

# **Developing a New Interviewer Learning Programme**

*aspiring to deliver a multi-skilled interviewer*

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May 2008

# Introduction

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- o Interviewers are employed by ONS to work on a range of household surveys, collecting data that will be used by Government to inform debate and policy-making decisions
- o Field Training are responsible for training and developing new interviewers, equipping them with the skills and knowledge to ensure that interviews are conducted in line with ONS vision and values

# Background

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- **Historically new interviewers recruited through**
  - ✓ **passing an initial assessment;**
- AND**
- ✓ **attending a five day pass/fail classroom based training course.**
- **On successful completion, interviewers receive a contract of employment**

# Concerns

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- **The synthetic approach to develop interviewers does not appear to prepare them for realistic interview conditions.**
- **'US' and 'Them' perception.**
- **Lack of continuous personal professional development**
- **COSTS to the organisation!!!**

# Challenges

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- **Retention rates – lose 20% of new interviewer in first 3 months**
  - this could impact on survey quality
- **Reasons for Leaving:**
  - **Exit interviews suggested lack of Field Manager support**
  - **Staff perception survey indicated:**
    - **lack of integration between Field and HQ staff**
    - **Initiatives to date to improve retention have not been effective**

# New Horizons

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- o **Interviewer Learning Programme (ILP)**
  1. Improved recruitment approach
  2. A structured framework for induction
  3. A six week programme to improve links between Field and HQ staff
  
- o A bite-sized approach to continuous learning and development:
  1. Shadowing a mentor/Field Manager in the field
  2. Tutor led classroom sessions
  3. E-learning

# New Horizons

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- o **Introduction of Integrated Household Survey (IHS)**
  1. Outputs produced for smaller geographical areas
  2. Work allocated and managed more efficiently
  3. Deliver better value for money
  
- o Cases allocated geographically rather than survey orientated
  
- o Work force multi skilled to undertake specific modules of IHS

# Interviewer Learning Programme (ILP)

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- o A six week programme that supports new interviewers through a bite sized blended learning approach, incorporating:
  1. on the job training – shadowing
  2. Tutor led classroom based training
  3. Home study (including e-learning)
  
- o Programme promotes collaboration between Field and HQ staff, forging close partnerships - responsibility of learning is shared between workforces

# Supporting Field staff in their role

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- Train the trainer
- Mentoring programmes
- Supporting documentation
- Survey workshops
- Off the shelf training products developed

# Interviewer Learning Programme schedule

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## o Week 1

- interviewers on contract  
local induction with Field Manager (FM)  
shadow a mentor/FM observing interviews in the field

## o Week 2

- Interviewers attend 3 day Field Interviewer Training (FIT) course

# Interviewer Learning Programme schedule

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## o Week 3

- home study - e-learning
- meeting with FM
- Shadowing mentor

## o Week 4

- interviewers work on their own quota of Labour Force Survey (LFS) work accompanied by mentor /FM
- undertake home study in preparation for briefing in week 5

# Interviewer Learning Programme schedule

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## o Week 5

- continue to work on quotas of LFS work
- attend Field Led briefing on two further modules of IHS
- shadow mentor/FM to observe modules of IHS

## o Week 6

- Work solo on quotas of work

❖ Interviewer now equipped to work on **three** modules of IHS

# Beyond the ILP

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- o 6-8 weeks
  - Interviewers invited to HQ based Induction day to meet supporting teams within SDCAS
  
- o 3-6 months
  - Interviewers receive 2 more briefings on the more complex modules of IHS – now trained to work on all modules
  
- o 3 months
  - ART
  
- o within 6 months
  - attendance on HQ led Performance management and diversity
  
- o On-going
  - Non-contact training

# Summary and Conclusion

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- ❖ First intake of interviewers enrolled on ILP - April 14<sup>th</sup> 2008
- ❖ Improved selection, induction and professional development learning packages
- ❖ Enhanced relationships between Field staff and HQ staff