

## **REPORT OF PERSONNEL MANAGER**

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### **SUBJECT: MANAGEMENT AND LEADERSHIP DEVELOPMENT**

#### Purpose of Report

This report asks members to review and endorse the recent management and leadership development project, facilitated by a successful temporary secondment to the NPA.

#### Introduction/Background

One of the 5 main objectives in the Authority's People Strategy 2012 – 15 is:

- to ensure that our managers and leaders have and use the right skills and capabilities to make change effective and to deliver performance.

A previous development programme for all managers and a specific strategic leadership programme for the previous 'top team' were undertaken in 2004-5. The approach since then has been to take advantage of development opportunities as they arose, for example PSMW events and summer school, in-house briefings, programmes delivered by professional bodies, occasional commissioned courses.

In 2012, the Authority arranged a temporary secondment of an experienced Learning Adviser from PCC for one day per week for the period July 2012 to March 2013 to carry out a management and leadership project for the Authority.

Key objectives for the project included:

- Review management and leadership development
- Develop and implement a 360° feedback assessment process for managers and pilot with the Leadership Team
- Pilot a series of workshops to initiate the management and leadership development framework with the Leadership Team
- Make recommendations for future management and leadership development to meet the needs of individual managers on a longer term basis.

#### Comparisons

At the start of the project, a scoping study was carried out to determine what other National Parks and partner organisations were doing to develop their managers. This helped to determine what was working and not working in terms of management development across a range of organisations and to identify examples of best practice. Along with this, research into behaviour/competency frameworks used in other National Parks and partner organisations informed the development of the manager behaviour framework for this Authority.

## Achievements

### **Manager Behaviour Framework (appendix)**

A key behaviour framework for PCNPA managers was developed in partnership with the Leadership Team. They identified the behaviours associated with high performing and poor performing managers within the Authority. This resulted in behaviours which are unique and relevant to PCNPA and reflect the Authority's vision and values.

This behaviour framework sets out the key behaviours required to be effective in a management role here and helps managers to identify their strengths and recognise their development needs. In addition it sets out a consistent approach in how they manage the business, themselves and their people. These behaviours define how managers across the organisation, within teams and as individuals need to perform, rather than what they need to deliver. The behaviours sit alongside technical skills and competencies and focus on the management side of a role.

For staff generally, it sets out how they can expect to be managed and provides clear messages about their approach to work, their attitudes to each other and customers. It also shows how they need to develop their own behaviours if they are looking to take on a management role in the future.

### **360° Assessment**

A 360° feedback assessment process was developed to align with the behaviour framework. This involves assessment of a manager's performance from a range of people/stakeholders, for example, the team, line manager, peers, colleagues and/or members. The purpose of this tool is to help managers identify their strengths and potential development needs.

This provides a more individualised and focused approach to management development. Managers can concentrate their energy and efforts on further developing their strengths and working on those behaviours which make a real difference to workplace performance. It also encourages managers to take ownership of their own development and learning.

This 360° feedback process was piloted with the Leadership Team initially, before a decision is taken whether to roll out the process to other managers across the organisation. The Authority's personnel team have been trained to develop and administer the process.

### **Management Development**

Further management development opportunities have been piloted by the Leadership Team during this project, before a decision is taken to roll out to other managers and include:

- Myers Briggs Personality Profiling – which focuses on how people prefer to communicate, problem solve, make decisions and their approach to work. It develops self-awareness and a better understanding of how people in teams can work together in a complimentary way. This development opportunity was delivered by an MBTI Practitioner and trainer from PCC.
- Managing Change Successfully – a three day programme developed by Public Sector Management Wales which focuses on change theory, concepts/tools

and supports managers to apply their learning on the programme to a change they are currently managing in the workplace. This programme was delivered by trained facilitators from PCC.

- ILM Level 3 Workplace Coaching - six PCNPA employees have accessed this programme to develop a small network of internal coaches who could potentially coach other members of staff with workplace issues. This programme was delivered by the University of Glamorgan and was also attended by two PCC employees.

### The Future

Members of Leadership Team now have the opportunity to develop their own personal learning plans based on their 360° reports and the various personality, resilience and psychometric tests include in the work so far.

Leadership Team will be considering whether to roll out elements of the work so far to further layers of manager/supervisor.

The management behaviours will be embedded into appraisal, recruitment, succession planning etc

It is hoped as a result of this project and the networking involved in it, that a local learning and development network with partners (private and public sector) will be set up to allow opportunities to share resources in the future.

### Financial considerations

Budgets for 2012-13 and 2013-14 were agreed to accommodate this project and its outputs. Future costs will be covered by the training budget. Links with other employers should allow for a greater range of opportunities in a cost effective manner.

#### Total project costs

<b>Activity</b>	<b>Cost</b>
Learning Adviser Secondment	£1449.40
360 feedback set up	£600.00
360 feedback reports	£792.00 (£66 per report)
MBTI questionnaires & booklets	£684.00 (£57 per person)
ILM Level 3 Coaching	£3300.00 (£550 per person)
Managing Change Successfully	£1592.55
<b>Total Cost</b>	<b>£8417.95</b>

### Risk considerations

There are risks to the Authority's short term position and longer term chances of being a successful public body if it does not have effective leadership and management.

### Compliance

This work delivers one of the five objectives in the current People Strategy and contributes towards retention of the Investors in People Award.

### Human Rights/Equality issues

Effective managers and leaders can ensure that the Authority delivers on fairness, justice and diversity (inclusion).

### Biodiversity implications/Sustainability appraisal

Effective managers and leaders can ensure that the Authority delivers the National Park Management Plan and departmental policies for nature conservation, climate change and resource use.

### Welsh Language statement

There is no specific relevant provision in the Authority's Welsh Language scheme.

### Conclusion

The project demonstrates the benefits of collaboration between bodies, particularly the Authority and PCC on this project, but hopefully other local employers in the future. There are financial efficiencies to be gained by sharing resources and jointly commissioning some learning and development opportunities. This Authority has skills and expertise to share that will in itself develop staff. In addition managers benefit greatly from attending programmes with managers from different organisations to share and experiences, ideas and learning. This supports the partnership working and collaborative agenda in Welsh public sector and enables development of managers to be planned over the next few years.

### Recommendation

Members are asked to review and endorse this project and its outcomes.

### Background Documents

2012 Investors in People Assessor's Report

*(For further information, please contact June Skilton, Personnel Manager)*

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*Consultees: Leadership Team*

# PCNPA Manager Behaviour Framework

This management behaviour framework underpins how the authority delivers its services to the public.

## Background

The behaviours were developed by the authority's managers in Jan 2013 by identifying what a high performing manager in PCNPA does to deliver services effectively. This has resulted in relevant and meaningful behaviours reflecting the authority's vision and values.

What is a management behaviour framework?

- A set of key behaviours managers should demonstrate, within the context of their role, to deliver services effectively
- These behaviours define **how** managers across the organisation, within teams and as individuals need to perform, rather than **what** they need to deliver
- These behaviours sit alongside technical skills and competencies and focus on the management side of a role. They do not include the skills necessary to do a job.

## Who is it for?

The management behaviour framework is for **all** managers and will:

- Set out the key behaviours required to be effective in a management role
- Help managers to identify their strengths and recognise their development needs
- Help managers to develop a consistent approach in their dealings with people internally and externally

The management behaviour framework is for **all** staff and will:

- Set out how they can expect to be managed
- Show how they need to develop their own behaviours if they are looking to take on a management role in the future
- Provide clear messages about their approach to work, their attitudes to each other and customers

There will be differences in how people might apply the behaviours dependent on their role within the organisation.

## How will it be used?

Managers can demonstrate these behaviours through their everyday work and in their dealings with staff and customers. These behaviours will be further embedded into the culture of the organisation through:

- The appraisal process
- 360 feedback assessment
- Management learning and development opportunities
- The recruitment and selection process
- The induction process





# A Pembrokeshire Coast National Park Manager is someone who...

## Organisation

- ✓ Can describe the authority's vision, aims, values and corporate strategy
- ✓ Can explain how the authority's strategic direction impacts on their customers and their service
- ✓ Builds effective relationships between the authority, members and other relevant partners
- ✓ Keeps up-to-date with external trends, developments or policies, local and national which may affect the authority/their service
- ✓ Engages customers with the vision and values of the authority and listens to their views

## Service

- ✓ Has a vision for their service/team and knows what it is they want to achieve
- ✓ Uses data from a variety of sources to measure how their service makes a difference to customers and the environment
- ✓ Challenges, in a constructive way, how their service is being delivered and seeks out ways to improve
- ✓ Delivers within agreed budgets and demonstrates sound financial management of their service
- ✓ Actively seeks opportunities for teams to work together to develop the quality of the service provided



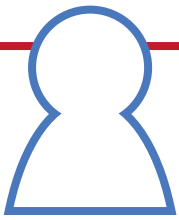
## Team

- ✓ Demonstrates genuine empathy, care and concern for the team and is available to team members when needed
- ✓ Knows the teams strengths and limitations and delegates appropriately to develop the team and individuals
- ✓ Gives positive, constructive and specific feedback, offers praise and shares achievements with the team and senior managers
- ✓ Sets clear goals and targets and gives clear expectations for each team member in order to achieve these
- ✓ Promptly and consistently deals with conflict or performance issues and challenges behaviour which is unacceptable to the team or the organisation
- ✓ Supports the team through changes that affect them by actively listening, welcoming their ideas and involving them in decision making
- ✓ Communicates change and decisions positively to the team being clear about the rationale behind a decision

## Self

- ✓ Manages their time and resources effectively and plans work to meet goals and targets
- ✓ Varies their communication and management style depending on the situation or the person they are communicating with
- ✓ Makes decisions (even when unpopular) from a rational and objective standpoint
- ✓ Exercises self control and emotional resilience when faced with challenging situations
- ✓ Takes ownership of problems and seeks advice and support from colleagues and team members where appropriate
- ✓ Models the values of the organisation and is committed to their own personal and professional development





# A Pembrokeshire Coast National Park Manager is not someone who...

## Organisation

- ✗ Focuses on short term priorities and creates plans without reference to authority's corporate strategy, the bigger picture or key partners
- ✗ Is out of step with major trends and developments and restricts thinking to the authority and local needs
- ✗ Separates their service from the wider organisation and adopts own procedures which are not aligned to the corporate approach

## Service

- ✗ Consistently relays decisions upwards rather than taking responsibility for them and in doing so misses opportunities or deadlines
- ✗ Resists joint working with other teams to improve the service and creates reasons why resources cannot be released
- ✗ Gives mixed messages about the direction of the service and constantly revises goals and targets
- ✗ Accepts that current approaches are good enough, rarely questioning value for money or considering the service from the customers perspective



## Team

- ✗ Shows favouritism, limits opportunities, has friends and not team members
- ✗ Focuses more on the task than the people and does not spend time with the team or make an effort to get to know them
- ✗ Consistently solves problems for the team and does not encourage them to use their own initiative
- ✗ Fails to recognise the contributions of the team and is overly critical of team members
- ✗ Gives confused expectations, role or performance requirements and fails to communicate if team members are on the right track or not

## Self

- ✗ Procrastinates and is too focused on the things that don't matter, not on the things that do
- ✗ Wants to be liked by others so will not challenge or question ideas, viewpoints or work practices
- ✗ Frequently adopts a negative perspective when making or communicating decisions or problem solving
- ✗ Lacks integrity and fails to do what they say they will do
- ✗ Ignores the impact of what they say, how they say it and what they do on others



# Potential Development Opportunities

The table below sets out some suggestions for how you could further develop and strengthen your management behaviours. Think about how you prefer to learn and what development opportunities would stretch or challenge you, this is often when we learn the most.

## Organisation

- Attend partnership, network or higher level meetings
- Review the corporate strategy with your line manager, mentor or coach and make links to your service
- Undertake a higher level strategic project in this organisation or in another organisation
- Subscribe to professional journals and websites
- Attend a relevant conference, seminar or event
- Attend a relevant course/workshop (see below for suggested topics)
  - Corporate responsibility\*
  - Strategic management\*
  - Influencing \*
  - Facilitation skills\*
  - Mentoring\*
  - Motivating people\*
  - Public leadership\*
  - Political awareness

## Team

- Carry out a development day or team building workshop with your team
- Undertake a learning needs analysis with the team to identify strengths and development needs
- Undertake personality profiling (MBTI) to reflect on your/team communication style
- Train to be a workplace coach/mentor to coach/mentor in your team and/or colleagues in other teams
- Attend a relevant conference, seminar or event
- Attend a relevant course/workshop (see below for suggested topics)
  - Managing change\*
  - Performance management\*
  - Talent management\*
  - Appraisal\*
  - Communicating bad news\*
  - Delegation\*
  - Feedback techniques\*
  - Motivating people\*
  - Team building/team working\*
  - Mentoring/coaching\*

## Service

- Shadow colleagues in other service areas
- Attend or develop internal knowledge sharing events/processes
- Undertake a cross-service project
- Access one-to-one coaching/mentoring to support with the business planning process
- Attend a relevant conference, seminar or event
- Attend a relevant course/workshop (see below for suggested topics)
  - Creativity\*
  - Meeting skills\*
  - Negotiating skills\*
  - Project management\*
  - Business/report writing
  - Managing change\*
  - Decision making and problem solving\*
  - Innovation\*
  - Writing a business plan\*
  - Financial management\*
  - Mentoring/coaching\*
  - Tools for business improvement

## Self

- Access one-to-one coaching/mentoring to increase self-awareness and develop self-management skills
- Attend a relevant conference, seminar or event
- Attend a relevant course/workshop (see below for suggested topics)
  - Assertiveness\*
  - Emotional Intelligence\*
  - Presentation skills\*
  - Interpersonal skills\*
  - Time management\*
  - Work-life balance\*
  - Mentoring/coaching\*
  - Personal resilience



\*Online learning guides are available through Ashridge. Ashridge is a free online comprehensive resource for employees in the public sector. You need to register once and then you can access at any time with your user name and password: [www.local.gov.uk/ashridge](http://www.local.gov.uk/ashridge)



# Accredited Management Training

There may be an opportunity for you to access an Institute of Leadership and Management programme (ILM) which includes a range of modules aligned to many of the management behaviours in the PCNPA framework.

**ILM Level 2 Team Leading** – a concise qualification designed to give learners a basic knowledge of the various roles, functions and responsibilities of a team leader and the limits of their authority and accountability. The mandatory unit in 'Developing yourself as a team leader' is a good starting point for team leaders /supervisors who are new to their roles or for aspiring leaders who wish to gain a solid understanding of the principles and practicalities of team leading.

**ILM Level 3 First Line Management** – a qualification that has been specially designed to give practising or aspiring first line managers a solid foundation in their formal development as a manager.

**ILM Level 5 in Leadership and Management** – this qualification puts the tools and knowledge to be a successful middle manager into the hands of anyone in this role or heading towards it. The qualification builds a solid foundation for a management career.

**ILM Level 7 in Executive Management** – specially designed qualification to give practising or potential senior managers critical evaluative skills for their formal development in this role.

For more information on any of these development opportunities please contact June Skilton [junes@pembrokeshirecoast.org.uk](mailto:junes@pembrokeshirecoast.org.uk)

