



Employers' Information



Y Ganolfan
Dysgu Cymraeg
Genedlaethol —
National Centre
for Learning Welsh



Dysgu
Learn





Employers' Information



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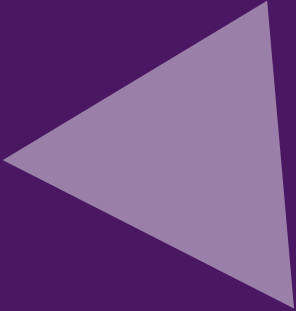
These guidelines outline the different factors employers should consider when planning to develop and enhance the Welsh language skills of their workforce. The guidelines also provide information on an innovative scheme called Work Welsh which provides fully funded Welsh language training courses.





Contents

01	Context	4
02	Language Skills Planning	8
03	Work Welsh – an explanation of the scheme	22
04	Benefits of Work Welsh for the employer	28
05	Supporting employees on their language journeys	30
06	Becoming a bilingual workplace	38
07	Further assistance and support	42





01

Context



Over the past few decades, the status of the Welsh language in Welsh public life has increased. In recent years, there have been a number of developments in Welsh language legislation, building on the foundations laid by the Welsh Language Act 1993.

The main current piece of language legislation is the Welsh Language (Wales) Measure 2011. This measure, states that Welsh is an official language in Wales, and introduced the Welsh Language Standards with which many public bodies and other organisations in Wales are required to comply. The main purpose of the Standards is to ensure that members of the public are able to receive services through the medium of the Welsh language.

This law also established the office of the Welsh Language Commissioner whose work is based upon two principles. First, the Welsh language should be treated no

less favourably than English in Wales; and secondly, people in Wales should be able to live their lives through the medium of Welsh, if they so wish.

Work Welsh offers learning opportunities at all levels to enable more use of Welsh in the workplace.

There is a growing number of other Welsh legislation that secures the status of the language and promotes its growth. This includes the Well-being of Future Generations (Wales) Act 2015, which sets out common aims that organisations in Wales are under a statutory duty to promote. One of the seven well-being aims is to secure a vibrant culture where the Welsh language flourishes. This aim dovetails with a number of aspects of the Welsh Language Standards, particularly in the case of local authorities, National Parks and the Welsh Government – bodies which have to prepare and implement Promotion Standards in respect of the Welsh language.

There are strategies and policy guidance in several specific areas – e.g. health and care, education and land use planning – which set out robust guidance around the promotion of the use of Welsh, its social viability and the provision of Welsh language services. These strategies include the Welsh Government’s national strategy ‘Cymraeg 2050 – a million Welsh speakers’.

These legislative and policy requirements mean that organisations in Wales need to ensure that they have the required set of language skills

in order to meet both statutory requirements regarding the status and use of the Welsh language and the public demand for Welsh language services, across their provision.

In making a positive response to these requirements, organisations in Wales have already seen significant benefits. Recognising and enhancing the language abilities of their workforce means that they are better able to respond to customer requirements, adding marked value to their services.

The National Centre for Learning Welsh was established in 2016 to give strategic direction to the Welsh for Adults education programme. Historically, opportunities to learn Welsh have mainly been available in community-based classes. In recent years, a growing number of employers have provided in-house opportunities for staff to learn Welsh in the workplace. Work Welsh builds on this development. Work Welsh is an opportunity to focus specifically on the needs of employers and provides training to employees within their work context. Work Welsh offers a range of learning opportunities at all levels, which will enable employees to make increasing use of Welsh in their working lives.





PRE
OF



02

Language Skills Planning



Welsh language skills are needed by organisations in Wales to meet the requirements of the Welsh-speaking public and to comply with statutory requirements and policy guidelines.

Organisations need to respond to these requirements in an organised, coordinated and constructive manner, and do so consistently across the organisation.

One commonly used way of doing this is by adopting a Language Skills Strategy (LSS) or Bilingual Skills Strategy. An LSS enables an organisation to plan for sufficient levels of Welsh language skills amongst its workforce to respond to the language needs of its customers.

An LSS usually focuses on the Welsh language skills of the workforce. However, developing an LSS in connection with Welsh can also enable an organisation to ensure an adequate range of skills in English and other languages.

An LSS has three basic elements:

- identify the language needs of the organisation;
- identify the language skills of the workforce; and
- a plan to maintain and increase workforce skills to meet the identified needs.

In addition to these three elements, an LSS can also include a description of the organisation's policy context and the

management and operational processes. It can offer guidelines on how to implement the strategy consistently across the organisation.

Identifying the language needs of the organisation

Language is many things – a medium of communication, a symbol of heritage, a mark of identity, a means of building relationships, a key to a literary and artistic expression and a vehicle for shared culture. At an operational level, language is also a skill – and like all skills features a range of competencies amongst individuals. Each individual has their own range of language competencies.



There are four aspects to language skills – understanding, speaking, reading and writing. Usually, more people understand a language than speak it, more speak than read, and more read than write. In general, the jump between being able to speak a language and reading and writing in that language tends to be greater in the context of minority and regional languages – which have often not been used for official purposes over a period of time for historical reasons.

The self-confidence of many speakers of minority and regional languages in their own language

ability can be low. Many will feel that they can't use their own language as well as they can speak and write the majority language. Confidence – and lack of confidence – plays a major role in the linguistic picture of the Welsh language and in its speakers' perception of their abilities.

The term 'competence' is used in this context to mean 'to have sufficient knowledge and ability to complete a specific task effectively and efficiently'. Competence is therefore a skill for a specific purpose. This is the focus of Work Welsh – to gain competencies in order to use Welsh for the purposes of everyday work.

In serving the public, an organisation and its staff use a range of language skills – from basic skills in understanding and responding to higher level skills required to discuss complicated technical subjects and prepare detailed reports.

The first step an organisation needs to take in developing an LSS is to decide the levels of language competences required in the four aspects of language skills, in specific departments, teams and positions, to enable it to carry out its functions effectively and efficiently.



A Language Skills Strategy helps an organisation to forward plan effectively.



White Ribbon Campaign
action against violence towards women

Ymgyrch Rhuban Wen
gweithredu'n erbyn trais i'wngal ferched



Vision, Mission & Values

Our Vision
"To make South Wales safer by reducing risk."

Our Mission
• Serving our community needs
• Working with others
• Facing challenges through innovation and improvement
• Reducing risk through education, enforcement and response
• Working together to make a difference

Gweledigaeth, Cenhadaeth & Gwerthoedd

Ein Gweledigaeth
"I wneud De Cymru'n ddiogelach wrth leihau risg."

Ein Cenhadaeth
Gwasanaethu anghenion ein cymunedau
Gweithio gydag eraill
Wnebu hysbysu drwy'r awyrgylch
Lleihau risg wrth yrru
Llysoedd i wneud

Profesiynol
Grymus
Pwrpasol
Disgybledig
Hydwyth
Caring
Trustworthy
Disciplined
Dibynadwy
Resilient
Dedicated

RAISING AWARENESS - REDUCING RISK



Language competence frameworks

Common frameworks that define language competences are in use in countries across Europe. Such frameworks include statements describing specific tasks, known as 'can-do statements'.

One of the central frameworks in this context is the Common European Framework of Reference for Languages (CEFR). The CEFR sets out six levels of competence in connection with the four aspects of language skills. Another common framework is that promoted by the Association of Language Testers in Europe (ALTE) that, to a large degree, matches the CEFR framework.

These frameworks have been adapted by a number of public organisations in Wales to create appropriate tools to identify Welsh language requirements. However, the National Centre for Learning Welsh has now published a Welsh for Adults curriculum, which follows the CEFR levels. You can view the curriculum at learnwelsh.cymru.

The Welsh Joint Education Committee (WJEC) offers Welsh for Adults qualifications at four levels: Entry, Foundation, Intermediate and Advanced. In order to ensure people in Wales become familiar with the CEFR labels, the National Centre's resources and WJEC examinations will, in future, include the references (see table). The framework also matches the Credit and Qualifications Framework for Wales.¹

WJEC/NCLW Qualifications	CEFR Framework
Entry	A1
Foundation	A2
Intermediate	B1
Advanced	B2
Proficiency	C1

Use a language competencies framework to assign language requirements for different job descriptions.

¹ <http://gov.wales/topics/educationandskills/qualificationsinwales/creditqualificationsframework/?skip=1&lang=cy>



The levels represent the following abilities:

Entry Level (A1)

- The ability to understand and use simple everyday phrases.
- The ability to introduce yourself and others, the ability to ask and answer questions about basic information, e.g. where someone lives and works, what they like to do, discuss personal details, times and numbers.
- The ability to understand short, written texts where people provide basic personal information about themselves or others, e.g. on forms.
- Conveying a simple written message or making a simple request, e.g. by email.

Foundation Level (A2)

- The ability to understand, when people speak slowly, sentences about everyday situations, e.g. basic personal and family information, discussing simple work-related matters, including what people have done or what they would do.
- The ability to hold a simple conversation about everyday subjects, e.g. things that have happened or future plans.

- The ability to understand written messages about everyday issues and simple letters/ emails.
- The ability to write short messages to colleagues, e.g. to pass on a message.


Intermediate Level (B1)

- The ability to understand the main points when someone speaks about everyday

subjects inside and outside the workplace, or when work issues are being discussed, e.g. in a conversation, or in a small group meeting.

- The ability to hold an extended conversation with a fluent speaker on a familiar subject involving aspects of everyday life, e.g. interests, travel, or subjects directly involving work.





Work Welsh aims to strengthen the Welsh language skills of organisations throughout Wales.

- The ability to describe experiences and events, hopes and ambitions, and to give brief explanations and reasons for your opinion and plans.
- The ability to understand articles or direct email messages dealing with everyday subjects or subjects involving work.
- The ability to write a letter/email on most subjects, e.g. ask for things, give information, invite someone or arrange an event.

Advanced Level (B2)

- The ability to follow most conversations or discussions, even on unfamiliar subjects, unless someone is speaking with a strong or unfamiliar accent, e.g. at a conference or when speaking on a very technical or specialised subject.
- The ability to speak confidently with fluent speakers about familiar subjects involving everyday life or work issues, the ability to express an opinion, take part in a discussion, and speak at length on general subjects, e.g. at a meeting, or in a one-to-one situation.
- The ability to understand most correspondence, newspaper articles and reports intended for fluent speakers, with the assistance of a dictionary, and to scan long texts to locate details.
- The ability to write short articles, business letters or reports on a range of subjects of a general nature, or involving work, and to respond correctly to most correspondence from internal or external contacts. Editorial assistance would be required.

Proficiency Level (C1)

- Easily understands almost everything heard or said.
- Speaks at length on complicated matters, presents arguments, and leads discussions.
- Summarises information from different oral and written sources, recreates arguments and descriptions in a coherent presentation.
- Expresses themselves fluently and in detail, adapting language style according to audience, e.g. in a formal or informal context.

A full copy of the competence framework can be accessed from learnwelsh.cymru/courses/levels.

Identifying the language requirements of jobs

The language competencies framework, can be used to identify the language requirements of individual posts within an organisation.

One common approach is to identify the language requirements of posts based on work teams, i.e. the work team requires a combination and/or a minimum of language

competencies at specific levels. In deciding on the language competence profile of the team, consideration should be given to the team's area of work, the nature of the team's customers/clients, the nature of its contact with the public and the commitments of the organisation in relation to the Welsh Language Standards. For example:

- Does the team provide services directly to the public and to what degree?
- What is the language profile of the geographical area or work sector provided for by the team?
- To what degree does it provide services for children or vulnerable people?
- What is required of the team in terms of ensuring that the organisation complies with the Welsh Language Standards?
- What Welsh language skills are currently available within the team?

Using the competence framework to build a language profile for teams and departments is a change from the historical approach that dealt with language skills in an overly simplistic manner (in terms of being able or

unable to speak a specific language). In recent years, some organisations have moved away from the practice of stating generally that Welsh language skills are essential or desirable or that the Welsh language needs to be learned in post – preferring, rather, to specify a specific competence level in Welsh for each job. The Welsh Language Commissioner has restored the practice of categorising language requirements in respect of specific posts in the context of the Welsh Language Standards.

Standard 136 states:

“When you assess the requirements for a new or vacant post, you must assess the need for Welsh language skills, and categorise it as a post where one or more of the following apply— (a) Welsh language skills are essential; (b) Welsh language skills need to be learnt when appointed to the post; (c) Welsh language skills are desirable; or (ch) Welsh language skills are not necessary.”

In addition, Standard 136A states:

“If you have categorised a post as one where Welsh language skills are essential, desirable or need to be learnt you must—

(a) specify that when advertising the post, and (b) advertise the post in Welsh.”

In keeping with this stipulation, therefore, the descriptions of ‘essential’, ‘desirable’, ‘needs to be learned’ or ‘not necessary’ should be used in advertising vacant posts.

Identifying the language skills of your workforce

The second stage in creating an LSS is to identify the language skills of the workforce. This can be done on the basis of the national language competence framework.

One common approach is to hold a self-assessment exercise. This can be done by conducting a survey - either using commercially available software or using an organisation’s own bespoke software. The self-assessment of language skills exercise is often connected with other protocols on gathering workforce information.

The role confidence plays in the perception of minority or regional language skills

has already been noted. Many individuals tend to undervalue their ability in Welsh. Consequently, as well as conducting a self-assessment exercise, inviting the staff member and their manager, tutor or other appropriate colleague together to discuss the assessment can be a valuable exercise. Such a discussion, based on the national language competence framework, can be part of an appraisal process.

The Diagnostic Tool

One useful tool available to organisations is the National Centre’s Diagnostic Tool. This tool allows learners to assess their reading, writing, listening and speaking skills. The user will receive a result based on the National Centre’s curriculum competence framework which will place them on one of these levels: Entry, Foundation, Intermediate, Advanced and Proficiency.

The Diagnostic Tool is currently being developed by the National Centre to respond to employers’ needs, it will be available from learnwelsh.cymru. Using the National Centre’s Diagnostic Tool can assist employers to meet

the requirements of the the Welsh Language Standards.


Other languages

The development of a LSS, in connection with Welsh can also be a means for an organisation to assess the competencies of its workforce in relation to other languages - including English.

Competencies in a global language such as English can be taken for granted. However, an organisation can benefit from holding regular assessments of staff competence levels in English, particularly in relation to reading and writing.

In an increasingly multicultural society, language competence frameworks can also be useful in connection with other languages spoken within the local community, e.g. Polish, Romanian and languages used by black, Asian and ethnic minority communities and networks.

While there is no general statutory requirement, it can be good practice to provide the public with services in languages



**The Diagnostic
Tool is available
for use by
employers free
of charge.**



other than English and Welsh. However, there are statutory requirements in connection with Welsh and default expectations around the provision of services in English. Both Welsh and English are official languages in Wales.

Planning to maintain and enhance workforce skills

Having established a profile of the language needs and an assessment of workforce language skills, it is possible to identify any gaps in the language competences of the workforce. An organisation can then plan how to fill these gaps and maintain and enhance these skills and competences within the organisation.

There are three basic ways of closing these skill gaps:

- appointing qualified individuals to vacant posts;
- reorganising posts in order to redeploy qualified individuals to specific teams; and
- training current employees, enhancing their language skills and competences.

Reflect the vision and objectives of your organisation in your Welsh language training plan.

Appointing qualified individuals to vacant posts is one way of closing the skills gap. When recruiting, the job advertisement can ask for a specific level of language competence – provided this can be justified on the basis of your language needs profile.

Language training plan

Developing a language training plan helps to close an organisation's language skills gap. Ideally, your language training plan – which will form a central element of your LSS – should dovetail with the organisation's other systems and processes in terms of securing the professional development of your staff.

Your organisation's Welsh language training plan should identify courses available to employees and how they would access the opportunities available to them.

Here are some suggestions for the structure and content of a language training plan:

Strategic Section

Context: Outline your organisation's situation and refer to the relevant policy documents. Include general information on the language profile of the area/areas where the organisation works and the language profile of the customers. An explanation could also be



included of how the training plan responds to legislative requirements, including the Welsh Language Standards and contributes to the Welsh Government's Welsh Language Strategy.

Aim: Be clear about your aim; e.g. to strengthen employees' Welsh language skills so they are able to provide services through the medium of Welsh and comply with the Welsh Language Standards.

Objectives: include achievable, measurable objectives that meet the strategic aim e.g.:

- ensuring fluent speakers are able to take minutes, write letters and make presentations in Welsh;
- ensuring all visitors to the office receive a service in their language of choice; and
- ensuring that all users of a specific service can receive that service through the medium of Welsh.

Operational Section

Training Programme: Outline the provision available to the workforce.

Responsibilities: Describe what is expected from various members of the staff team – senior managers, training officers, line managers etc.

Measuring success: include targets and performance indicators, together with information on how the plan will be monitored and evaluated.

Other **operational elements** could also be included, such as:

- budget and financial details;
- courses and training available, which include times and locations;
- a strategic timescale; and
- details of organisational support for learners.

Further guidance on how to develop a language training plan is available in the document 'Guidelines for organising Welsh language training in the workplace', published by the Welsh Government in 2007.

Implementing the LSS

As with all new policy initiatives, when implementing an LSS, staff need to receive policy guidance from the governing body and lead individuals within the organisation. Providing guidance and a clear explanation of the rationale for any changes to individual working practices or to organisational culture will assist with implementing the LSS. Therefore, it is good practice to consult with managers, staff members, professional associations and trade unions. It is important that concerns are addressed and resolved before the LSS is implemented.





03

Work Welsh – an explanation of the scheme

Introduction

Developed by the National Centre for Learning Welsh (National Centre), Work Welsh is funded by Welsh Government. The scheme supports the government's strategy 'Cymraeg 2050 – a million Welsh speakers'.

Work Welsh is a new national scheme offering fully-funded Welsh language training for employees and support and advice for employers.

Work Welsh comprises four elements:

- **Work Welsh:** Information service for employers
- **Work Welsh Welcome:** Online course for beginners
- **Learn Work Welsh:** Intensive courses
- **Use Work Welsh:** Five day residential courses to build confidence and improve skills

Information service for Employers

The National Centre will provide advice and support to employers which will include:

- Information Session about the Welsh language;
- Information packs for employers and employees (this pack is part of this service);
- Support and advice on skills assessment, including the use of a Diagnostic Tool.

The Information Sessions are aimed at senior officers and policymakers and are intended to share information on:

- the current policy background regarding the status of Welsh and the need to develop increasingly bilingual workforces;
- what is available within the Work Welsh scheme and its advantages for the employer;

- an outline of the content of this information pack;
- examples of good practice and benefits based on employer experience.

Contact the National Centre on 0300 3234324 or email workwelsh@learnwelsh.cymru to book a session.

Work Welsh Welcome

This is a 10 hour online course to enable beginners to learn simple Welsh phrases and greetings, designed specifically to use in a working environment.

By the end of the course, employees will be able to:

- pronounce people's names, titles and places correctly enough to be understood by sympathetic speakers;
- introduce themselves;
- begin and end a conversation appropriately;

- use and understand familiar everyday phrases, e.g. greetings, thanks, asking for a drink;
- give very elementary personal details, e.g. name, company name, address;
- ascertain a customer's language preference;
- transfer a phone call to a Welsh speaker;
- understand and use bilingual informal greetings when opening and closing meetings, when answering the phone, or face to face;
- show courtesy when dealing with Welsh language enquiries;
- understand simple social enquiries;
- understand any phrases frequently used in the workplace where the Welsh speaker speaks slowly;
- understand basic words relevant to the workplace; e.g. office/meeting.

The course is presented in 10 units and individuals can follow the course on any electronic device. It is recommended that learners should follow at least one one-hour unit per week but this can be adapted to suit the individual.

At the end of the course, there will be a simple assessment in order to acknowledge the progress made by the employee. A Congratulations Pack will be sent upon completion which will include a summary of the phrases and vocabulary learned. The pack will also include information on how the employee can continue their learning as part of the Work Welsh scheme or in lessons provided by one of the Centre's providers in the community or in the workplace.

The pack also includes a completion certificate that can be used as part of an employee's CPD plan.

A note of the employee's success will also be sent to the employer with advice on how to continue to support the employee in learning and using Welsh.

The course can be accessed at learnwelsh.cymru. Employers will need to register before employees can have access to the course.





Work Welsh is a new scheme offering fully-funded Welsh language training for employees.

Learn Work Welsh: intensive course

Intensive courses offered over an extended period are the best way of progressing quickly to learn Welsh. The intensive courses offered through the Work Welsh programme can be delivered at any level and are tailored to the needs of the employers.

The courses will be delivered locally to the workplace by one of the National Centre's providers. There will be a maximum of 15 people in each class. The course content will

include workplace relevant terminology and will enable learners to learn Welsh that can be used within a work context.

Use Work Welsh: 5 day residential course

The aim of this course is to develop skills so that individuals become more confident in using their Welsh language skills.

The courses are held in Nant Gwrtheyrn, a specialist language centre on the Llŷn

Peninsula. Nant Gwrtheyrn is working with two other locations to offer courses in Mid Wales and South Wales. The course is offered over five days (four nights) and will focus on building confidence levels and improving Welsh language skills. Courses will be tailored specifically for the level of learning, type of work and type of sector. Courses are suitable for employees who have attained at least Intermediate level (B1), Welsh speakers lacking in confidence in their Welsh language ability and Welsh speakers who need to improve their skills. Some courses could be held for learners who have not yet reached B1 standard.

How to sign up for Work Welsh

Work Welsh provides employers and employees with unique and bespoke training options that are tailored to their needs.

Work Welsh complements the mainstream Learning Welsh provision. Employees can support their mainstream learning by attending a Work Welsh course and then return to the mainstream provision to continue developing their language skills.

Work Welsh courses are fully funded and are based on a partnership between the National Centre and the employer. The employers' commitment to ensure the employees' attendance is essential. As with any in-service training, employers will also be expected to support the employees on their learning journey and on their return to the workplace.

Signing up for Work Welsh is easy. Employers need to complete a registration form available from learnwelsh.cymru. Then the Work Welsh team will be in touch to discuss how to move forward.





Ein Gweledigaeth

Trustworthy

“I wneud De Cymru'n ddiogelach wrth leihau risg.

Ein Cenhadaeth

Disciplined

Gwatarethu anghenion

Gwethio gydag eraill

Wynobu hariau drwy

Lleihau risg wrth add

Llywddis i wna

Dib

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Benefits of Work Welsh for the employer



Operational benefits

Work Welsh offers the organisation a number of operational benefits:

- training opportunities to suit a range of learning needs;
 - training courses tailored to the workplace;
 - fully-funded training offer;
 - support with skills assessment.
- 


Benefits for the organisation

Taking part in the Work Welsh scheme brings a number of benefits for the organisation. These include:

- a workforce with increased language skills;
- improved skills across the spectrum of skills and competences;
- improved organisational ability to make sufficient and appropriate provision for Welsh speaking customers/clients;
- improved organisational ability to comply with the Welsh Language Standards;
- an opportunity to value staff skills and competences.

Benefits for the individual

Taking part in the Work Welsh scheme also brings a number of benefits for individuals. These include:

- courses aimed at promoting learning and development at specific levels;
 - courses designed around workplace language and phraseology;
 - intensive learning methods leading to marked progress in Welsh language skills;
 - increased and sustained confidence in their ability in Welsh.
- 



05

Supporting employees on their language journey

It is critical that employers support employees on their language journey in order to ensure the best possible outcomes.

Employers can support employees by ensuring:

- that the Welsh language is considered an useful skill within the workplace;
- provide positive opportunities to practice Welsh;
- praise for learning gains and achievements.

This learning journey can, of course, be a condition of a particular post or part of a formal professional development scheme. As such, this would place more responsibility on the employer to provide staff with adequate support.

Time for practice

Arranging opportunities for staff to practice their new Welsh language skills is also important. This can of course occur in work contexts. However, normally, employers also arrange informal support for staff. These opportunities can include:

- appointing a **personal mentor** who speaks Welsh to encourage and support the learner on their learning journey;
- arranging **social opportunities** where staff are able to practice their Welsh with colleagues and establish new language use patterns, e.g. conversation groups, lunchtime 'walk and talk', quiz night, a social night out etc;

- **pairing an employee** with a fluent and confident Welsh speaking colleague so that they have support and encouragement in the workplace.

A positive atmosphere

Creating a positive atmosphere to facilitate and enable learning is also important. Ensuring that positive messages about Welsh and efforts to learn Welsh are conveyed to the whole workforce is important. This includes visible messages in terms of the prominence of Welsh in offices or workplaces as well as fostering positive attitudes amongst colleagues. Language awareness training (LAT) is one practical way of introducing and developing positive attitudes towards the Welsh language

amongst staff and the provision of LAT sessions for staff is now a statutory requirement under the Welsh Language Standards (Standard 132).

In terms of the workplace, in addition to securing the visible prominence of Welsh, it is good practice to ensure that up-to-date Welsh reading material is available for staff in commonly shared areas. A number of employers – particularly in areas where the percentage of Welsh speakers is lower – often designate a room or office corner as a Welsh language ‘space’ to facilitate learning and practice.

Working arrangements

Enhancing an employee’s Welsh language skills is a journey that can take them out of the workplace for various periods of time – varying from a few hours a week to several months. Ensuring a constructive return to work can encourage a more positive learning and progress experience.

Giving Welsh value and prestige

Placing value and prestige on the efforts of employees learning Welsh can encourage

a positive learning experience. Developing positive messages regarding the organisation’s vision for the Welsh language within the organisation’s culture can have a significant effect. This can include:

- consistent messages of encouragement and support from key leaders using internal means of communication;
- ensuring key leaders set their own example;
- internal and external publicity for the training programme and activities, formal and informal;
- consistent general encouragement to staff to enhance and improve their language skills; and
- occasions to celebrate success, e.g. prize-giving and commendation events.

This all contributes to creating a culture which values learning and staff development.

Learning resources

Ensuring that learners have adequate resources to support their learning is key, e.g.

- access to **books and reading material**,

e.g. textbooks, dictionaries and glossaries that are suitable and appropriate to the learning level;

- ensuring learners are aware of useful **online materials** such as:
 - the National Terminology Portal: www.termau.cymru;
 - Welsh Academy Dictionary: www.geiriaduracademi.org;
 - University of Wales Trinity Saint David Dictionary: www.geiriadur.net;
- ensuring relevant **language checking software** is available on computers; e.g. Cysgliad and/or Microsoft add-ons
 - Cysgliad: www.cysgliad.com;
 - Microsoft: <https://www.bangor.ac.uk/cymorthcymraeg/microsoft.php.en>;
- ensuring the **To Bach** application is installed on computers and laptops to facilitate writing in Welsh;
 - <http://www.interceptorsolutions.com/tobach>;
- ensuring learners are aware of, and have the option of downloading, the Microsoft **interface pack**;
 - <https://www.bangor.ac.uk/cymorthcymraeg/microsoft.php.en>



Opportunities to practice

A wide range of apps, websites and resources is available to support the language skills of the workforce. Encouraging use of these is one way to ensure they become familiar with hearing and using Welsh and become more confident in using new skills in the workplace.

Practice is the best way to develop language skills. It is possible to practice listening and comprehension skills by watching and listening to Welsh language programmes on **S4C** or **Radio Cymru**. You can do this on television or radio or via their on-line services.

S4C: www.s4c.cymru

The S4C catch-up service is available here: www.s4c.cymru/clic/e_index.shtml

Dal Ati is a special S4C service for learners at Intermediate to Advanced levels. It offers information, vocabulary, clips etc to provide confidence and enjoyment as learners progress on their journey towards fluency.

Radio Cymru: All Radio Cymru radio programmes are available from the www.bbc.co.uk/radiocymru

www.bbc.co.uk/radiocymru website or listen again via www.bbc.co.uk/iplayer

Online resources

The National Centre is currently developing a new digital platform that will offer a range of resources to assist learners. These will include:

- A programme of over 1,000 learning Welsh courses and additional learning opportunities within the local community
- Learning resources;
- News and events for learners;
- Virtual tutor to provide useful learning tips at learnwelsh.cymru.

Say Something in Welsh:

Say Something in Welsh is a course focusing on helping people to speak and understand Welsh. It avoids complicated grammatical rules and does not involve reading and writing. It is possible to learn at a pace suitable for the learner, repeating as required. The learning method is based on the latest research in language learning, and the course provides MP3 files for free download. The first course (25 lessons), practice sessions and vocabulary

units are all available free of charge. www.saysomethingin.com/welsh/course1

Duolingo:

Learning with Duolingo is fun. Points can be won for correct answers, race against the clock, and then progress to the next level, all at a learning pace of the learner's choice. These effective bite-sized lessons are ideal for busy people who are always on the go. Each lesson includes challenges in speaking, listening, translation and multiple-choice answers. www.duolingo.com/course/cy/en/Learn-Welsh-Online



Apps in Welsh, for learning Welsh and about Welsh

The Welsh Government has drawn up a list of various apps available by following the link: <http://cymraeg.llyw.cymru/apps?tab=apps&lang=en>

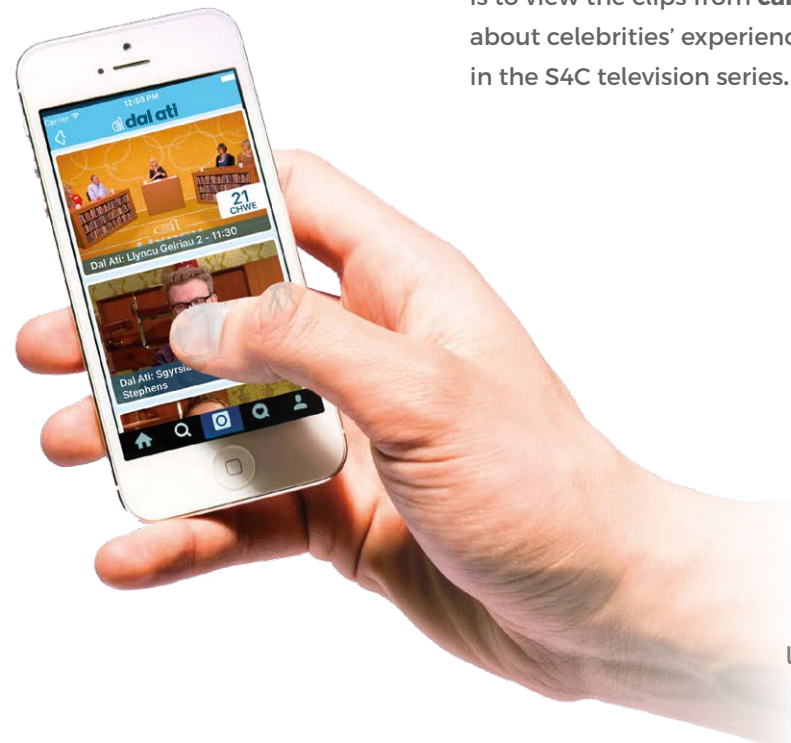
To learn more, learners may be specifically interested in the following apps available for both Apple and Android devices. The following are suggestions for good, reliable apps:

App: Entry Course – this app for beginners follows the Welsh for Adults classes and textbook. It covers everyday situations and prepares the learner to be able to make a fluent contribution to conversations. The audio examples and exercises pay specific attention to pronunciation so that the learner is given the confidence to feel that they will be understood.

App: Foundation Course – the Foundation Course takes the learner to the next level and introduces subjects such as discussing things they have done, opinions, news, making

plans and introduces new patterns and vocabulary. Both Entry and Foundation apps were created by Aberystwyth University and the audio examples and exercises are there to help learners improve their pronunciation. A North Wales or South Wales version can be downloaded.

App: Dal Ati – this app supports the S4C programme broadcast on Sunday morning. New content each week includes video and audio clips, and the all-important language exercises. Some S4C programmes also include a second screen option. It's available for free.



Ap Geiriaduron - this is a Welsh > English and English > Welsh dictionary that also works brilliantly online. It provides information on gender of nouns and plural forms, and interprets mutated forms. It is user-friendly, essential and free!

Ap Treiglo – a useful app showing which letters change, or which mutation to use after specific words. Very useful for getting those little details right! Again, it's free.

YouTube – YouTube has a lot of information in Welsh and about Welsh. A good place to start is to view the clips from **cariad@iaith** to hear about celebrities' experience of learning Welsh in the S4C television series.

Coleg Cymraeg/WJEC Welsh Language Skills Certificate

In addition to Work Welsh qualifications, the Coleg Cymraeg and WJEC cooperate to provide a Welsh Language Skills Certificate for individuals who have attained Proficiency level (C1).

The certificate has been developed for students studying in Wales to evidence their language skills and their ability to work through the medium of Welsh. The certificate is recognised by a growing number of employers, including the Welsh Government.

The Coleg Cymraeg is now working with the WJEC to offer the certificate to the public in general, including employees in their places of work.

To gain the certificate, candidates must successfully give an oral presentation on a professional subject and succeed in three written test pieces – correcting, translanguaging and free-form writing.

Further information on the certificate is available here: www.colegcymraeg.ac.uk/en/study/languageskills/languageskillscertificate/



**The best way to
develop language skills
is through practice.**







06

Becoming a bilingual workplace

Instigating and managing change

Enhancing the language skills of a workforce in an organisation involves change.

This change may occur at an individual level – in terms of interaction with other people: customers, colleagues and managers. The change can also occur at an organisational level – in terms of workplace culture and the status of specific languages within the organisation.

One aspect of this cultural change in recent years is the development of the concept of bilingual workplaces – i.e. workplaces

which aim to place the same value on both English and Welsh as a medium for formal and informal communication within the organisation.

Organisations that develop a bilingual ethos in the workplace seek to develop a supportive attitude to the use of Welsh throughout the workforce. This can be done by creating and developing a positive atmosphere in order to motivate and facilitate the use of Welsh by employees, in both formal and informal contexts.

The Welsh Language Standards reinforce the development of a bilingual workplace. The Operational Standards mean that

organisations need to comply with Standards that ensure an employee can undertake specific aspects of their relationship with their employer in Welsh.

Guidance on the development of bilingual workplaces is available in the document ‘Promoting and Facilitating Bilingual Workplaces’¹ published by the Welsh Language Board in 2009. This document, prepared on the basis of previous experience gained by a number of organisations, encourages organisations to:

- ensure ownership and leadership at the highest level of the organisation, giving prestige to Welsh and bilingual work practices;

¹ An archive of all Welsh Language Board documents can be accessed at www.llgc.org.uk.



- give responsibility to senior managers for different aspects of the proposed changes, including identifying change champions;
- publicise and market the intended change in work practices internally as well as externally;
- connect change with a robust LSS; and
- develop an appropriate IT programme to support the changes.

The basic rationale for developing a bilingual workplace is to ensure high quality bilingual services and support public policy priorities to ensure the viability and success of the Welsh language.

Leadership, promotion and support

These cultural and operational changes should be considered in the same way as any other significant change within the organisation.

People can sometimes be resistant to change and will raise barriers and objections. Individuals may see change as a threat to their

position and often have to be led on a 'journey'. This journey may include the following stages:

Avoidance . Recognition . Acceptance .
Adaptation . Implementation

Managers need to be aware of these stages when motivating and supporting staff in the face of any change occurring in the workplace. There are various models that can help managers to plan this processes of change effectively. These are often theories connected with managing corporate change in general.

The Kotter model

A model with eight recognised stages to create, manage and maintain change within organisations. In brief, the Kotter model says there is a need to:

1. Create a spirit of urgency.
2. Build a lead coalition.
3. Prepare strategic vision and initiatives.
4. Gather a voluntary army.
5. Enable action by removing barriers.
6. Produce short-term successes.
7. Maintain increasing progress.
8. Establish the change as a new norm.

The function of managers throughout is to lead, motivate and support in order to bring about change successfully. You can see further details of this model at www.boundless.com

Mindspace

MINDSPACE was developed by the Institute for Government and the Office of 10 Downing Street in 2010.

In brief, the model suggests that in order to have a positive influence on the behaviour of individuals and groups, consideration needs to be given to nine factors:

- Who is the **m**essenger?
- What are the **i**ncentives for change?
- How do we create new **n**orms?
- Can we produce **d**efaults?
- What is the **s**alience of the change to the people concerned?
- What appropriate **p**riming can be developed?
- What is the emotional context (**a**ffect)?
- How do you encourage public commitment?


- What is the benefit or advantage of change for the individual (**e**go)?

The MINDSPACE model has been developed to promote wide-ranging policy initiatives at national level. However, some aspects may also be of use when planning to enhance the language skills of your workforce. Full information on the model is available here: www.instituteforgovernment.org.uk

ISM Model

'Individual, Social, Material' is a model of change favoured by the Government of Scotland. The model lists a number of factors under each of the three aspects, that impact individual behaviour.

Further information on the ISM model is available at: www.gov.scot/Publications/2013/06/8511/2



Organisations that develop a bilingual workplace ethos seek to develop a supportive attitude to the use of Welsh throughout the workforce.

Further assistance and support

Further assistance and support is available from the National Centre's Work Welsh Team.

workwelsh@learnwelsh.cymru

The National Centre for Learning Welsh
College Road
Carmarthen
SA31 3EP
Tel: 0300 323 4324

Visit learnwelsh.cymru for more information about the Work Welsh scheme and to hear from employers who have started their journey to become a bilingual workplace and employees who have been learning Welsh.