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Wales

Paper reference – 29 07

## Management and Leadership Development Proposal

### Purpose of Document:

Management and Leadership capability is recognised as one of the critical enablers to achieving Public Health Wales' strategy. This paper summarises the results of a management and leadership development needs analysis and sets out a three year action plan including proposed definitions, a draft management and leadership framework and a draft outline development programme.

### Board/Committee to- (Please indicate)

**To decide-** Paper will outline recommendations or issues to be approved by the Board or Committee.

**To discuss-** Board or Committee will be asked to discuss and scrutinise the paper and provide feedback and comments.

**To inform-** Board or Committee will be asked to note the paper for information only

✓

### Other relevant information

The decision to commit sufficient funds for the next three years was taken in December 2013, ahead of the main budget reviews so that procurement of suppliers could start immediately and development programmes could be in place summer 2014. The prompt decision should send a positive and powerful message to staff about the intention to address issues raised in the staff survey.

### Next Steps

Board Members are asked to:

- Note the content of the needs analysis and the proposed action plan which will support the achievement of the Public Health Wales Strategy, the Corporate Health Standard and improved employee engagement.
- Note that the action plan is aimed at developing technical and professional leadership as well as people management capability.
- Note the progress made to date.

<b>Link to <a href="#">Public Health Wales commitment and priorities for action:</a></b> (please tick which commitment(s) is/are relevant)							
							<b>X</b>
<b>Priorities for action</b>				Develop and equip staff to work effectively and in new ways			

<b>Author:</b> Barbara Busby, OD Consultant	
<b>Date of paper:</b> 14 January 2014	<b>Version:</b> 2
<b>Sponsoring Executive Director:</b>	Ruth Davies, Director of Workforce and Organisational Development
<b>Who will present:</b> (If appropriate)	Barbara Busby
<b>Documents attached:</b> (If appropriate)	1. Management and Leadership Development Proposal 2. Annex A – Full findings, Actions and Proposal
<b>Date of meeting:</b>	30 January 2014
<b>Committee/Groups that have received or considered this paper:</b>	Executive Team

<a href="#">Link to standards for health services</a>	26. Workforce Training and Organisational Development
<b>Link to risk register</b>	N/A
<a href="#">Equality impact assessment</a>	N/A
<b>Financial implications</b>	There are financial implications as there is currently no provision in the Workforce and OD budget for this type and level of investment. Indicative costs are given in section 9 of annex A but they equate to ½ a percent of the annual budget of Public Health Wales and will be spread over three years.
<a href="#">Service user engagement</a>	N/A



# Management and Leadership Development Proposal

**Author:** Barbara Busby OD Consultant

**Date:** 14 January 2014

**Version:** V2

**Purpose and Summary of Document:**

This paper summarises the results of a management and leadership development needs analysis and sets out a three year action plan that will support the achievement of the Public Health Wales Strategy

**Documents Attached**

Annex A Management and Leadership Development – full findings, actions and proposal

**Distribution:**

- Public Health Wales Board
- Public Health Wales Intranet

## 1 Timing

The decision to commit sufficient funds for the next three years was taken in December ahead of the main budget reviews so that procurement of suppliers could start immediately and development programmes could be in place summer 2014. The prompt decision should send a positive and powerful message to staff about the intention to address issues raised in the staff survey.

## 2 Introduction

Public Health Wales' strategy and three year delivery plans signal a leadership challenge that is not only changing but increasing in complexity and impacts technical and professional leaders as well as line managers. The recent staff surveys and subsequent needs analysis have highlighted some concerns over the effectiveness of and support for managers and leaders at all levels of the organisation. These combined with findings from the Francis report and the requirements of the Corporate Health Standard means the issue of management and leadership competency needs to be addressed with some urgency. The full proposal including all the findings, detailed actions and proposed development programme is attached in Annex A.

## 3 Background

Public Health Wales is only four years old and has come together from a number of organisations, with plans to subsume further units and services over the next 12 months. A number of change programmes are already underway and the organisation has a new strategy which signals the need for ongoing improvement, new ways of working and new skills and behaviours. The strategy sets out a number of forthcoming challenges that face Public Health Wales such as:

- delivering a challenging three year work plan
- stepping up to its role in leading and mobilising the system on public health issues
- working in new ways to increase political understanding and influence through advocacy
- building effective relationships and greater collaboration with service providers
- integrating new work units and service into PHW

There is a significant body of evidence that points to the importance of management and leadership in leading successful change, creating engagement, improving organisation performance and patients care, as well as improved resilience and wellbeing of the workforce (further details

are given in section 3 annex A). However the recent staff survey showed a level of dissatisfaction with senior leadership in the organisation in terms of visibility, communication of direction, involvement of staff, clarity of decision making and the management of change.

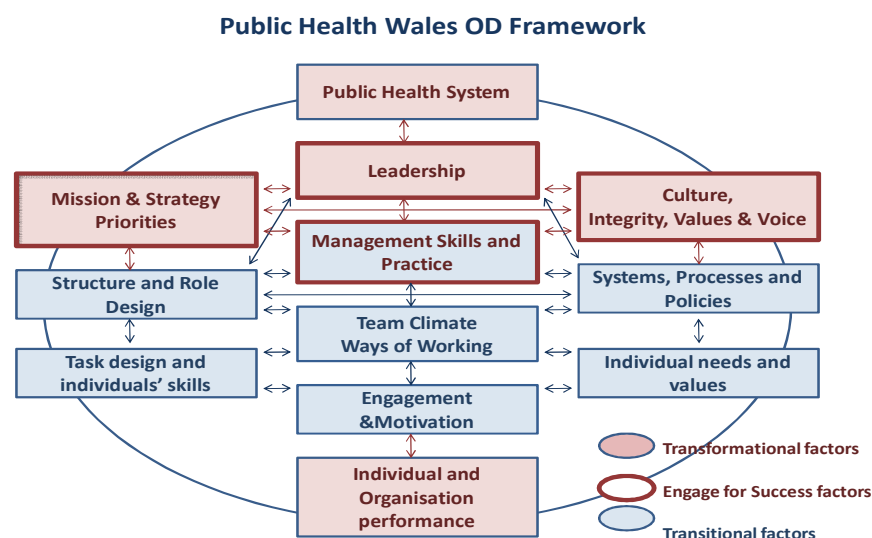
In responding to the staff feedback from the survey, a needs analysis was undertaken using information from a range of internal sources including:

- 1:1 discussions with Executive Directors and 3<sup>rd</sup> Tier Leaders
- 239 contributions from staff through web based consultation
- Feedback from the "great place to work" discussions
- The staff survey
- The Public Health Development Directorate transition workshops
- The Francis review workshops.

## 4 Summary of Findings

What has emerged is that the issues are broad and the solutions must go beyond just a training and development programme. A number of managers said they were unclear about what was expected of them and were struggling with some of the fundamental aspects of the role such as budgeting, work planning and dealing with difficult people situations.

However the data also raises significant issues around culture, structure, role clarification, accountability, recognition, executive leadership, and systems and processes as well as skills and support. Therefore the actions have been presented against the headings of an OD model to illustrate that this is a systems issue, with all aspects needing to be addressed if Public Health Wales is to create a sustainable shift in management and leadership effectiveness and organisation performance.



## **5 Progress to date**

### **5.1 Strategy**

The Executive have launched the new strategy which makes explicit mention of Public Health Wales' role in leading the public health system. This has also been described in the narrative that runs alongside the documentation and has been communicated at key fora including the staff conference. It is intended that 3<sup>rd</sup> Tier Directors will play a key role in engaging their teams in the strategy. Development of leadership and management skills has also been identified as a key enabler although to date there is no formal leadership and management development strategy.

### **5.2 Culture**

The Executive Directors are accountable for defining and creating the desired culture and they and their managers and leaders are responsible for delivering the employment 'Deal', and role modelling values. Work is underway to refresh the Public Health Wales 'Deal' and values or principles that will describe the new ways of working and expected behaviours.

The Executive have already acknowledged the need to invest time in their own development as a leadership team in order to address the feedback from the staff survey and to ensure they are best placed to lead the organisation as well as directorates. This programme is now in place.

### **5.3 Leadership**

There is a need for the organisation to provide some clarity on definitions, responsibilities and competencies. Proposed definitions of management and leadership are provided in the full report including the fact that people at all levels (not just managers) are expected to take responsibility for leadership.

### **5.4 Structure and Role Design**

A proposed management and leadership framework is set out in the full report and once finalised it will be used along with the definitions of management to help design roles, underpin selection, inform objectives and hold people to account.

### **5.5 Management Skills and Practice**

The analysis produced a comprehensive and rich description of what good management and leadership looked like in action, covering both the

activities undertaken and the behaviours and styles demonstrated as well as thoughts on what should be included in any development programmes. This has been used to produce the draft development modules. Public Health Wales does not have the internal capability or capacity to deliver a modular programme to the whole management and leadership population over a two to three year time frame. The proposal is to use external suppliers to design and delivery the programme and where appropriate bring in internal managers and subject matter experts.

Three pilot master classes and a trial of an on line management toolkit are planned for this financial year.

## **5.6 Systems, processes and policies**

Many managers believe that better systems and processes would help them in their role. They cite the length of policy and process documents, the lack of flexibility. The Workforce and OD work plan includes the need to prioritise policies to refresh and to do so with greater line management involvement. We have also introduced new assessment techniques to help improve the effectiveness and consistency of the selection process for managers.

## **6 Organisation Performance**

The three year action plan aims to deliver and sustain a confident, capable and effective management and leadership population. There are also a number of ongoing initiatives such as Improving Quality Together and the Corporate Health Standard which require all staff to play their part but rely on managers to take the lead. It is anticipated that the development programme will equip managers with the necessary skills to do this.

The benefits of addressing management and leadership capability will be both qualitative and quantitative, with the most obvious measures of improvement likely to be seen in an increased engagement and improved scores from the staff survey results - particularly in the nine lowest ratings around senior management effectiveness and change management.

Other measures will include better succession planning, lower attrition rates, absences and time and costs associated with employee cases. A fuller list is given in Annex A with the caveat that our current people systems and data may not be as robust as we would like.

## 7 Next Steps

Following acceptance of the management and leadership proposal by the Executive, the next steps are to:

- Start the tender process using the draft framework and development outlines as the basis
- Draw up a project plan for the management and leadership development. Put a governance framework in place with a steering group representing a cross section of managers and leaders and reporting to the strategic development group.
- Develop and implement a communications plan to inform staff of the outcomes of the needs analysis and keep them briefed on the project
- Once a supplier is in place and the design work starts it will include finalising the framework through the steering group and focus groups as required.
- Build the actions into a Workforce and OD three year delivery plan as part of the overall business planning process.





# **Management and Leadership Development**

## **Annex A**

### **Full Findings, Actions and Proposal**

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# 1 Purpose

This paper summarises the results of a management and leadership development needs analysis and sets out a three year action plan as well as proposed definitions, a draft management and leadership framework and a draft outline development programme. Implementation will have financial and headcount implications as there is currently little or no provision in the Workforce and OD budget for this type and level of investment. This paper includes indicative costs and seeks a commitment from the Executive to commence the tender process, design, pilot and run three modules; and for longer term investment to roll the programme out to all the management and leadership population.

# 2 Introduction

Public Health Wales' strategy and three year delivery plans signal a leadership challenge that is not only changing but increasing in complexity and impacts technical and professional leaders as well as line managers. The recent staff surveys and subsequent needs analysis have highlighted some concerns over the effectiveness of and support for managers and leaders at all levels of the organisation. These combined with findings from the Francis report and the requirements of the Corporate Health Standard means the issue of management and leadership competency needs to be addressed with some urgency. This proposal sets out a detailed action plan and proposed development programme.

# 3 The Case for Management Development

Public Health Wales is an organisation that values evidence-based decision making so it is worth reflecting on recent research that shows the link between good management practice and organisation performance.

- Best-practice management development can result in a 23% increase in organisational performance.
- Effective management can significantly improve levels of employee engagement
- Better qualified managers are associated with a better qualified workforce.

Leadership & Management in the UK - The Key to Sustainable Growth. Department for Business Innovation & Skills July 2012

- Hospital-specific management practices are strongly related to a hospital's quality of patient care and productivity outcomes. For example, this research shows that improved management practices in hospitals are associated with significantly lower mortality rates and better financial performance.
- Healthcare commission ratings rise with better management

Management in Healthcare: Why good practice really matters.  
McKinsey and London School of Economics and Political Science 2013

It is also well documented that an improvement in employee engagement matters because it correlates with improvement in organisation performance and that leadership and management are key enablers to creating and improving engagement.

Enablers commonly agreed to lie behind successful engagement approaches are:

- Leadership which ensures a strong, transparent and explicit organisational culture which gives employees a line of sight between their job and the vision and aims of the organisation.
- Engaging managers who offer clarity, appreciation of employees' effort and contribution, who treat their people as individuals and who ensure that work is organised efficiently and effectively so that employees feel they are valued, and equipped and supported to do their job.
- Employees feeling they are able to voice their ideas and be listened to, both about how they do their job and in decision-making in their own department, with joint sharing of problems and challenges and a commitment to arrive at joint solutions.
- A belief among employees that the organisation lives its values, and that espoused behavioural norms are adhered to, resulting in trust and a sense of integrity.

Engaging for success – enhancing performance through employee engagement. A report to Government by David MacCleod and Nita Clarke 2009

## 4 Background

Public Health Wales is only four years old and has come together from a number of organisations, with plans to subsume further units and services over the next 12 months. A number of change programmes are already underway and the organisation has a new strategy which signals the need for ongoing improvement, new ways of working and new skills and behaviours. The strategy sets out a number of forthcoming challenges that face Public Health Wales such as:

- delivering a challenging three year work plan
- stepping up to its role in leading and mobilising the system on public health issues
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- building effective relationships and greater collaboration with service providers
- integrating new work units and service into PHW

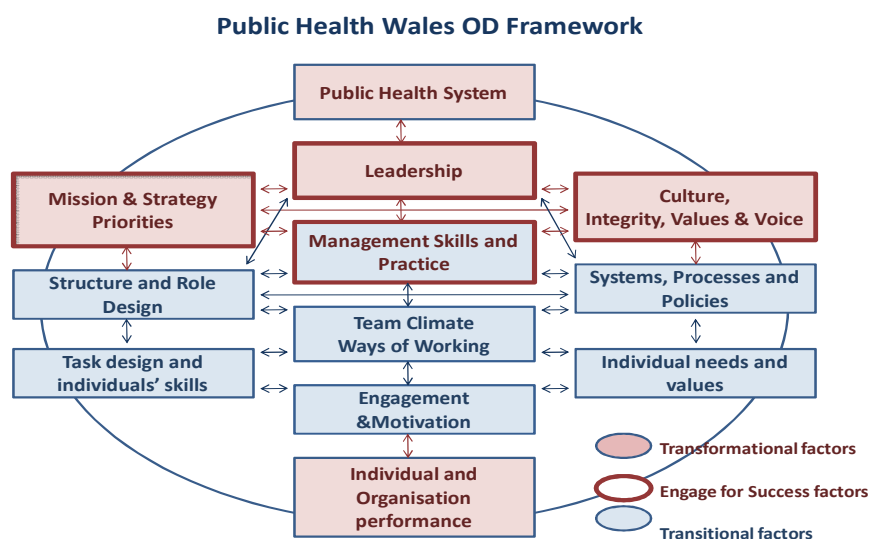
Evidence points to the importance of management and leadership in leading change, creating engagement, improving organisation performance (and care of patients) as well as improved resilience and wellbeing of the workforce. However the recent staff survey showed a level of dissatisfaction with senior leadership in the organisation in terms of visibility, communication of direction, involvement of staff, clarity of decision making and the management of change.

In responding to the staff feedback from the survey, a needs analysis was undertaken using information from a range of internal sources. At this stage, views of wider stakeholders have not been sought but may be helpful when finalising proposed intervention on systems leadership. The sources included:

- 1:1 discussions with Executive Directors and 3<sup>rd</sup> Tier Leaders
- 239 contributions from staff through web based consultation
- Feedback from the “great place to work” discussions
- The staff survey
- The Public Health Development Directorate transition workshops
- The Francis review workshops.

What has emerged is that the issues are broad and the solution must go beyond just a training and development programme. A number of managers said they were unclear about what was expected of them and were struggling with some of the fundamental aspects of the role such as budgeting, work planning and dealing with difficult people situations.

However the data also raises significant issues around culture, structure, role clarification, accountability, recognition, executive leadership, and systems and processes as well as skills and support. Therefore the actions have been presented against the headings of the OD model to illustrate that this is a systems issue, with all aspects needing to be addressed if we want to create a sustainable shift in management and leadership effectiveness and organisation performance.



## 5 Findings and Proposed Actions

### 5.1 Strategy

The new strategy is ambitious, requiring transformational change in order to deliver it. It makes explicit mention of Public Health Wales' role in leading the public health system and this has been described in the narrative that runs alongside the documentation. Development of leadership and management skills has also been identified as a key enabler although to date there is no formal leadership and management development strategy.

It is important that all staff understand the strategy, the approach of *mobilise, lead and deliver* and how their contribution fits into the wider context.

Action 1 - Give all senior managers support in communicating and engaging their staff in the strategy (ensure conversation not briefing)

Action 2 – Develop and publish a management and leadership strategy that covers both leading the organisation and leading the system

## 5.2 Culture

### 5.2.1 Role of the Board and Executive

The Board has responsibility for the strategic direction, governance framework and organisational culture and development as well as the development of strong relationships with key stakeholders and partners and delivery of Public Health Wales' aims and objectives

The Board and the Executive working together are accountable for setting and championing the desired culture and expectations of leaders and managers. In turn their managers and leaders are responsible for delivering the employment 'Deal', and role modelling values.

Executive have already acknowledged the need to invest time in their own development as a leadership team in order to address the feedback from the staff survey and to ensure they are best placed to lead the organisation as well as directorates.

It is important for the Executive to consider the messages that they wish to send to the organisation and their part in creating an environment that sets the expectations of and supports good management and leadership practice. The power of the prevailing culture and role modelling cannot be underestimate as comments from MeetingSphere show:

- *"strong role models and a strong organisation culture that values and promotes good management practices are a really important part of the overall picture. You can train people in all the theory you like, but if they go back into an environment that does not value or model or allow for good practice for whatever reason then it's going to be more difficult to put into practice"*
- *"we need to define a culture that supports management development"*
- *"A good or bad manager can affect the whole team functioning and morale as well as individuals wellbeing".*
- *"perhaps we don't ask our staff and other managers often enough about how they see us .... this may be asking a lot as we may have to face up to stuff we don't want to hear"*
- *"people shy away from tough decisions because they may not have the skills nor do they have role models and there is little consequence for not doing it"*
- *"As a new line manager I have had to draw on my previous experience of being managed ... luckily I've had an excellent role model"*

### 5.2.2 The importance of all managers in setting culture

For organisations to successfully drive change and achieve standards such as the Corporate Health Standard and Improving Quality Together, these must be led by managers (a point strongly made in the Francis report).

### 5.2.3 Employee Deal and Principles

Work is underway to refresh the Public Health Wales 'Deal' and values or principles that will describe the new ways of working and expected behaviours. These will form an important input into the design and content of development modules so that managers and leaders not only know what is expected of them but have the skills to role model, communicate and embed the principles in their teams.

Action 3 – Progress the Executive Directors team development (include addressing staff survey feedback, defining culture and role modelling)

Action 4 - Agree the plan to complete the development and communication of the Deal and Principles including how policies and process will align to the Principles

Action 5 – Ensure management and leadership development includes 360 feedback and experiential exercises

Action 6 – Consider where and how to recognise and reinforce the contribution and value of good leadership and management to organisation success

## 5.3 Leadership

### 5.3.1 Definitions

There is no one agreed definition of management and leadership in the literature although all agree there are distinctions. The needs analysis shows that most people see managers as having a leadership rather than just an administrative role. There is a need for the organisation to provide some clarity on definitions, responsibilities and competencies. Proposed definitions are provided in section 6 but in summary leadership is more future focused and about establishing the vision and inspiration whilst management tends to be about implementation and getting things done by managing resources, measuring delivery.



Needless to say, leadership is an important component of management however Public Health Wales also espouses distributed leadership where people at all levels (not just managers) are expected to take responsibility for leadership.

### 5.3.2 Personal Responsibility – a leadership competency

Personal responsibility or personal leadership is equally relevant to managers as well specialist and professional leaders (people leading the thinking and influencing the system but without direct line authority) and those delivering outcomes through collaboration and partner organisations. A proposed management and leadership framework is included in section 7 and includes personal responsibility as an attribute.

Discussions with staff on values and principles suggest *personal responsibility* is seen as important for all regardless of grade or role. The description and indicators will need to be co-produced (Action 4)

### 5.3.3 Leadership Teams

The challenges of strategic leadership demand a number of qualities from setting vision, role modelling, developing people, effective communication, acting as change agents and taking action in times of ambiguity and crisis. Not all of these qualities can always be found in one person so most organisations focus on building leadership teams. This will have implications for the development programme which needs to address both individual needs as well as building effective teams regardless of whether this is at Executive, 3<sup>rd</sup> Tier, divisional or unit team level.

The organisation now has a complete 3<sup>rd</sup> Tier (Senior Leadership Team) in place, however the positions are very varied and the team possesses a wide range of skills and experience and job challenge. The Executive should consider describing the leadership attributes and role of this group and reviewing the purpose of the Senior Team meetings. This forum has the potential to be used for both developing leadership skills as well as creating a true senior leadership team that works together on relevant organisation issues.

Action 7 – The Executive to agree the leadership attributes and role of the Senior Leadership Team. Consider using the Senior Team Meetings to run development sessions and progress real business issues.

Action 8 – Executive to identify key leaders (outside of 3<sup>rd</sup> Tier) that should be included on organisation leadership discussion and relevant development modules.

Action 9 -The Executive consider what role they wish to play in supporting the management and leadership development programme and what role they feel the 3<sup>rd</sup> Tier should play.

## 5.4 Structure and Role Design

### 5.4.1 Management and leadership framework

There are a number of fundamental issues that need to be addressed around exactly who is a manager, how many managers there are, what is actually expected of them and how are they held to account. There is limited and inconsistent information in job profiles, no management competency framework and often no management objectives in the appraisal. One person commented that medics were held to account by their professional body but management accountability was unclear.

- *"we need a clearer description of what is expected of a manager "*
- *"I second this – really important!"*
- *"There needs to be a clear profile of the managers responsibility, staff responsibility and Directors responsibility and an agreement of conduct between them"*
- *"We cannot hope to encourage others to follow or stay in a management pathway if the work we do is repeatedly criticise, or we complain (the role) is awful. We do need to more clearly articulate what managers do and why we need them"*

### 5.4.2 Recruitment and appraisal

A good job profile with accountabilities is essential for both recruitment and objective setting. It is clear that the quality of current job descriptions may not be adequate to support these processes effectively. This means there is no consistent selection process for managers and leaders and often technical skills and experience (which are better defined) take precedent.

Most managers said they did not have clear objectives set with respect to their management and leadership responsibilities and therefore were not being held to account for aspects of their job.

Action 10 – Clarify and publish definitions of management and leadership. Develop a framework that sets out the generic responsibilities and the competencies (proposed framework section 7)

Action 11 - Ensure the responsibilities and competencies are embedded

in all management and leadership job profiles and that these are assessed at the recruitment and selection stage.

Action 12- Develop a set of generic management and leadership objectives to include in the appraisal process.

#### 5.4.3 Management and Leadership population

Management information shows there are around 260 people who have some form of supervisory responsibilities and about 210 people who manage a budget. It is not possible to refine this by looking at job titles as there is little consistency, nor are some titles self explanatory. In a number of cases the person may only line manage one person and/or have a delegation limit of £1000. There is a perception that certain roles have to have 'management responsibility' so are designed to manage just one person or that adding management responsibilities was a way to get the job re-graded.

Several people said you had to take on management responsibilities if you wanted career progression but would like to see a dual career path in the future.

- *"why doesn't PHW trial removing some managers/reorganise the management structure?"*
- *"It could look much lighter than the current structure if adequate systems were in place to monitor achievement against expectations. This would feel more ethical ...as it could target resources at increased productivity via direct delivery staff as opposed to less productive top heavy hierarchical management structures.*
- *"Not sure if there is a choice about management if you want to get on"*
- *"agree with having a different route for staff for whom management isn't their forte"*

It is hard to be prescriptive as to the right number of managers for an organisation that has a wide range of services and roles but the current one in every six people being a manager may appear a little top heavy. However a recent publication on New Evidence on Management and Leadership by the National Institute for Health Research (December 2013) suggests that around a third of hospital staff have substantial management roles.

A number of senior managers themselves also questioned the fact that everyone now seems to be a called manager (although some are not necessarily doing a line management role). The proliferation of 'managers' is a concern for some staff (see quotes) and at worst it

impacts on engagement if people are managed by those with little interest or skill in the role. It may cause grade drift and thus have financial implications for the wage bill. The size of the management population will also impact on the budget required if all are to attend management development courses.

Action 13– Executive and 3rd Tier to identify the management population. Review the overall structure and assess the added value of management roles. Consider whether there is any merit or opportunity to developing alternate structures and/or dual career pathways

#### 5.4.4 Role design

A number of managers stated that there was insufficient time to do all the people management aspects of their job and that as management deliverables were undefined they were less valued than other objectives.

The role of business managers had strong support although it was felt there were too few posts and that more needed to be done to grow a strong talent pool of these skills. It was felt that there could be some tension between the general manager role and the professional manager role and there was a need for greater role clarity to avoid contested space.

- *"management takes time and it should be built into your day"*
- *"often there is reluctance to undertake the role based on the allocation of time ... I often wish I was doing it full time – just wish I had more time to do it"*
- *"Often managers are appointed with little relevant experience (and sometimes interest) in the role. The implications of this need to be understood by those making the appointment as the staff working under these managers are the ones that suffer"*

Action 14 – Simplify and improve consistency and meaning of job titles

Action 15 - Ensure management and leadership jobs are correctly designed with clear accountabilities, the right balance of objectives and that sufficient time is allocated to the management responsibilities

Action 16 – Improve the way in which job descriptions are written and review how the job grading process is implemented in PHW to ensure that technical and non line leadership is being sufficient well described and rewarded. Challenge incorrect use of one on one structures.

### 5.4.5 Role of Consultants

This piece of work did not set out to look at the role of consultants however a number of people raised issues over the expectation that consultants should line manage and that they often did not have adequate training or support.

Action 17 – Recognising that the consultant training scheme does not cater for management skills, consider how best to support consultants to develop people management skills and prepare them for leadership roles.

Action 18 – Ensure Consultants have appropriate management and leadership objectives built into the job planning and review process.

## 5.5 Management Skills and Practice

### 5.5.1 What does good look like?

The face to face conversations and MeetingSphere produced a comprehensive and rich description of what good management and leadership looked like in action, covering both the activities undertaken and the behaviours and styles demonstrated as well as thoughts on what should be included in any development programmes. This, along with other sources such as the staff survey and Francis review has been used to produce the draft framework and development modules set out in sections 7 and 8. The MeetingSphere questions are in section 11

People were invited to describe what good management 'looked like and felt like' and were asked to use real examples that they had experienced rather than state theory so it was encouraging to see a number of examples of really good practice. Some managers commented that they felt proud of what they did and that it was demotivating to see less effective managers giving the role and the cadre a poor reputation.

A number of comments drew out the importance of the manager in creating 'a great place to work' describing how good managers were open, honest, supportive, challenging, empowering, treated people with respect, cared about their team, communicated and listened, invited ideas and were excellent role models. This was balanced by others saying that they had experience of less effective managers and the opposite was true. One person added to some positive comments by saying *"reading this is depressing as I don't think I can identify a good manager where I work"*

What is clear is that there are some good managers in the organisation but there is no consistency. The lack of training, systems or processes does not help good management become the norm. Some managers felt

the organisation did not sufficiently recognising the role and contribution of managers.

### 5.5.2 What support is required?

There was a strong theme regarding the need for development and ongoing support in particular for first line managers and for aspiring managers. People also want more than just training such as access to mentors, networks of peers, simpler processes and management guides.

- *"we can't automatically assume that staff with professional qualifications can by default manage not only staff but everything that goes with it. There needs to be a programme of training"*
- *"I asked far and wide for line management training when I became a manager 20 months ago – there was nothing on offer"*
- *"Training, training, training – please! I am tired of being managed by staff who have little understand of the role nor the skill set to manage effectively"*
- *"It would be useful if staff heading towards management could access training or information sessions but often you can only attend these if you are a manager"*
- *"I'd really like some coaching or role modelling on handling difficult conversations"*
- *"a network of managers to call upon..."*
- *"A secondment opportunity to a management role."*
- *"shadowing current manager...."*
- *"A start up company can access a wealth of on-line materials that can guide them on what to do" "If I want to know about management issues I just Google to find out what to do"*

Some first line staff have attended training courses through a variety of sources such as in the NHS (before joining Public Health Wales), with their local health board and through short open programmes supported by their local team. There is no consistency of approach, nor of access, e.g. the screening service has an endowment fund that can provide management training whereas other teams have no budget. It will be important to fund a core management and leadership development programme centrally from the Workforce and OD budget to ensure the investment can be controlled, monitored, used to leverage best value and to ensure all managers have access to the development they need regardless of where they are in the organisation.

At more senior levels people cited the Academi summer school, Kings Fund and Ashridge programmes as being helpful. Open programmes may have value for experienced managers especially those seeking to grow their network; however these courses are not designed for in house needs. To build a confident and capable management and leadership cadre that has the core skills to take PHW forward, an in-house programme that reaches all managers over a relatively short time frame will be the most effective way forward. Similarly if people are turning to on-line guidance, then providing easy access to a best practice site to save time, ensure consistency and quality of support and that links to the content of any development modules would be a sensible option.

Action 19 – Develop and implement management and leadership development programme based on the competency framework and real organisation challenges (use proposed drafts to start tender process)

Action 20 – Provide a central budget for management and leadership development as part of the Workforce and OD Directorate budget

Action 21 – Develop a management handbook with quick 'how to' guides on the main policies and processes

Action 22 – Offer all managers access a comprehensive on-line source of best practice

Action 23 – Set up a management network to discuss hot topics and provide peer support (initially quarterly, held regionally and facilitated by senior HR).

Action 24 – Schedule regular HR drop in surgeries and policy sessions

Action 25 – the Executive takes collective ownership for prioritising and agreeing which senior leaders attend which external development programmes

### 5.5.3 Voluntary or Mandated programmes

There are pros and cons of mandating management and leadership development. Mandating sends a strong message of commitment, it ensures all have access to the development and creates a sound baseline of competence. Experienced attendees often value a refresh of their skills and can contribute by sharing their ideas with less experienced colleagues. However mandating courses it can cause some resentment from those who do not feel they need to attend and will increase cost if the whole population is required to attend every module.

Self nomination feels more in line with values of trust and personal responsibility and creates greater ownership, enabling people to prioritise depending on need. However if managers lack self awareness they may opt out from events they would benefit from attending. If attendance is to be agreed with their line manager it will require good feedback skills and occasionally a difficult conversation to ensure needs are honestly discussed. One option would be to use staff survey data or data generated from pulse surveys as a way of prioritising target audiences to attend.

Hywel Dda Health Board has recently introduced a 6 day management development programme which they have mandated for all new and existing managers. All new managers must attend and get a 'passport' within 6 months of taking up the role.

The Executive and 3<sup>rd</sup> Tier should be actively encouraged to participate in any proposed training modules and networks fora. It is likely that the programme will include handling difficult conversations, performance management new methods of selection all of which are applicable to managers at all levels of the organisation.

Action 26 – Consider mandating the leadership module and take a voluntary approach to the management essentials. This position will be refined once the final design of the programme is agreed.

Action 27- If a manager is underperforming/unhappy in their role then this must be still be addressed through performance management rather than relying on the development programme to be the solution

### 5.5.4 Internal or external delivery?

Public Health Wales does not have the internal capability or capacity to deliver a modular programme to the whole management and leadership population over a two to three year time frame. The proposal is to use external suppliers to design and delivery the programme and where appropriate bring in internal managers and subject matter experts.



The Executive and 3<sup>rd</sup> Tier were keen to identify ways in which they could best support the development of staff and it is anticipated that as management and leadership capability increases in time then there will be a greater use of internal managers as coaches and facilitators. Some senior managers commented that based on the staff survey feedback they and their colleagues had to reflect on whether they had (or were seen to have) the skills to support their staff in their development.

As the development programme rolls out it is hoped that good middle managers and subject matter experts increasingly will play a role in developing first line managers. Supporting in house programmes provides good development opportunities for staff, builds networks and helps knowledge transfer.

Action 28– The Executive need to agree the capability, capacity and role of 3<sup>rd</sup> Tier leaders in developing staff and set an appropriate objective.

## **5.6 Systems, processes and policies**

### **5.6.1 Involvement and support**

Many managers believe that better systems and processes would help them in their role. They cite the length of policy and process documents, the lack of flexibility and the time taken to follow each step of a policy as off-putting and unhelpful and often the reason why they don't act as quickly as they should particularly in dealing with poor performance.

There was little comment over the role of the manager versus the role of HR, but there was a desire for timely HR support and advice to help managers 'deal with tricky people situations'. HR has a key role to play in the ongoing development of managers so that they have the skills, confidence to act quickly, resolve issues informally and thus reduce the number of cases developing into difficult and time consuming scenarios.

Managers are hopeful that HR computer system improvements will provide easier access to robust management information on their teams; however managers will need to play their part in improving the consistency and timeliness of the source data.

Several managers asked whether or how they could be involved in work to simplify policies, believing that as users they had a valuable contribution to make.

### 5.6.2 Recruitment

One of the most frequently mentioned processes that exercised managers was recruitment with a number of comments about the complexity, bureaucracy and lack of responsiveness.

There is no consistent selection process for management and leadership positions. A number of recruiting managers said they were unsure how to 'test out' the leadership attributes or management skills of a role. Most selection events rely solely on a panel interview rather than best practice assessment centre techniques.

**Action 29 – Develop a consistent approach to selecting for management and leadership attributes (using assessment centre techniques)**

### 5.6.3 Planning

The recent delivery plan workshop has highlighted development needs in the whole issue of workforce planning, describing requirements and matching resources against delivery work plans. There are limited processes, tools or systems in place to help with this at the moment.

### 5.6.4 Succession

Succession planning is seen as patchy and whilst there is some evidence of local activity for specific roles, many thought there should be a better process and greater focus at the Executive level on leadership talent. The fact that recent Director and 3<sup>rd</sup> Tier appointments had been made from outside of both PHW and NHS Wales was raised by some as evidence that succession and development processes had failed.

However the view was that when recruiting to first line manager roles, Public Health Wales should increase the talent pipeline by not being constrained to looking within the organisation or within NHS Wales.

### 5.6.5 Appraisal

The staff survey results showed that only 53% of staff had had an appraisal and of those that had, a number had not found it a particularly helpful experience. There is now a Welsh Government target to achieve 85% participation and an interim workshop has been put in place to help both managers and staff get more benefit from the process.

An appraisal policy is currently being drafted which will reinforce that effective appraisal (or performance management ) is at the heart of the helping staff understand the strategy, know what is expected of them and how they fit in, getting feedback on how they are doing and agreeing learning and development opportunities.

As discussed in section 5.4.2 and action 12, a generic set of objectives for managers is proposed and the development programme will continue to offer practical help in conducting effective appraisals

#### 5.6.6 Performance and pay progression

There appears to be no link between the appraisal review, level of performance and the 'gateway' for incremental progression despite the fact the pay process makes it clear that progression should not be automatic. If managers are to be encouraged to address performance then it may be time to refresh and strengthen the link allowing for progression to be withheld if performance does not meet standards. This may not be universally popular and will give rise to some difficult conversations but it will signal organisation intent to take performance seriously.

Action 30 – As part of the Workforce and OD work plan, prioritise policies to refresh. Invite line managers to help in the work.

Action 31 - Include practical workshops on key policies such as discipline, appraisal and recruitment in the development programme

Action 32 – Develop a pragmatic succession planning process that increases the likelihood of producing credible successors for key public health positions with the NHS Wales system.

Action 33 – Complete the policy on Appraisal and introduce upward feedback to measure effectiveness. Consider linking the appraisal review to the pay 'gateway' process for incremental progression.

### 5.7 Team Climate and Ways of Working

Staff highlighted the need for a manager to build an effective team as well as being able to have good individual relationships. There were many comments about providing clear direction, treating each member of staff according to their needs and indeed dealing with underperformance. Earlier quotes in the culture section show the impact of a manager on team morale and engagement and further comments included:

- *"A good manager is someone who supports, thinks of the whole team before making a decision that only helps one"*
- *"I disagree that all the team should be treated the same – they should be treated fairly according to their individual needs"*

There is currently considerable debate amongst staff over the meanings of fairness, equity and treating everyone the same, with some thinking fairness means treating everyone the same regardless of the situation with others seeing fairness as taking individual needs and situations into account. There are plans to continue this organisation dialogue as part of the staff survey action plan.

Team building skills will be covered as part of the development programme. The Aston teambuilding framework and workbook have been used by a number of health boards and provides a straightforward approach and guidance to building a team along with measures of team climate.

Action 34 – As part of the staff survey action plan, create a dialogue in the organisation over the meaning of fairness and whether all people should be treated the same regardless of circumstance

Action 35 - integrate the Aston Team workbook into the managing and developing people module to help managers build effective team working

## 5.8 Task Design and Individual Needs

Some of the biggest frustrations raised by staff with regard to their manager are around their perceptions of unrealistic workload, insufficient time and resources to do the work to the standards they want and a feeling the work is not always valued.

Public Health staff tend to be driven by strong personal values, are passionate about what they do and are motivated by a value set to want to make a difference.

Research on wellbeing also shows that relationships with line managers and workload are two areas that can impact on resilience.

Action 36 – Ensure the management development programme covers the managers role in creating resilience as well as planning work, designing tasks that are doable, matching resources to priorities and having open and honest conversations with their teams to communicate and agree aspirations and expectations

## 5.9 Organisation Performance and Engagement

Taken together, these actions form the basis of a 3 year organisation development (OD) plan which should deliver and sustain a confident, capable and effective management and leadership population. It is more than a plan to just deliver training and development but it is important to point out that it does not include the specialist technical and professional skills required by the workforce nor does it take into the account additional workforce requirements that are emerging from the Our Space project, and the other delivery plans.

### 5.9.1 Aligning initiatives

There are a number of ongoing initiatives such as Improving Quality Together and the Corporate Health Standard which require all staff to play their part but rely on managers to take the lead. It is anticipated that the development programme will equip managers with the necessary skills to do this.

Many of the actions will fall into years two and three of the delivery plan although those that are around the principles and management framework and outline development programme need to be progressed this financial year in order to let a contract and get provision in place for 2014/2015.

Action 37 – Where possible requirements emerging from delivery plans and change projects should be integrated into the planned management and leadership development programme rather than create parallel work strands

### 5.9.2 Measuring benefits

The benefits of this proposed OD plan will be both qualitative and quantitative; however there may be some challenges in getting robust baseline data for certain measures.

The most obvious measures of improvement should be seen in an increased engagement and improved scores from the staff survey results particularly in the nine lowest ratings around senior management effectiveness and change management. Rather than rely on an annual measure we can develop short 'pulse' surveys to monitor progress on the aspects we hope to improve.

There is a view (in the literature) that people leave their managers rather than leave an organisation so attrition rates should be measured by team, division and for the organisation overall. Leaver interviews are valuable sources of information.

Good management practice is essential to addressing resilience and wellbeing so investment in management development should see absence levels (particularly those related to mental health and stress) decrease both in overall incidents and length of time of work (the trend is upwards in both public and private sector in terms of days lost). Public Health Wales will have a problem with base line data as the reasons for absence are currently poorly and inconsistently categorised and recorded.

Improved appraisal and performance management, clear objective setting and prompt action should reduce the number of costly and time consuming cases and the associated angst to all involved. It should be possible to calculate the number of management and HR hours spent in the last year on such activity as well as legal advice and cost in tribunals. However there is a caveat in that if managers are more confident in tackling situations there may be a short term rise in cases with people who perceive strong performance management as bullying. This will need careful metrics and monitoring and will clearly be part of the management development programme to help managers be firm but fair when handling difficult cases.

Improving the attraction and selection of managers as well as helping managers make better selection decisions can have significant cost benefits. The wrong decision can equate to the cost of 6 month's salary without taking into account the impact on morale and engagement of team members/colleagues as well as the potentially difficult conversation if parting company or stepping out of the role becomes the way forward.

The commitment to developing managers and leaders should form part of an attraction and recruitment strategy and should result in an ability to recruit high calibre managers.

Improved objective setting development planning should lead to better targeted and prioritised development. Investment in development should also see a greater number of credible successors to key role thus reducing the need for expensive external recruitment as well as increasing engagement as people see there are opportunities to progress. It is usual for an organisation to set an aim e.g. 80% internal recruitment against 20% external appointment for certain roles or levels.

It is best practice to build evaluation into the contract with any external provider of management and leadership development so that elements can be validated and evaluated over a period of time with more specific measures. 360 degree feedback can provide the individual and the organisation with progress measures on key skills and behaviours if it is done both before and after the programme.

Management and leadership development is known to increase business performance although this can be harder to quantify and baseline in a

public sector organisation. It will be important to work with the Directors to identify their existing business performance measures (including delivery to time, cost and quality) that can be tracked and correlated to managerial capability. The programme is likely to include business skills such as finance, planning and communication skills so it is important that the relevant Directors agree the content and set standards that they would expect to be achieved.

External recognition can also be valuable and longer term PHW may wish to consider entering successful development initiatives for awards such as the HPMA awards or HR excellence awards.

Action 38 – develop and agree a set of organisation improvement measures to evaluate the OD plan as well as specific success criteria to evaluate modules of the development programme. The Executive should agree baseline and target metrics. Areas for improvement will include:

- Increased engagement and improved scores from the staff survey results particularly in the nine lowest ratings around senior management effectiveness and change management.
- Achievement of the Corporate Health Standard (a number of the gold requirements could be met by delivering the OD plan particularly on values, appraisal, developing managers to develop resilience and wellbeing of staff and staff involvement in policy review)
- Reduced absence (both number of incidents and length of absence) due to stress
- Reduced attrition rates
- Poor management not cited as a reason for leaving
- Reduced costs and time spent on dealing with difficult cases (more will be resolved informally)
- Increased number of internal credible candidates for key posts
- Increased quality of external candidates attracted to PHW roles
- Reducing the costs created by wrong selection decisions
- Recognition for excellence in developing managers through external awards

Action 39 – Build the requirement for evaluation into the contract of the external provider

Action 40 – Develop a robust leavers survey to monitor and act on attrition

## 6 Definitions (draft)

“Not all leaders are managers but all managers must be leaders”

### 6.1 Managers

Managers translate the organisation's aims into actions and deliver outcomes through planning and organising the work of others. The main management functions are therefore:

- Planning – defining objectives and what needs to be done to achieve those objectives over a given timeframe
- Organising – determining what tasks are to be done, organising them into manageable activities and assigning resources
- Controlling – measuring performance and taking corrective action if necessary. Ensures delivery and that progress is in line with organisation objectives
- Leading – motivating and developing staff, contributing to organisation direction. An effective communicator both to staff, customers and senior managers.

Management tends to be more here and now and usually has line responsibility for a team although project managers have many of the same responsibilities including task management of staff but without line management responsibility.

There are a number of staff who have been delegated some supervisory responsibilities by their line manager however they are not fulfilling the full range of functions and should not be included in the management population (their line managers retains the accountability for the activity they have delegated). Often managers are delegating administrative tasks which would be better given to the business managers rather than technical staff. If this distinction is accepted it will reduce the number of people currently being identified on ESR as managers and supervisors.

### 6.2 Leaders

Leaders are harder to quantify as Public Health Wales is keen to embrace a distributed leadership model with all staff taking personal responsibility. Leadership is component of management so all managers from first line through to Executive Directors are leaders. There are also key technical roles and professional staff who have leadership roles (thought leaders, influencers, policy shapers, system leaders) and for the purposes of development should be considered as part of the leadership population.



Leadership tends to be more future focused functions and concerned with establishing the vision, deciding what needs to be done and developing the strategic plan. It involves aligning people, motivating and inspiring them, role modelling values and principles, acting as organisation ambassadors and tends to focus more on personal qualities than a generic skill set.

When it comes to development, managers will need to develop their leadership ability as well as having management and business skills whereas leaders may be in individual contributor roles and may not need to possess management skills but will have to have very sophisticated leadership and abilities as well as their specialist/professional knowledge and expertise and deep understanding of the public health system. Leaders often make a significant contribution to the wider organisation agenda such as people development through coaching and mentoring without the need to line manage. This should be encouraged and valued.

## **7 Management and Leadership Framework**

### **Personal Responsibility (leadership)**

- A positive role model, demonstrates commitment to PHW principles and leads by example
- Is visible and accessible
- Integrity – honesty, trustworthy and dependable – does what they say they will
- A proactive and positive advocate for PHW and public health both internally and externally
- Taking ownership for situations and will have the difficult conversations
- Courage, prepared to challenge those who compromise standards
- Will not compromise health and safety of self or others

### **Personal Effectiveness**

- Self aware, understand and manages the impact they have on others
- Flexes their style to create better interactions
- Manages personal resilience, create resilience and wellbeing for others
- Respectful and treats people with dignity
- Has self confidence – offers, invites and accepts and acts on feedback
- Shows resilience in overcoming complications and setbacks

### **Delivering Impact**

- Sets out the anticipated benefits of work plans
- Balances ambition and stretch with reality
- Describes how benefits will be realised, puts measures in place and actively monitors progress
- Sets and agrees clear priorities in line with organisation strategy
- Creates 'doable' work packages and matches resources to priorities
- Focuses on outcomes and not activity

### **Leading the Organisation**

- Contributes to creating a shared vision, owns and communicates the vision
- Sets clear direction, priorities and expectations
- Inspires and motivates people to feel positive about the way forward – highlights the benefits and addresses their concerns
- Gains commitment and overcomes resistance by involving people in the change process
- Encourages others to suggest improvements and helps them implement their ideas
- Influences thinking and change not just on PHW but across the public health system.

**Managing and Developing People**

- Helps people understand their priorities and how they contribution to wider goals
- Sets clear objectives and expectations and holds people to account
- Encourages self development and seeks to liberate people to do best job they can
- Gives honest and timely feedback, recognises success and addresses poor performance
- Identifies development needs and ensures people gain the skills and experience they need
- Supports development of staff across the organisation through coaching and mentoring and supporting corporate programmes

**Working Collaboratively**

- Creates an effective team through having a clear sense of purpose and shared goals
- Proactively seeks to share ideas, resources and expertise with other teams - values the contribution that others can make in achieving the goals of the team
- Builds and uses networks to help co produce and develop solutions
- Shares networks for with colleagues for the benefit of the wider organisation
- Sees the benefit in working collaboratively – considers how we can helps others achieve their agenda as well as how they can help us achieve ours
- Knows who the stakeholders are and how best to engage them

**Influence**

- Sees the situation from others perspectives and adapts what they say and how they say it
- Owns their points of view and is confident in stating their position
- Invites others contributions, listens and amends their position
- Uses passion and compelling language to help people engage and understand
- Uses powerful conversations to create a two way dialogue
- Confident in being an advocate of Public Health Wales and public health
- Uses credibility and expertise in their specialist field to gain influence for Public Health Wales

**Judgement**

- Sifts out the key themes and focuses on the important issues
- Balances the need for information with the need to make a decision
- Knows how to access relevant information
- Is comfortably managing with ambiguity and has the confidence to make well reasoned decisions that they can defend when challenged
- Uses judgement to focus on the purpose and essence of policy – confident in using management discretion
- Thinks longer term and looks for ways to help Public Health Wales achieve its vision

## 8 Draft Development Programme

### **Management and Leadership Essentials (priority for year one 2014/15)**

NB this design is a draft the format and content may be reorganised following discussions with the supplier(s) and the proposed project/steering group.

**Audience** – primarily first line and middle managers for all modules but personal leadership and leading the organisation are also aimed at leaders who are not line managers. 3<sup>rd</sup> Tier and Directors are encouraged to consolidate/refresh skills by attending. Aim is for all line managers and leaders to be confident and competent in all the attributes listed below

**Option** - Could start with 360 feedback or self/manager diagnostic to determine which modules to attend **or** could mandate leadership module and use the module to prioritise further modules

#### **Module 1 - Personal Leadership 3 days (externally delivered)**

- Will cover the key aspects of personal responsibility and personal effectiveness
- Overview of strategy and why management and leadership is important
- Includes an introduction to management and leadership framework
- Builds on 360 feedback collected in advance
- Self awareness and managing impact and style
- Living and role modelling the principles
- Developing personal resilience and supporting wellbeing and resilience in staff
- Authentic leadership
- Compelling communication
- Giving and receiving and acting on feedback
- Difficult conversations

#### **Module 2 – Managing the Business 2 days (should include some internal delivery depending on availability of resources)**

- Includes introduction to finance, budgets and planning
- Planning cycle, processes tools and techniques
- Delivering outcomes and impact
- Organising work and determining resources
- Measurement and benefits realisation
- Business cases for investment and disinvestment

**Module 3 – Managing people 3 days (external delivery with longer term aim for HR to support)**

- Includes essential of recruitment – overview of process, selection techniques and interviewing skills
- Appraisal (helping people see how they contribute, setting objectives, constructive feedback conversations, developing PDPs, end of year review and improving performance
- Handling absence and discipline
- Managing a flexible and/or workforce
- Building on staff survey results, creating an environment for other to succeed, inviting ideas and acting on them
- Building an effective team (Aston Model)

**Module 4 – Leading the organisation 2 days (external delivery supported by PHW leaders) OR may deliver as master classes rather a module**

- Collaboration - intra PHW team working and intra organisation working
- Building effective relationships
- Customer management and stakeholder engagement
- Understanding the system, systems leadership and systems thinking
- Advocacy and consultancy skills
- Introduction to transformational change and improvement

These modules should provide a solid grounding in management and leadership development. Whilst they will include practical sessions, the design is equip people with the essentials and rather than develop deep expertise in each area.

Where appropriate they may take a blended approach using e-learning (usually as pre-work).

Master classes and online resources and networks should support, help embed and further develop areas as required. For more experienced and senior managers, specialists and those who may be taking on change leadership/project roles, a range of master classes should be offered. Some of these may be available through Academi Wales (ongoing discussions)

## Ongoing Support

- The management of and administration of the management and leadership development portfolio will require additional/ongoing OD expertise (tbc depending on the agreed scope of the programme) Additional administrative support required is likely to be in the region of 0.5 wte. This could be a fixed term contract to be reviewed once the bulk of managers have been through the programme.
- Management handbook (internal resource – mainly HR but with line management engagement. Will require headcount from within HR and may be met through existing headcount)
- Management network – facilitated by senior HR and leaders with initial support from external supplier to set up learning communities
- Drop in surgeries and policy sessions – HR to plan and run sessions to support manager.
- On-line resource – Alchemy for Managers provides an excellent one stop shop for practical and well researched guides that are written by experts in the field and constantly updated with latest thinking and reference materials. Alchemy work with over 100 authors from both the academic and practitioner communities and they also provide weekly prompts, hints and nudges to keep management at the forefront of managers' minds.
- Aston Workbook

## Aspiring Managers Programme

2-3 days externally delivered with potential to move to some internal delivery over time. Priority to design and pilot year one and deliver year two.

There was a strong feeling that developing people before they take on the role was important. The programme can be designed to not only give people some awareness and basic skills and support but may also help people make a better informed choice about their desire and readiness to take on the role. Organisationally we should gain better workforce/succession information about the size and readiness of the talent pool as well as being able to plan and prioritise the numbers and types of future management development modules based on the need.

## Master classes

Priority for year one – some may be extensions of elements of the 'essential' programme so should have limited additional design costs

- Collaboration and working in partnership – co production.
- Influencing policy and decision makers
- Transformational Change
- Handling Difficult Conversations
- Coaching and mentoring skills
- Interview skills for non line managers
- Resilience and wellbeing – the managers role in creating the right climate

In addition as delivery plans are firmed up it may be necessary to design additional support for managers such as supporting managers to deliver Our Space which may require skills and decision, ensuring engagement, wellbeing communication and managing delivery through remote teams/home workers. Communicating and owning corporate messages.

## 3<sup>rd</sup> Tier

External specialists as required – 6 events per year. Priority for year one.

This needs further work with the Executive but the master class approach is the suggested way forward – where possible running sessions for the intact team so they learn together, share and support each other. This way the skills can be developed in the context of real business issues prioritised by the Executive.

- Planning – already held
- Communicating the strategy, living the principles – urgent priority for year 0



**Aspiring 3rd Tier/Senior staff**

Delivered with some external facilitation, some OD support and potentially by existing 3<sup>rd</sup> Tier and Executive Directors

Year two delivery 2015/16 with design and training of facilitators in year one 2014/15

This is about developing the next generation of organisation leaders and could take the form of a development centre designed to give people experience and feedback of 'a day in the life of'. The design would be to use typical PHW challenges and to observe delegates giving feedback on strengths and development needs using the management and leadership framework. It would culminate in a targeted development plan to help the delegate address needs and become a credible successor in 2-3 year time frame. This approach not only benefits the delegates but is also developmental for the observers and provides a good 'needs analysis' of emerging area of organisation strengths and development and helps prioritise future master classes.

## 9 Indicative Costs

For the purposes of budgeting and being able to start a tender process, some indicative costs have been calculated based on a number of assumptions:

- Average market day rates for design and delivery of management and leadership development
- 3 days design for each day of a module
- 12 people per event
- A population of 250
- All attend all 4 modules (thus each module runs 20 times)
- Personal leadership and Managing people have extra facilitators and possibly actors

This does not include residential costs – both personal leadership and managing people would benefit from one night residential between day two and day three to prepare for practical elements and indeed to build a management network and community. We would propose residential costs are picked up by departments.

Including all design and delivery, some on line toolkits and a number of master classes, the total investment will be in the region of £470k. To put this in perspective this is the equivalent of ½% of the total annual Public Health Budget and we would intend this to be spread across three years.

Realistically it will take 24 months for the whole population to attend the relevant modules and given that year one (2014/2015) will include the procurement of suppliers, design and piloting so courses, we envisage the programme starting in summer of 2014 with the bulk of the programme completed by December 2016. After this we will need to run a small number of modules for newly appointed managers.

- The programme will therefore require a recurring increase in the Workforce and OD budget of £130k starting in 2014/2015.
- An additional one off amount cost of £70k will be required in year two (2015/16)
- A reduced one off amount of £40k will be required in year three for phase two i.e. maintenance of the programme for new managers (2016/17)

Clearly we will look to ways to minimise cost without compromising quality or impact. Options for reducing costs include:

- Negotiate day rates down by offering contracts that commit to a number of courses and work with suppliers who offer public sector discounts (this can only happen post the tender process) - use some savings to cover venue costs such as Bute Park Education Centre at £100 per day
- Identifying what is in held in other budgets which could be corralled and centralised i.e. align resources to priorities
- Agree who exactly should attend (Directors and 3<sup>rd</sup> Tier and HR to identify the target manager and leader population)
- Agree which modules if any are mandatory
- Use internal delivery where possible
- Explore the availability, appropriateness and cost of e-learning modules (most applicable to managing the business)
- Access free/low cost elements from Academi Wales
- Reduce practical elements and focus on information giving (strongly not recommended as this will do little to address the confidence and practical skill of managers)
- Phase over a longer period – may be more realistic for a large management population but can we afford for managers to be without skills?

A further option would be to consider a novel approach to procurement and go to the market with a fixed budget and a list of requirements to find an organisation prepared to be innovative and creative in meeting our needs.

## 10 Next Steps

Following acceptance by the Executive, the next steps are:

- Start the tender process using the draft framework and development outlines as the basis
- Draw up a project plan for the management and leadership development. Put a governance framework in place with a steering group representing a cross section of managers and leaders and reporting to the strategic development group.

- Develop and implement a communications plan to inform staff of the outcomes of the needs analysis and keep them briefed on the project
- Once a supplier is in place and the design work starts it will include finalising the framework through the steering group and focus groups as required.
- Build the actions from this proposal into a Workforce and OD three year delivery plan as part of the overall business planning process.

## 11 Meetingsphere Questions

A structured online discussion through Meeting Sphere generated 239 contributions from staff and managers against a number of questions

- What does good management look like and feel like?
- What would help you decide if management is for you?
- What knowledge and skills would you value you in preparation for the role?
- For those who manage staff, what should the development programme include?
- For those who manage managers what should the development programme include?
- What are the things you wish you'd known or had a chance to practice before taking up a management role?