

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 18 JANUARY 2017

REPORT BY HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

MANAGEMENT DEVELOPMENT PROGRAMME

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

To approve the management development programme.

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:

That:

(A)	the new Management Development Programme be approved
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1.0 Background

1.1 The Council 's Organisational Development strategy 2015-2019 and learning and development programme 2016 to 2018 focuses on supporting managers and employees on the transformation, culture and channel shift journey. It seeks to empower employees to challenge the status quo, be creative, be responsible and embrace modern ways of working.

1.2 A focus is to help managers with personal reflection and growth through personal development, sabbaticals, secondments, mentoring, coaching; helping individuals to identify career aspirations.

1.3 The learning and development programme focuses on three elements Core, Corporate and Personal; ensuring that learning opportunities are delivered in a variety of ways to support the different learning styles of the employees for example workshops,

facilitated sessions, networking forums, work shadowing, coaching, “e”-learning and “webinars”.

1.4 The new performance development review process underpins this; with new sections on identifying development needs and career aspirations.

1.5 The Digital East Herts programme’s target operating model underpins the council’s future design. This includes having a strong leadership and a clear direction of travel; supporting our workforce to develop digital skills and having customers at the heart of what we do.

2.0 Report

2.1 The management development framework is designed to support our senior managers to become our future leaders, ensuring they have the right skills, knowledge and experiences to become 21st century leaders.

2.2 The framework will embed our mentoring and coaching culture and encourage our managers to build on their professional networks alongside their continual professional development; while modelling the values and behaviours of the council.

2.3 The framework includes:

- Management development programme – core elements
- Management development programme – additional elements
- Senior managers forum

2.4 The framework will focus on growing, improving and sharing the following skills:

- Leadership
- Commercialism
- Process review
- Project management
- Strategic partnership building/Operational partnership building
- Contract management/relationships
- Values and behaviours – challenge the status quo/creative/storytelling
- Coaching/mentoring
- Performance management
- Effective management

- Personal reflection/growth
- Customer service
- Digital awareness

2.5 Please see **Essential Reference Paper 'B'** for the management development programme

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

Contact Officer: Emma Freeman – Head of Human Resources and Organisational Development
Ext 1635
Emma.Freeman@eastherts.gov.uk

Report Author: Emma Freeman – Head of HR and OD
Ext 1635
Emma.Freeman@eastherts.gov.uk