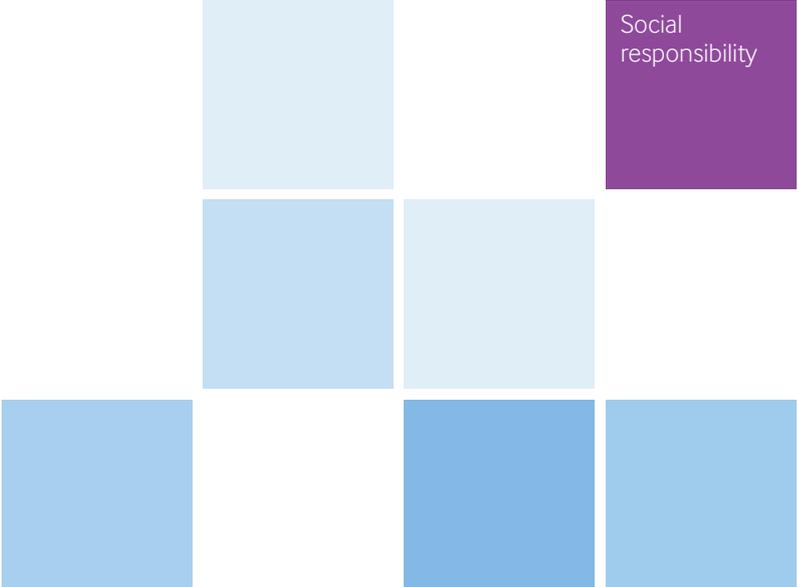


Community liaison officer team management toolkit

Tool 5

Training and professional
development planner

A decorative graphic consisting of a grid of colored squares. The top row has three squares: a light blue square, a light blue square, and a dark purple square containing the text 'Social responsibility'. The second row has two squares: a medium blue square and a light blue square. The third row has three squares: a medium blue square, a dark blue square, and a medium blue square.

Social
responsibility

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Acknowledgements

This document was prepared by IPIECA's Community Engagement and Indigenous Peoples Task Force under the auspices of the Social Responsibility Group. IPIECA gratefully acknowledges the contribution of Clare Bebbington of Audire Consultants and Emma Wilson of ECW Energy, the principal authors, in its development.

Community liaison officer team management toolkit

Tool 5

Training and professional development planner

IPIECA

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Purpose of this tool

This tool helps managers to design training and professional development programmes for community liaison officer (CLO) teams and individual CLOs. It includes guidance on planning a training programme, and outlines a professional development framework for CLOs.

Planning a training programme

CLOs will have different types of skills, strengths and weaknesses when they are hired. The CLO induction will be made up of basic industry, company and project-related content that most of them will be unfamiliar with, but which is essential for working on the project. This will include health, safety, security and environment (HSSE) and ethical training. Further skills, such as reporting and stakeholder mapping, may be familiar to newly-hired CLOs, but the induction is an appropriate time to establish common formats and frameworks for these basic skills.

Not all training can be provided at once, and the end of the first year is an appropriate time to bring together all CLOs for an intensive skills training session. Experience suggests that this can also be an effective team-building opportunity for both new and established teams. This can include some skills that they have already been using, but can also help them to think about things in a different way or to hone specific skills. *Tool 6: CLO training pack* comprises guidance on training ([Tool 6a: Training guide](#)) together with a set of training slides with speaker's notes ([Tool 6b: Training slides](#)). The training pack has been designed to be flexible enough to allow modification as appropriate for different training needs. It is particularly relevant for the first year's training, but can also be adapted for use at other times. For instance, some modules can be used for the induction training (see Table 1 on pages 4 and 5).

Table 1 offers a draft training planner, which aims to help managers think through the types of training to carry out at particular times and the format in which to deliver the training. It is a guide only, to form the basis of a more tailored plan appropriate to the local context and the skills and capacities of the CLO team.

Tool 5: Training and professional development planner

Planning a training programme

Table 1 Training planner

TYPE OF TRAINING	SUGGESTED CONTENT	FORMAT
Induction	<ul style="list-style-type: none"> Information about the project Company value, standards and policies; the Code of Conduct Legislative requirements Health, safety, security and environment (HSSE) Emergency response Using essential equipment Legal briefing *Stakeholder mapping *Reporting requirements and techniques *International standards, including human rights <p>*Modules 2, 5 and 6 in <i>Tool 6: CLO Training Pack</i>:</p> <ul style="list-style-type: none"> - Tool 6a: Training guide - Tool 6b: Training slides 	<ul style="list-style-type: none"> Face-to-face group session; 2 days Presentations
Industry awareness	<ul style="list-style-type: none"> Commercially-available tools are available online, for example as offered by OPITO (www.opito.com) 	<ul style="list-style-type: none"> Online
First year training	<ul style="list-style-type: none"> Stakeholder mapping, analysis and risk identification, including indigenous groups and vulnerable groups Engagement tools Difficult conversations (and the grievance mechanism) Meaningful documentation and reporting Standards and scrutiny 	<ul style="list-style-type: none"> CLO Training Pack Face-to-face group session; 2–3 days Presentations; role play
Annual skills updates	<ul style="list-style-type: none"> Project review and budget outline Code of Conduct Health, safety, security and environment (HSSE) Emergency response Reporting requirements and techniques Equipment training 	<ul style="list-style-type: none"> Online/teleconference Practical sessions on-site
Ad hoc training and information sharing	<ul style="list-style-type: none"> Project updates Company policy updates Equipment updates (hardware and software) Reporting updates, including testing communication lines, reviewing reporting effectiveness, etc. Audit preparation 	<ul style="list-style-type: none"> Online/teleconference

continued ...

Tool 5: Training and professional development planner

Planning a training programme

Table 1 Training planner (continued)

TYPE OF TRAINING	SUGGESTED CONTENT	FORMAT
<p>Expert training: upgrading from Level 2 to Level 3</p>	<ul style="list-style-type: none"> ● Baseline data gathering, interview techniques and community monitoring techniques ● Complex risk assessment ● Strategic planning ● Analysing and reporting on grievance resolution ● Designing/planning stakeholder meetings appropriate to the purpose and the needs/cultural preferences of participants ● Labour rights, worker welfare and local hiring issues ● Social investment planning and programme implementation ● Public presentation skills ● Managing a community consultation, including analysis of responses and feeding back to the community ● Negotiation; agreement-making; free, prior and informed consent ● Advanced conflict management techniques ● Crisis management ● Writing articles for the public domain ● Using social media and online technologies for better public engagement and consultation 	<ul style="list-style-type: none"> ● Face-to-face small-group sessions focusing on 2–3 skills per session, as required ● Presentations, role play, written exercises, practical technical sessions
<p>Expert training: Level 3 advanced</p>	<ul style="list-style-type: none"> ● Performance monitoring and audit using internationally accepted tools and techniques ● Engaging with journalists and NGOs: risks and challenges ● Supporting land claims and resettlement planning ● Supporting Indigenous Peoples' development planning ● Managing elements of a social investment programme 	<ul style="list-style-type: none"> ● Optional single sessions, depending on what is required by the project

Professional development framework

The professional development framework helps managers to:

- understand and address CLO expectations;
- enhance processes of internal recognition, enabling full valuation and appreciation of the CLO role; and
- enable appropriate levels of career development.

Many of the elements in a professional development framework are based on general good practice. However, the framework recognizes some of the particular features of the CLO's role, e.g. the degree to which they work off-site and in remote regions, and the importance of the community's view of their performance.

The professional development framework has, at its core, a process of regular appraisal and eliciting feedback from CLOs about their job. Good practice today is more of a regular (e.g. quarterly) 'catch-up' rather than relying solely on an annual formal appraisal—and there may be benefits from line managers spending time with CLOs in the field (from both an appraisal and communication/understanding perspective). The individual appraisal/feedback process can also be a key tool for building more effective teams overall.

A key way to build resilience within CLO teams is to foster an open atmosphere, a culture of transparency, trust and good communication, where CLOs might raise and resolve concerns that have a direct impact on them and their ability to do their job; these might include physical threats to them and/or their families, or complex ethical issues emerging as a result of their relationships with communities that they know well. This kind of culture needs to be at the heart of the professional development framework.

Performance targets can be developed based on [Tool 2: Competency framework](#) and the CLO Team Plan, and on the key performance indicators developed for the team and based on the community relations goals and objectives of the project. Table 2 on page 7 outlines the key elements of a professional development framework. It is intended as a guide and should be adapted to the requirements of the project and the CLO team in question.

Table 2 Elements of a professional development framework

ELEMENT	DESCRIPTION	PURPOSE
Annual appraisal	Annual appraisal between manager and CLO. This can take place face to face (preferable) or via telephone/skype.	To assess the performance of the individual CLO; determine further training needs and professional development goals; and review performance targets and revise if necessary.
Quarterly 'catch up'	Informal session for sharing progress reports.	To share feedback on the job; share concerns and positive experiences, and community feedback.
Ad hoc emails, calls, visits	Opportunity for CLOs and manager to contact each other at any time to raise issues.	To enable CLOs to raise any concern at any time; to address and resolve issues; seek further support; and make training requests.
Group meetings	Opportunity for CLOs to meet together, at least annually. This could coincide with a formal training session, allowing for informal engagement and targeted sessions to share progress updates.	To share experiences, concerns, challenges and solutions, and jointly make requests for improved support or training.
Internal reporting to the Board	The Board requires regular reports on the performance of different teams including the CLO teams.	This is an opportunity for the CLO team (via team manager) to raise its profile internally, by demonstrating the value that they create.

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