

## Managers Development programme

**For:** **Managers in East Herts Council**

**Primary Facilitators:** Carol Frater & Maggie Rees

**Aims:** To assist the change management process in East Herts Council and ensure managers have the knowledge, competence and confidence to manage their service effectively

**Objectives:** At the end of programme participants will:

- Share a common approach to management with their Directors and Heads of Service
- Understand the purpose of key strategic changes and the need for a corporate approach
- Understand and be able to use key Council policies and procedures
- Have developed the skills needed for effective performance in self and others
- Developed the confidence to apply knowledge and skills to achieve improved team performance in the following areas:

Module	topic	content	length
<b>Module 1</b>	introduction	Building a new culture for East Herts Management Development programme The day job	4 hours MR + CF
<b>Module 2</b>	Getting the best from your function	Customers Service Communication Service Planning Performance management Project Management Equality and diversity Report Writing Working with Councillors  Change Management	1 day MR          1 day
<b>Module 3</b>	Getting the best from your personal resilience	Managing yourself Strategies for building personal resilience Duty of care to those you manage	DN   MR
<b>Module 4</b>	Getting the best from the individual	The performance Management Cycle PDRS and Effective 1-1's Using the GROW model of coaching Effective questions for coaching Running a coaching session Applying coaching	MR
<b>Module 5</b>	Getting the best from the team	Team Performance and leadership Team Meetings Team Development Delegation Managing Conflict within teams	MR
<b>Module 6</b>	Getting the best from	Disciplinary, Grievance, Absence,	CF



<b>Module 7</b>	Getting the best from Financial management processes	Financial Regulations Contract Regulations	Half Day
<b>Module 8</b>	The future	Streamlining business processes Making things better Developing self Innovation Presentation	Half Day MR + CF

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## 1. Introductory Day

**For:** Management

**Facilitators:** Maggie Rees, Consultant  
Carol Frater, Consultant

**Date:** TBA

**Times:** 1.00-4.45

**Venue:** TBA

**Aims:** To engage participants in the Management Programme and introduce them to their part in participating in the positive performance in East Herts

**Objectives:** At the end of day participants will:

- Understand the culture that East Herts is developing
- Explore the aims of the Management Development programme and its role in delivering excellent service
- Define the role of the manager and the skills needed for this role

**Programme**

<b>12.30</b>	<b>Lunch, Registration</b>	
<b>1.00</b>	<b>Introductions</b>	<b>Carol Frater / Maggie Rees / Emma Freeman</b>
<b>1.30</b>	<p><b>Building a new culture for East Herts</b>  <i>Success in East Herts</i>  <i>What's been achieved so far</i>  <i>Ambitions and Aspirations for the future</i>  <i>Excellence through Leadership programme – building on the success</i>  <i>The part managers play</i>            An interview with the Chief Executive to explore what her vision for East Herts means for the culture she wants to create in the Council</p>	<b>Anne Freimanis</b>
<b>2.00</b>	<p><b>The Management Development Programme</b>  <i>Understanding the programme and its desired outcomes</i>            An outline of the sessions on the programme, peer support and coaching</p>	<b>Carol Frater</b>
<b>2.30</b>	<p><b>Excellence at East Herts</b>  <i>How do I see excellence?</i>            An opportunity for participants to express how they see the vision in practice</p>	<b>Maggie Rees</b>
<b>3.15</b>	<b>Tea</b>	
<b>3.30</b>	<p><b>Managing East Herts – the day job</b>  <i>What does it mean to be responsible for a service?</i>            Leadership and management and the competencies needed for both</p>	<b>Maggie Rees</b>
<b>4.45</b>	<b>Afternoon ends</b>	

## 2. Getting the best from your Function

**For:** Management

**Facilitators:** Maggie Rees, Consultant  
Ceri Pettit, Head of Service  
Neil Sloper, Head of Service  
Jeff Hughes, Head of Service  
Philip Hamberger, Director

**Date:** 2 days TBA

**Times:** 9.15 -4.45

**Venue:** TBA

**Aims:** To ensure managers are able to use East Herts performance management frameworks to improve service performance for the customer

**Objectives:** At the end of the module managers will:

- Explore techniques for understanding customer needs and views of the service
- Understand the performance management and service planning frameworks and be able to apply them to their function
- Understand the project management framework and be able to use it as appropriate for their projects
- Define meaningful performance objectives for their function
- Use report writing processes for projects and change in East Herts with confidence
- Valuing equality and diversity
- Understand how to work with Councillors
- Understand change management processes and be able to apply them to bring about change in their team



This module will be finalized in conjunction with East Herts staff and the Council's policies and procedures

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## Programme (2 days)

<b>Day 1</b>	<b>Registration and coffee</b>	
	<b>Customer Service needs</b> <i>approaches available to you in East Herts</i>	<b>Neil Sloper</b>
	<b>Improving customer service and communication</b> <i>Paired work</i>	<b>Maggie Rees</b>
	<b>Service planning and performance management</b> <i>Key features of the processes</i>	<b>Ceri Pettit</b>
	<b>Developing a work plan for the team</b> <i>Discussion and practical exercise applying to your own function</i>	<b>Maggie Rees</b>
	<b>Project management in East Herts</b> <i>Key features of the process</i>	<b>Ceri Pettit</b>
	<b>Planning and managing a project</b> <i>Group work</i>	<b>Maggie Rees</b>
	<b>Valuing Equality and Diversity</b>	<b>TBA</b>
	<b>Reports in change and project management</b> <i>Making reports assist the process</i>	<b>Jeff Hughes</b>
	<b>Working with Councillors</b>	<b>TBA</b>
<b>Day 2</b>	<b>Leading and managing change Service improvement</b> <i>Key features of the processes</i>	<b>Maggie Rees / Philip Hamberger</b>
	<b>Planning change</b> <i>Discussion and practical exercise applying to your own function</i>	<b>Maggie Rees</b>



### 3. Getting the best from your personal resilience

**For:** Management

**Facilitators:** David Newth

**Date:** TBA

**Times:** 1.30 -4.45

**Venue:** TBA

**Aims:** To develop personal resilience in their role

**Objectives:** At the end of the module managers will have:

- Compared views on the causes and effects of pressure at work in relation to themselves, their staff and to the Council
- Explored a number of practical and cognitive prevention techniques and selected at least 2 which will develop their personal resilience at work

The programme is under development by David Newtith

## Module 4: Getting the best from the individual

<b>For:</b>	<b>Management</b>
<b>Facilitators:</b>	Carol Frater
<b>Date:</b>	<b>TBA</b>
<b>Times:</b>	<b>9.15 -4.45</b>
<b>Venue:</b>	TBA
<b>Aims:</b>	To offer managers frameworks and techniques to maximize the performance of their staff
<b>Objectives:</b>	At the end of the module managers will have: <ul style="list-style-type: none"><li>• Defined performance and recognise the value of the performance management cycle and Council's PDR process.</li><li>• Undertaken meaningful conversations to create change in performance</li><li>• Know the value of coaching as a performance development tool</li><li>• Undertaken effective coaching sessions</li></ul>

**Programme**

**9.15 Arrival and coffee**

**9.30 Defining performance**

**9.45 The Performance Management Cycle**

**10.00 Developing the individual and meeting the gaps – exercise**

**10.30 Feedback**

**11.00 BREAK**

**11.15 Coaching**

**11.30 Explaining the GROW process**

**11.45 Coaching demonstration**

**12.15 Group exercise – effective coaching questions**

**12.30 Lunch**

**1.15 – 4.30 Individual coaching sessions**

**4.30 Implementing coaching**

**4.45 Close**

## 5. Getting the best from your team

**For:** Management

**Facilitators:** Maggie Rees, Consultant

**Date:** TBA

**Times:** 9.15 -4.45

**Venue:** TBA

**Aims:** To offer managers frameworks and techniques to maximize the performance of their teams in order to improve service performance for the customer

**Objectives:** At the end of the module managers will:

- Understand team roles, communication and problem solving styles in their team and how these impact on team performance
- Develop effective frameworks for team meetings and core briefings to get the best out of them
- Use strategies for managing conflict in teams effectively
- Understand the leaders role in effective team performance

**Pre-work:**

Complete learning styles, communication styles and Belbin questionnaires

## Programme

- 9.15**      **Registration and coffee**
- 9.30**      **Team roles and team development**  
*Outline of principles and practical exercises*
- 10.00**      **coffee**
- 10.45**      **Team communication and conflict**  
*Outline of principles and practical exercises*  
*Opportunity to explore specific team problems*
- 1.00**      **Lunch**
- 1.45**      **Team leadership**  
*Principles and practical exercises*
- 3.00**      **tea**
- 3.15**      **Making the most of team meetings**  
*Core briefings and team meetings in East Herts*
- 4.45**      **Close**

## Module 6: Getting the best from formal processes

<b>For:</b>	<b>Management</b>
<b>Facilitators:</b>	Carol Frater, Consultant
<b>Date:</b>	<b>TBA</b>
<b>Times:</b>	<b>9.15 -4.45</b>
<b>Venue:</b>	TBA
<b>Aims:</b>	To equip managers with the skills and knowledge required to use the Council's formal processes to manage performance issues
<b>Objectives:</b>	At the end of the module managers will: <ul style="list-style-type: none"><li>• Know the range of procedures available to manage different situations</li><li>• Apply the procedures fairly and effectively</li><li>• Ensure records are maintained</li><li>• Investigate cases fully</li><li>• Come to reasonable conclusion</li></ul>

This module will be developed in conjunction with East Herts staff and the Council's policies and procedures

## **Programme**

**9.15 Arrival and coffee**

**9.30 Employment law – key principles when managing cases**

**Putting knowledge into practice**

- **Capability and Conduct**
- **Misconduct V Gross Misconduct**
- **Suspension**

**9.45 What do I know about the Council's disciplinary and grievance procedures – quiz**

**10.15 Key points of managing a case**

**10.30 Break**

**10.45 Absence Procedure**

- **Absence and the law**
- **Case studies**

**11.15 Key points of managing absence including the role of OH**

**12.00 Capability Procedure**

- **Under-performance**
- **Preventing and managing under-performance**
- **Drawing up a performance plan**
- **Taking a capability case**

**12.45 Lunch**

**INVESTIGATION SKILLS**

- 1.30 Planning an Investigation**
  - Sourcing an investigation**
  - Drawing up questions**
- 2.00 Case studies**
- 2.20 Feedback**
- 2.30 The burden of proof – coming to a conclusion**
- 2.45 BREAK**
- 3.00 Planning for an interview**
- 3.15 Carrying out Interview 1**
- 3.30 Planning for Interview 2**
- 3.45 Carrying out Interview 2**
- 4.00 Key points of findings**
- 4.15 Presentation of findings**
- 4.30 Writing an Investigation Report**
- 4.45 End**



## Module 6: Getting the best from your budget

<b>For:</b>	Management
<b>Facilitators:</b>	Members of the councils finance team
<b>Date:</b>	TBA
<b>Times:</b>	9.15 -4.45
<b>Venue:</b>	TBA
<b>Aims:</b>	To develop managers who manage their budgets competently and confidently
<b>Objectives:</b>	At the end of the module managers will: <ul style="list-style-type: none"><li>• Understand the key points of financial and contract standing orders and the consequences of not following them</li><li>• Understand the principles of good budget management and how they should apply these principles to manage their budget effectively</li></ul>

This module will be developed in conjunction with East Herts staff

## Module 8 The future

<b>For:</b>	<b>Management</b>
<b>Facilitators:</b>	Carol Frater, Maggie Rees
<b>Date:</b>	<b>TBA</b>
<b>Times:</b>	<b>12.30 -4.45</b>
<b>Venue:</b>	TBA
<b>Aims:</b>	Self review

**Objectives:** To review the changes that have occurred within the last 3 months from the perspective of:

- Own Development
- Staff Development
- Service Improvement
- To identify the challenges to be faced
- Streamlining business processes
- Making things better
- Planning the future: self, team, service
- Identifying the resources and support to meet the challenges

## **Programme**

- 12.30 Lunch and welcome to the review session**
  
- 1.00 Streamlining business processes/making things better**
- 2.00 Personal and Group Reflection – achievements**
- 3.00 Preparing for presentation**
- 3.30 Coffee**
- 4.00 Presentation to Anne Freimanis and Emma Freeman**
- 4.45 Co-coaching and action planning for the future**
- 5.30 Close**

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