

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Staffing Portfolio Holder

22 January 2009

**AUTHOR/S:** Management Development (MD) Project Group

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### UPDATE ON MANAGEMENT DEVELOPMENT

#### Purpose

1. The purpose of this report is to update the Staffing Portfolio Holder on the work of the MD Project Group in rolling out the Management Competency Framework (MCF) and accessing managerial qualifications. .
2. This report is not a key decision.

#### Executive Summary

3. In February 2008 EMT endorsed the MCF for all levels of manager. The MCF is behavioural and does not specify technical competence. The Project Group has prepared draft role competency maps for each managerial position. These maps and assessment of individuals against them will maximise the value of the MCF by embedding it in the appraisal process to better inform the Personal Development Plans.
4. Qualifications are one technique for delivering management development. Management qualifications are informed by the National Occupational Standards for Management and Leadership. A pilot programme for Team Leaders is underway to obtain Level 3 Certificates in First Line Management and a pilot programme is being developed for middle and senior managers to obtain Certificates at Level 5 and Level 7.
5. The Portfolio Holder is recommended to endorse the work for the Project Group.

#### Background

6. Members of the Project Group are volunteers, with an interest in management development (MD) ,drawn from across the organisation. The group is chaired by the HR Officer. An MD programme was identified as an action arising from the review of workforce plan and, as part of the Improvement Plan to build capacity across the Council. In February 2008 EMT endorsed the MCF for all levels of manager. The MCF is behavioural and does not specify technical competence.
7. The development of managers seeks to build on the performance and potential of individuals and teams in order and provide a continuous supply of competent, committed and adaptable managers, thus reducing the risk of a loss or reduction of skills. Management development involves building a shared culture and enhanced capability across the whole management group in order to improve the organisation's ability and capacity to survive, innovate and advance its environment.
8. A number of management development initiatives are already taking place outside of the work of the Project Group. These include

- Lunchtime briefings for managers have been re-instated with a number of external and internal speakers on specific projects.
  - A group of 6 managers is currently working in an Action Learning set, funded by IDeA looking at partnership working issues.
  - EMT has completed a mentoring programme funded by IDeA to develop its team focus.
9. All work on people development needs to link into the work done towards achieving Investor in People status for the whole Council in 2009.

## **Considerations**

### **Rollout of Competency Framework**

10. Each Corporate Manager has received a hard copy pack of role competencies for their service area to consider and report back to the Project Group any changes required. Corporate Managers need to ensure that what are considered are behaviours and not technical competencies; in some situations, for example some posts in Affordable Homes, different levels of post may share the same levels of behaviours. It also needs to be remembered that there is no direct link between the MCF and the Job Evaluation currently underway.
11. A lunchtime seminar and externally facilitated series of workshops in February and March will build understanding of the way the framework works and build the capacity to both self assess and assess subordinates against the competency map for the role.
12. By comparing the self-assessment and line manager assessments, some competency gaps may be identified, but this process will also reveal areas for career development, which can be used to help plan management development for 2009 – 10 and future years.

## **Qualifications**

13. The National Occupational Standards for Management and Leadership are statements of best practice which outline the performance criteria, related skills, knowledge and understanding required to effectively carry out various management and leadership functions. The standards describe the activities/functions of management and leadership at various levels of responsibility and complexity. Therefore, they are relevant to anyone for whom management and leadership is, to a greater or lesser extent, part of their work. This applies to managers and leaders in all sizes and types of organisation, and in all industries and sectors. The standards are a useful tool to ensure management qualifications are mapped to the behaviours identified in the MCF for the Council.
14. The standards were revised in 2008. Although it is still possible to study for a Certificate, Diploma or Executive Diploma in Management, many providers are now offering courses which more closely map the Standards. These provide
- Level 3 First Line Management
  - Level 5 Middle Management
  - Level 7 Strategic Management & Leadership

Specialist qualifications, for example in Public Sector Management and Leadership are available at Level 6.

15. Depending on the number of modules studied, it is possible to obtain an Award, Certificate or Diploma at each Level. Both the Institute of Leadership and Management (ILM) and Chartered Management Institute (CMI) offer qualifications at the 3 levels but there are differences in how they are delivered and what is required by way of taught course and self study. Colleges such as Cambridge Regional College offer courses but these tend to be a set programme, often in the evenings or on a day release basis. Other providers can offer courses on a slightly more flexible approach.
16. The MD Audit last year showed that many managers and team leaders have not had the opportunity to take any formal management qualifications. Although they have maintained their professional and technical qualifications, may not have undertaken academic study for a number of years. Developing a Certificate approach allows the organisation to improve organisational capacity and to check that return on investment is satisfactory but also allows the individuals a taste of academic study and gives them a meaningful qualification.
17. The Project Group is working with a local provider, Red People Management, a CMI study centre, to offer a pilot SCDC Certificate at Level 3 for 8 team leaders. The Certificate requires the attainment of 13 credits and 2 modules have been chosen to achieve this: Personal Development as a First Line Manager and Improving Team Performance. These modules were chosen as they map to the MCF competencies of Self Awareness, Planning own workload, Managing staff performance and Developing staff. Each module requires attendance for 1 –2 days, self study and a work related assignment. The groups are split between attendance at Waterbeach and Norwich to allow the widest interaction with employees from other organisations and sectors.
18. The Project Group is now developing a pilot Certificate for middle and senior managers at Level 5 or Level 7. Again appropriate modules will be identified to map to the MCF to meet individual and organisational need.

### **Options**

19. All organisations need to improve management and manager capacity. Having developed the MCF the Council could choose to do nothing and hope that managers use the framework as part of the appraisal process. This would greatly underestimate the value of the work done and is unlikely to improve capacity. Embedding the MCF by mapping roles and individuals against those roles, using the gap analysis and career development opportunities provided by this process will over time increase capacity.
20. Additional funds have been allocated to Management Development from 2008/ 09 until 2010/ 11. Although in the context of the organisation the spending is significant, when it is considered that there are approximately 80 members of staff with some level of management responsibility for people and other resources, the money is a small amount.
21. Management development will be provided using a variety of techniques such as ad-hoc courses, management qualifications, secondments, shadowing, action learning sets and mentoring. If the evaluation of the qualification pilots shows that they meet organisational needs, it is hoped in 2009/ 10 and 2010/11 that the programme can be

rolled out to other managers and also offer a small number of managers the opportunity to complete a Diploma at the appropriate level.

22. Consideration will be given to an in-house programme as this potentially could reduce costs but, unless offered to other organisations, this would lose the development opportunities from interacting with managers from other private and public sector organisations.

### Implications

23. Financial	Additional funds of £20,000 in 2008/ 09, £22,000 in 2009/10 and £24,000 in 2011/ 2012 for management development has been secured
Legal	None
Staffing	A management development plan may improve staff retention and motivation and forms part of the employee engagement process
Risk Management	Low risk if external training providers are correctly selected and monitored
Equal Opportunities	Equality of development opportunity across all corporate areas must be achieved

### Consultations

24. An update report on management development went to EMT in December 2008.

### Effect on Corporate Objectives and Service Priorities

25.	<b>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</b>
	<b>Deliver high quality services that represent best value and are accessible to all our community</b>
	Delivery of high quality services requires employees that are appropriately trained.
	<b>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</b>

### Conclusions/ Summary

26. Maximum value from the Management Competency Framework will come from embedding it in the appraisal process to better inform the Personal Development Plans. The role competency maps and assessment will form the basis of this process.
27. Qualifications are one technique of delivering management development. Consideration needs to be given to the cost and the benefits of having an in-house programme as compared to sending employees to an external provider where learning can be gained from delegates from other organisations.

28. The pilot programmes allow assessment of the effectiveness of using the National Occupational Standards for Management and Leadership modules to provide maximum benefit to the organisation and individuals.

### **Recommendations**

29. The Portfolio Holder is recommended to note the contents of the report.

**Background Papers:** the following background papers were used in the preparation of this report:

None

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