, iProcurement and Human Resources and is required to deliver savings for the organisation through the implementation of an ERP solution.

More recently her role has changed to incorporate the Organisational Effectiveness and ICT Programmes. All of these programmes are required to deliver business improvement across HM Prison Service in England and Wales, affecting over 44,000 staff in over 130 prison establishments and Headquarters offices.

The role requires her to provide a consultancy service to each project through attendance at Programme and Project Boards. She ensures a systematic approach to training is adopted and ultimately ensures high quality training is delivered at the right time, to the right people and in the right location. Over the last 12 months Jacquie has been responsible in part for the successful completion of the iProcurement implementation (over 8,000 staff trained) and the start of the HR solution (on-line learning developed in order to train some 20,000 line managers) and Inventory solution (tutor led and on-line learning for 1,000 staff).

Jacquie has also started on the training analysis related to a new workforce management tool and will be required to develop training solutions for some 40,000 uniformed staff. Jacquie has supported staff on a number of other Government department projects and shared her experiences, standards and training solutions with them.

The judges were particularly impressed with Jacquie's passion for training and people development which was displayed throughout her presentation. She is a strategic thinker, highly motivated, tenacious and her infectious personality shone out to the judges. The judges considered that, of all of the presentations, Jacquie displayed the best grasp of the business, the performance improvement she has contributed to the HM Prison Service and was considered a good role model for aspiring managers to follow.

## SILVER AWARD

**Tiina Paju-Pomfret, BUPA Business Technology Training**

Tiina's role as a training manager is to deliver a first-class IT training service across BUPA. This includes: enabling the team to deliver desktop and IT training to all PC users across BUPA; managing the BTT team effectively to achieve the agreed financial and performance KPIs; ensuring that her team delivers a service that meets the customers' needs; providing training consultancy and expertise for internal IT projects.

The judges commented: "Tiina is an outstanding ambassador for the contribution that Learning & Development can make to the business; she has a total business focus and has developed an engagement and business model that clearly aligns outcomes to business success. Her vision and passion, combined with her eye for developing her team, demonstrate her contribution as a change agent."

## BRONZE AWARD

**Di Morgan-Rawes, Portsmouth Hospitals NHS Trust**

Di Morgan-Rawes has achieved a dramatic increase in the level of IT skills among staff employed by local NHS organisations, by reconfiguring existing disparate training teams into an integrated, customer-focused and appropriately skilled service. Di's department services the IT training needs of around 15,000 end users spread across around 100+ locations.

The judges were particularly impressed with her excellent staff development efforts and her initiation of the Training Champions programme in the Trust. She has also introduced a Virtual Learning environment with much success. Additionally, the judges noted that she has worked hard to steer her team towards understanding the business goals and the problems that their end users face and to providing innovative, high quality training interventions that make a real difference to patient care.

## FINALIST

Sean Turnbull, Cadbury Schweppes.

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## OCR are proud sponsors of the IT Trainer of the Year Award

# Trainer of the Year

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RECOGNISING ACHIEVEMENT

Whilst the short listed submissions were all of an extremely high standard (as usual), the judges were struck by the fact that the trainers were extremely varied in their background, emphasis and presentation. This year, the standard set was so high that the judges commented that any one of the Gold, Silver and Bronze winners would have won Gold in previous years. Although the Gold winner was clearly ahead of his rivals, determining the differentiators between silver and bronze was extremely difficult and all entries deserve the accolade of being recognised through the short listing process as role models for the training profession.

## GOLD AWARD  Matt Leaver, Verridian

Matt Leaver has an extremely diverse role which covers a wide range of projects. However, as part of the Nokia Academy training team, his fundamental objective is to deliver training on Nokia related products and services to various audiences such as retail sales advisers.

Matt works within a very experienced and global team between Nokia and Verridian. This has given him a unique experience and has allowed him to gain insight into different cultures and learning styles.

Over the last 12 months his major achievement is the improvements made with the Nokia Field Sales Force. Over the course of the 12 months he has been able to move the team through the changes required to get them to behave in a 'Nokia way'. That is, technically superb, confident and refined in terms of in-store delivery. It has taken a large degree of innovation and patience to get the team to a new level. The most rewarding aspect is that Nokia in the UK hold the team in very high regard.

Being considered among the best Nokia trainers in the world is a serious achievement and one Matt holds dear. It has taken a lot of courage to put himself into positions where other trainers can and will analyse his performance ruthlessly. His success has been proven by his continued employment by Nokia on a truly global level.

The initiatives he has influenced during the flagship stores programme have had an impact on the way Nokia offer experiences within their premier retail environments. The work he has done at flagship stores around the world has led to Verridian being heavily involved in the launch of the London store.

The judging panel consider Matt Leaver to be one of the best candidates for this award that they have ever seen. They considered him an outstanding trainer, demonstrating high quality professionalism, extreme customer focus, excellent interactivity, rapport and high energy. His creative flexibility came through every facet of his training delivery, and he is a credit to his company, the Institute and the training profession.

## SILVER AWARD

**Kerry Baker, BUPA Business Technology Training**

Kerry Baker is an IT training consultant for BUPA's Business Technology Training Group, which delivers training to BUPA employees in Manchester. She has been responsible for, and highly successful in, establishing the training function in the North of England for over 2,200 employees in Salford Quays.

Her manager told the judges that "due to Kerry's innovative nature and openness to new ideas and change, we have been able to extend and further develop our capabilities to deliver a first class training service to the business. Kerry has become a role model in the training team."

The judging panel were particularly impressed by Kerry's engaging, energetic and interactive session, which was of the highest quality. They also commended her for her 'outstandingly professional' presentation which showed high commitment to self-development and demonstrated her innovative approach.

## BRONZE AWARD

**Sarah Briscoe, Happy Computers**

Sarah Briscoe joined Happy Computers North in 2005 and has since risen to take sole charge of the Happy North division and has driven it to its most successful trading period since its launch. She has been responsible for several crucial Happy Computers' projects, including delivering all training for 100,000 Dept of Work & Pensions staff; and becoming the lead trainer on a project with trades union UNISON.

The judging panel commended Sarah for her thoroughly professional, engaging, energetic and fun-based session, which was of the highest quality.

## FINALISTS

**Richard Butler, EMC Systems, David J Wright, RM Education.**

# Training Department of the Year
## (Public sector)

This year's entries were all very strong and clearly demonstrated the way that the role of leading edge departments in the Public Sector has evolved in the last twelve months. Greater visibility within the organisation, commitment to the creation of business value and alignment with the strategic objectives of the enterprise were some of the main criteria that were evident within each of the submissions. The judges found this year's level of entries of a high standard; each clearly was successful and delivered benefit to their enterprises. In the end the judging panel found it difficult to separate Gold and Silver and to separate Bronze and fourth.

## GOLD AWARD West Sussex County Council

This Department has survived several major restructurings and has clearly demonstrated delivery excellence through its impressive increase in rankings by the external SocITM benchmarking. Pulling together three disparate teams into one cohesive unit, all focused on quality delivery, the team has transformed into one that can deliver a breadth of services with a fully blended solution on an expanding scope of work.

The team displays a robust and practical approach to addressing the L&D needs of the County Council and has been innovative in reviewing its delivery methods 'to do things Smarter', providing a broad panoply of approaches including a fully blended offering. The arrangements with an external e-learning provider were of interest to the judges and exemplified the positive 'can-do' approach of the whole department. The panel was impressed by the energy of the team and the success they have achieved in gaining senior buy-in and support for their services. There was a clear understanding of how the service will support the business needs and drivers of West Sussex County Council.

The excellent presentation clearly illustrated proven benefits and a full endorsement by the business.

## SILVER AWARD
**HM Prison Service**

This department chose a major implementation of Oracle's iProcurement to illustrate its approach to service delivery. The metrics associated with this project are very impressive, touching a client base of some 44,000 staff using some 19,000 PCs. The case was presented with great passion and pride in what they had achieved and the project clearly reduced costs dramatically, contributing to the target savings of £30m.

The panel of judges was particularly impressed with the sound approach undertaken by the team to understanding and addressing the complex logistics associated with such a large scale project and implemented in such a business critical and 24/7 environment. The basic model, obvious skill in project management and departmental philosophy are scaleable and indeed the team is seeking wider application across other areas of the business.

## BRONZE AWARD
**Worcester County Council**

The team at Worcester County Council is small and well run, displaying a strong sense of the need to engage with the business and maintain its worth in assisting WCC meet is broad objectives. Through simple but effective L&D interventions, the team has demonstrated its ability to understand potential barriers and use sensitivity in removing these, so that technology can be used to further the service delivery of all the disparate parts of the County Council. Delivery is very traditional through Instructor-led and 1-to-1 interventions but the team strives to do these in a smarter way. There was good anecdotal substantiation of the team providing benefit 'in the round' to the County Council.

## FINALISTS

**Houses of Parliament PICT, University of Leeds, Manchester PCT.**

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# Freelance Trainer of the Year

This Award is presented to a freelance trainer who has shown exceptional skills in managing, delivering, and/or contributing, through training assignments, to the success of their clients over the past twelve months. In particular, the judges sought clear differentiators from other entrants to the Award, evidence of innovation and client endorsement, being a well-rounded individual and being able to show clients performance improvement.



## GOLD AWARD  Ryan Thompson

Ryan Thompson is a freelance trainer in end user IT applications based in Edinburgh. He works for several training organisations as well as directly for several corporate clients.

Ryan takes the view that creativity is essential to any trainer. 'Being able to explain/reword/re-phrase and even approach the topic from a completely different angle is the only way that you can ensure that all of the delegates understand the topic. In cases when the course content may be dry and/or complex, it is important to present it in as many ways as in required until complete understanding is attained. I consider my training experience to be fun that is imperative to any training course. We remember the experiences that we enjoy and why should training not be one of them? My sessions are full of [fun filled] exercises that even the most pragmatic of learners find amusing and stimulating. Most importantly they remember the games and the objective of them. Sometimes the more complex sections of a course are most easily remembered because they are framed in an exercise. My training is always involving. I encourage delegates to get up and move about as much as possible during sessions to keep them alert. I try to add one thing that I would describe as creative to each session'.

In the last 12 months Ryan became a Microsoft Master Instructor (MMI) demonstrating confidence in several of Microsoft's key products. 'I try to stay abreast of latest developments from other manufacturers too – earlier this month I attended several seminars that were run by Adobe that demonstrated their new product offerings. While I may not yet be in a position to train these products I do know what can be achieved by using them, which is a major advantage to my clients. Finally I am confident with Office 2007 and will sit my MCAS (Microsoft Certified Applications specialist) exams later in the year.'

On the training skills aspect Ryan takes his personal development seriously and has joined several networking groups in Edinburgh, enjoying sharing best practice ideas with others.

Ryan involved the learners completely, using his enthusiasm and humour to support the strong content that he presented. He had prepared the topic well and did not need the usual visual aids as support. Ryan used exercises and discussion effectively to ensure learner participation. A great personality and an excellent manner and approach in dealing with questions; he thoroughly deserves the Award.

**FINALISTS**

**David King, Stuart Latham.**

# Congratulations to our winners!

IITT would like to congratulate all the winners at the 2008 awards and the sponsors who have helped to make this event such a success.

**We look forward to meeting you again next year at this prestigious event.**

Institute of IT Training

# Learning Facilities of the Year

This new award for 2008 is presented to the learning facilities venue that has shown exceptional needs analysis, service innovation, and service delivery capabilities for their clients and for their clients' learners. In particular, the judges sought to find clear differentiators from other entrants, evidence of innovation and client endorsement, providing a service that generates real business/public value, and having a strong proposition in response to the challenge "what was special about your performance this year?"

## GOLD AWARD  The NTI Birmingham

Opened in January 2006, the custom designed facilities at The NTI in Birmingham combine excellent customer service with modern, comfortable facilities offering event planners and organisers an excellent environment to host and run meetings, conferences and training courses.

The centre has two state-of the-art IT suites, one boardroom-style room, one large conference room plus three smaller rooms for meetings or training.

The NTI is based in Birmingham City centre only a 10 minute walk from Birmingham New Street Station and only 3 minutes from Birmingham Moor Street Station with affordable and secure parking readily available at Millennium Point. In 2006, the NTI in Birmingham was given an award from British Council For Offices as winner of Corporate Workplace Midlands & East Anglia in recognition of its design and practical use of the building. The judging panel were impressed by the 'wow factor' the building has, created by the striking exterior, spacious, light entrance and excellent conferencing facilities.

The initial business plan for the NTI in Birmingham was to provide an IT focused centre where training and IT companies could run scheduled and in-company training courses, product training sessions and product launches. Before opening, the NTI secured a regular client from within Birmingham City University to host the Apple Accredited Training Centre which is now directly managed by NTI in Birmingham.

Within the first week of opening The NTI in Birmingham was selected as the West Midlands Training venue for a Barclays Bank training programme project managed by Step Up IT. Since then the venue has been used for IT events by EA Games, BBC, Adobe, Apple, Aim Higher and Stagecoach Arts.

The reputation of the NTI in Birmingham as a technology enabled training venue has grown in the first two years of trading. In August 2007 the NTI hosted the first Podcamp, a conference dedicated to the podcasting community. The main market segments the NTI in Birmingham operates in are IT, media, training, education and government. In a recent client satisfaction survey, where 380 past clients were asked to provide feedback on the facilities at the NTI, 98% of respondents rated the customer experience as either good or excellent, 97% rated the technical support as good or excellent and 95% rated the room in which training took place as good or excellent.

When gaining IITT accreditation, NTI were congratulated on the handling of sales enquiries. This was tested by calls from an IITT mystery shopper: "Overall, it was an excellent customer service-oriented response and the NTI is to be congratulated for the effectiveness of the process".

The judges, who carried out an inspection visit, commented: "The NTI Birmingham is a worthy winner of the inaugural Learning Facilities of the Year award at the IT Training Awards 2008."

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# Colin Corder Award
## for outstanding contribution to IT training
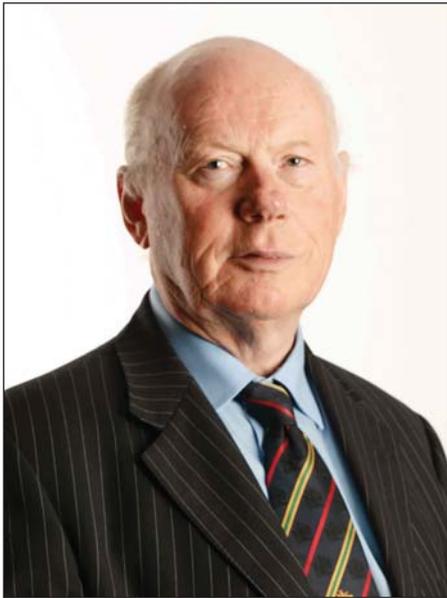
### John Leighfield CBE

John Leighfield has had a long and very distinguished career in the UK IT industry. Over the past 20 years, he has successfully taken on many ground breaking roles including IT director of Leyland Cars and founder, managing director and then chairman of ISTEL.

John has been chairman of RM (Research Machines) plc, a provider of IT services to education since 1993 and has been deeply involved in the advancement of the development and use of ICT in schools. He has held several key roles in organisations involved in IT education and standards, such as the Sector Skills Council and other Training bodies.

In the late 1990s he established the Alliance for Information Systems Skills which contributed much to improve the professionalism of IT in the UK by the creation of the Skills Framework for the Information Age (SFIA) - this is increasingly being adopted as the career structure for IT in Government and industry in the UK.

He is now chairman of the Steering Board which is guiding the "Professionalism in IT" programme launched by the BCS.

In addition, other contributions to education have included sponsoring Kingshurst City Technology College, the very first specialist electronics school in Solihull. He has been involved with Warwick University for more than 30 years and is currently Chairman and Pro-Chancellor of the University.

John has also held many significant roles within respected institutions including President (1993/4) and Honorary Fellow of the British Computer Society. He is a Fellow and the past President of the Institute for the Management of Information Systems (IMIS). He is on the Board of Intellect, the IT trade association, and was President of CSSA, one of the constituents of Intellect, in 1995-6. He is a Deputy Master of the Information Technologists' Company, the 100th City of London Livery company.

**The Institute is delighted to present its most prestigious award - the Colin Corder Award for outstanding contribution to IT training to John Leighfield.**

# Judging panel

Dr Philip Candy,
**NHS**

Laura Overton,
**e-Skills UK**

Terry Hook,
**e-Skills UK**

Peter Anderson,
**Apple Computers**

Richard Malam,
**Malam Consulting**

John Durbin,
**IT Skills Research**

Scottie Addison,
**Home Office**

Robin Field-Smith,
**HM Inspector of
Constabularies**

David Holden,
**DfES**

Kathy Morris,
**Hays IT**

Alex Keay,
**Microsoft Learning**

Clive Shepherd,
**Fastrak Consulting**

Colin Thompson,
**BCS & IITT**

Chris Evans,
**National Policing
Improvement Agency**

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**Oracle University**

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**EMC Europe**

Celine Van Hoorn,
**Ricoh**

Steve Philp,
**Global Knowledge**

Paul Jagger,
**IBM**

Peter Luke,
**Pearson Vue**

Kate Fletcher,
**Capital Training**

Geoff Chapman,
**Prometric**

Alex Abderrazag,
**IBM**

# Institute judges

Colin Steed

Tony Moss

Vic Wiseman

Alan Bellinger

## Institute of IT Training

The Institute of IT Training (IITT) is a professional body which exists to continuously raise standards of professionalism within the training and associated industries. Through a range of membership, certification, accreditation and bespoke consultancy services, the Institute focuses on enhancing and recognising the skills and professional status of individuals and organisations engaged in training activities.

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