Management Development Framework

Background

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.

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

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, elearning and webinars.

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

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.

The 21st Century Public Servant

Birmingham City council completed a study on what the skills, values and attributes the 21st century public servant will need and how can people working in public sector, get the support they need to develop those skills. This study reflects the direction the council wishes to adopt for its employees.

They concluded new roles for the public servant were:
- Entrepreneur
- Storyteller
- Resource weaver
- Networker

Underpinned by:
- Developer: increasing the sustainability, ability and flexibility of public services.

- Defender: negotiating to ensure local government is getting the most for its buck, as are its residents.
- Balancer: balancing conflicting demands, pressures and views.

The organisation of the future the study concluded is about working in partnership with the community – about being an enabler; being fluid and supportive rather than siloed and controlling and learning to work in a culture an era of austerity – taking this as the opportunity to review and change services – rethink services.

The reflective practice that will help staff to cope with these multiple challenges was seen as best supported through experience, coaching and mentoring than traditional training courses.

The 21st century public servant would be recruited and rewarded for generic skills and technical expertise – so it is important to have staff with the right attitude, ways of working (empowering, leadership, creative thinking). Careers would be fluid across public sector; so the need to recognise this through sabbaticals and secondments. It also combined publicness and commerciality; an ethos of wanting to serve the public is as important now as in the past but sense of profit motive value, having commercial skills would drive organisations forward. Commerciality was linked to better value for money and more effective contract management, both of which were felt to be strongly in the public interest.

The study concluded by recognising leadership should be dispersed throughout the organisation; given to the frontline and staff empowered to make decisions that directly affect services and customers.

Management development framework

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.

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.

The framework includes:
1. Management development programme – core elements
2. Management development programme – additional elements
3. Senior managers forum

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

Management Development Programme April 2017- March 2019

To support the development of our managers, the programme contains a range of experiences, learning styles and approaches.

The programme is mandatory for senior managers (second tier). It is made up of both core and additional elements. The programme is expected to run over the course of two years, allowing managers the flexibility to attend sessions throughout the year.

The core sessions will be delivered using a range of methods including internal/external speakers; workshops; e-learning; networking; seminars/conferences; webinars and forums. Senior managers will be expected to participate fully and be self-motivating; exploring opportunities for the programme to cover the core sessions in liaison with HR.

Throughout the programme the senior managers will have regular engagement with the Leadership and Executive teams and will have the opportunity to demonstrate their increased knowledge and understanding.

The core and additional sessions may change during the two year programme to ensure the programme reflects the needs of the organisation and its senior managers.

Here to Help/Working together/Aiming high (core elements)

Working with Partners - working smarter with our partners to improve how we deliver our services.

Working with Contractors – contract and service management.

Walk Tall – being a 21st century public servant, characteristics, values, behaviours and attributes. Learn more about the study.

Commercial – developing the commercial skills necessary to commission services from the private and voluntary sectors. Horizon scanning, networking. Looking at various trading models.

Performance/Effective Management - analysing staff skills, abilities and creating opportunities for staff development. Introducing the GROW model of coaching – setting goals/problem solving processes.

Strategic Finance – to develop a strategic overview of the council's financial position. Supporting managers to generate ideas/savings. Develop a good understanding of budget setting.

Political landscape – understand the political landscape; challenges local government and partners face. Political awareness. Understand democratic process.

Leadership – to embrace the changes needed to deliver government priorities and projects on time and on budget

Business Planning – business plan writing to include: marketing, market share/penetration, generating a business idea, finances, developing the business case.

Presentation/Media training – having the confidence to represent the council in front of any audience. Brand awareness/development – using social media.

Project Management/Process review –process review; project management in the real world – cross service and multi-agency working; planning the financial and time requirements and project management on a day to day basis.

Creative thinking – to look at best practices; challenge the status quo; discuss the priorities of the council and explore as a group how best to meet them.

Digital skills – to design online services based around user needs.

Values and Behaviours – how we can embed our values and behaviours in everything we do.

Adopting a Coaching Style of Leadership – learn how to be an effective coach; empowering staff to make decisions that directly affect services and customers. Recognising leadership should be dispersed throughout the organisation and given to the frontline.

Mindfulness – to increase capacity in the areas of resilience, complexity and collaboration. Mindful interventions can focus on identifying the most relevant and pragmatic tools which enable busy managers to learn new skills and develop their own mindfulness practices for the workplace and at home.

Mentoring – introducing ways in which mentoring can be beneficial to the individual and their development; learning through applied experiences and case studies.

Additional elements

The manager should include as many of these elements as possible to support their success on the programme:

- Sabbatical/secondment (internal or external)

- Job shadowing (internal or external)
- Leading a project/programme (cross cutting) internal/external
- Present at committee and/or staff briefings
- Attend a leadership team meeting – participating in debate/challenge
- Coach/mentor a member of staff
- Share expertise/knowledge to peers at senior managers quarterly meetings
- Attend seminars/conferences – share knowledge gained
- Join a network group to share best practice
- Visit another organisation to share best practice
- Professional development/CPD
- Attend a scrutiny and/or council meeting
- Attend a coaching or mentoring session(s) to identify own career aspirations
- Develop a multi-agency group to look at local issues; understand opportunities for joint approaches

Senior manager forum

Senior managers as part of the programme will be asked to establish/manage a forum where they can take a wider review of progress in delivering the corporate strategic plan; come together to share ideas and challenges; share best practice/knowledge; ask questions and use as a support network.

Senior managers will be encouraged to come together as working groups to tackle strategic and operational issues/challenges; reporting back to the leadership team.

Success

The Leadership team hope the management development programme will empower and facilitate our senior managers and through them our workforce; to deliver fantastic services, enjoy their work and be very proud of their achievements.