



**North East
Regional
Employers'
Organisation**

**Shaping The Future of HR
Thursday 22 November 2007
Mick Brodie,
Director
North East Regional Employers
Organisation**



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Leadership and Management Development - A Regional Approach

- **North East Excellent Manager Programme (NEEM)**
- **Regional Management Skills Audit**



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NEEM PROGRAMME

Funded by

- **Improvement Partnership for NE Local Government**

Phase 1

- **Initial Research undertaken by
Gatenby Sanderson to identify needs**

Emerging Themes:

- **Need to address key attitudes and behaviours which are
blocking achievement of real success.**



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NEEM PROGRAMME (Continued)

Need to create a suitable organisational climate to fully realise the benefits of management development

Clear mechanism for identifying 3rd + 4th tier managers

Need to address senior management development concurrently



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Gatenby Sanderson Recommendations

- **Consideration of 3rd and 4th tier development alongside senior leadership team development**
- **Appointment of a development advisor within each authority to ensure maximum impact and value for money.**
- **Engagement and learning events to share individual's learning and experience**



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Gatenby Sanderson Recommendations (Continued)

- **A Core skills programme with three key modules;**
 - **Impacting as an excellent manager**
 - **Getting the best from others**
 - **Achieving change**

- **All programme elements should address attitudes, behaviours and approaches.**

- **Individual skills programme should supplement the broader programme to address specific and priority skill areas, utilising creative and innovative ways of learning**



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Gatenby Sanderson Recommendations (Continued)

- Grouping authorities will minimise travel, build networks and smooth out the diversity amongst authorities**
- Creating a critical mass of change will be necessary to maximise impact of development**



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Phase 2

- CPCR OD advisers worked with all 25 Local Authorities and 4 F & R Services to broker participation**
- Help organisations to determine those participants who would add most value to the organisation through their involvement.**
- Also assist organisations to assess current organisational factors that would impact on the development and subsequent performance of managers at this level**



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Phase 3

- 400 Managers – 20 cohorts**
- Approximate cost - £500,000**
- 3 Part Programme**



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Part 1 – Preparation Event

Participants;

- **Receive an overview of the purpose of the NEEM programme including the role of the Improvement Partnership**
- **Receive a full description of the programme content and expectations**
- **Have an opportunity to meet people from their cohort and members at the facility team.**



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Part 1 – Preparation Event

Participants;

- Explore topics for a personal change project to be undertaken**
- Complete the Leadership effectiveness Analysis 360 Degree Leadership Behaviour Assessment**



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Part 2 – Change Project

- Participants are asked to undertake a small scale change project for the purpose of putting learning into practice.**
- Participants are expected to discuss with their manager a suitable project and to come to the first module prepared to begin work.**



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Part 3 – 3 x 2 Day Modules

Module 1 – Becoming an Excellent Manager

- **This module focuses on building self awareness and self management in order to achieve personal impact in the role.**
- **Participants;**
- **Receive 360 Degree feedback from the LEA assessment, including one to one coaching, to understand and incorporate the feedback into their learning plan.**



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Module 1 – Becoming an Excellent Manager

- **Examine personal development needs in relation to the North East Manager's competency framework.**
- **Identify a personal development plan.**
- **Develop a plan for a personal change project**
- **Create a personal support plan that might include coaching, mentoring, networking or action learning**



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Module 2 – Getting the best from others

This module focus' on developing skills to lead and manage people within the work environment, to build partnerships and to achieve a customer focus. It focuses on developing effective relationships and getting results. During this module participants;

- Consolidate the learning from project work and personal action plan activities**
- Discuss empowerment and the creation of empowering environments**



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Module 2 – Getting the best from others

- Enhance effectiveness of delegation by translating responsibilities into expected behaviours and outcomes.**
- Develop flexible communication styles linked to the Myers Briggs Type Indicator preferences of a wide range of people.**
- Develop skills in giving and receiving feedback.**
- Manage difficult messages and conversations in a way that is more likely to result in cooperation.**



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Module 2 – Getting the best from others

- **Discuss motivation and develop skills in gaining cooperation.**
- **Participants explore these skills in a variety of relationships including manager/staff , manager/director, manager/colleague and manager/customer**



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Module 3 – Achieving Change in a Political Environment

- **This module focus' on embracing and achieving change within local government reform. Tools for managing the more technical aspects of change are included as well as skills for supporting people through situational change. As a result of this module participants;**
- **Explore political awareness and the skills to be successful in a political environment.**
- **Examine power dynamics within organisations**



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Module 3 – Achieving Change in a Political Environment

- Gain a toolkit for managing people through change.**
- Achieve an understanding of the manager's current and emerging role in achieving organisational priorities.**
- Have developed a plan for continued self management development applying the learning from the programme.**



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Regional Management Skills Audit

- **Purpose to test the value of an 'on-line' approach and;**
- **Inform the structure of the NEEM programme.**
- **7 participating LA's aiming for around 950 assessments.**
- **Assessments to date - just under 500**



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The Management Skills Audit



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Employee Personal Data Entry

My Details | **Account Details** | **Team Positions** | **Job Roles**

This page displays your account details. Click the Edit button to update these details or change your password.

David Smith Edit

User Name: david.smith@jgp.co.uk
Full Name: David Smith
Email Address: david.smith@jgp.co.uk
Date Of Birth: 01 Jan 1900

Gender <input type="radio"/> Male <input type="radio"/> Female	Work Pattern <input type="radio"/> Full Time <input type="radio"/> Part Time <input type="radio"/> Flexible Hours <input type="radio"/> Term Time	Ethnicity <input type="radio"/> Other <input type="radio"/> Mixed <input type="radio"/> White <input type="radio"/> Chinese <input type="radio"/> Asian or Asian British <input type="radio"/> Black or Black British	Highest Qualification <input type="radio"/> NVQ's <input type="radio"/> HND/BTEC <input type="radio"/> Degree <input type="radio"/> Masters <input type="radio"/> Professional Qualification <input type="radio"/> Other
Salary Band <input type="radio"/> 10 - 15k <input type="radio"/> 15 - 20k <input type="radio"/> 20 - 25k <input type="radio"/> 25 - 30k <input type="radio"/> 30 - 35k <input type="radio"/> 35 - 40k <input type="radio"/> 40 - 50k <input type="radio"/> 50k & Above	Disability (DDA) <input type="radio"/> Not Disabled <input type="radio"/> Disabled	Employment Status <input type="radio"/> Permanent <input type="radio"/> Temporary <input type="radio"/> Agency	Learning Preferences <input type="checkbox"/> Workbook <input type="checkbox"/> Instructor Led <input type="checkbox"/> eLearning <input type="checkbox"/> Books Online <input type="checkbox"/> Hardcopy Books <input type="checkbox"/> Mentoring <input type="checkbox"/> Whitepapers/Resource Kits

The system has been used to collect demographic and personal data such as age, contract status and qualifications.

Collecting this type of information will support, amongst other things, succession planning, leadership development and risk analysis strategies.



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Employee Self-Assessment

Framework: Managers Framework	Skill level				
	Level 0	Level 1	Level 2	Level 3	Level 4
1. Personal Impact					
▶ 1.1 Self Awareness					
▶ 1.2 Self Management					
▶ 1.3 Motivation & Ability to Challenge Others					
▶ 1.4 Communication					
▶ 1.5 Role Modelling Equal Opps and Diversity					
▶ 1.6 Integrity					
▶ 1.7 Delegation					
▶ 1.8 Problem-solving and decision-making					
▶ 1.9 Continuous Professional Development					
2. Supporting and Developing Others					
▶ 2.1 Articulating the vision – making it real					
▶ 2.2 Monitoring & managing staff performance					
▶ 2.3 Managing diversity					
▶ 2.4 Leading teams					
▶ 2.5 Motivating teams and individuals					
▶ 2.6 Relationship management					
▶ 2.7 Focus on skills for the future					
▶ 2.8 Giving & Receiving feedback					

My Skills > **Managers Framework**

[1. Personal Impact](#) / **1.1 Self Awareness**

Description:

- Is aware of own beliefs and values
- Is aware of own emotions and behaviour and their impact on others
- Shows confidence in own ability
- Is flexible, adaptable & open to change
- Knows own strengths & weaknesses
- Seeks and responds to constructive feedback
- Acknowledges and learns from own mistakes
- Reflects on own behaviour and reviews performance

Assessment

Consider the Skill Levels below and then select the level that is most appropriate for you:

Previous Level	Current Level	Skill Details
	<input type="radio"/> Level 0	No evidence presented for the majority of skills or needs significant support and development in this area.
	<input type="radio"/> Level 1	Some skills displayed
	<input type="radio"/> Level 2	Has the majority of skills in this area
	<input checked="" type="radio"/> Level 3	Has all of the required skills in this competency area
	<input type="radio"/> Level 4	Exceeds the level of competency required in this area

The employee clicks on each skill, reads the detail and then chooses an appropriate level, leaving a supporting note if they wish.



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Manager Confirmation

Assessment

Previous Level	Current Level	Skill Details
	<input type="radio"/> Level 0	No evidence presented for the majority of skills or needs significant support and development in this area.
	<input type="radio"/> Level 1	Some skills displayed
	<input type="radio"/> Level 2	Has the majority of skills in this area
★	<input checked="" type="radio"/> Level 3	Has all of the required skills in this competency area
	<input type="radio"/> Level 4	Exceeds the level of competency required in this area

Additional information

Assessment Review

Reviewer comment: *The user will see this when they review this assessment*

Assessment status

- Assessed:** The skill has been assessed and is awaiting confirmation.
- Confirm:** You agree with the user's assessment of this skill.
- For Discussion:** You need to discuss some aspect of this skill with the user.

[< Back](#)

Each employee is assigned to their line manager who also logs into the system, views the assessment made, and confirms or queries the level.

This process has supported the 1:1 discussion and appraisal process.

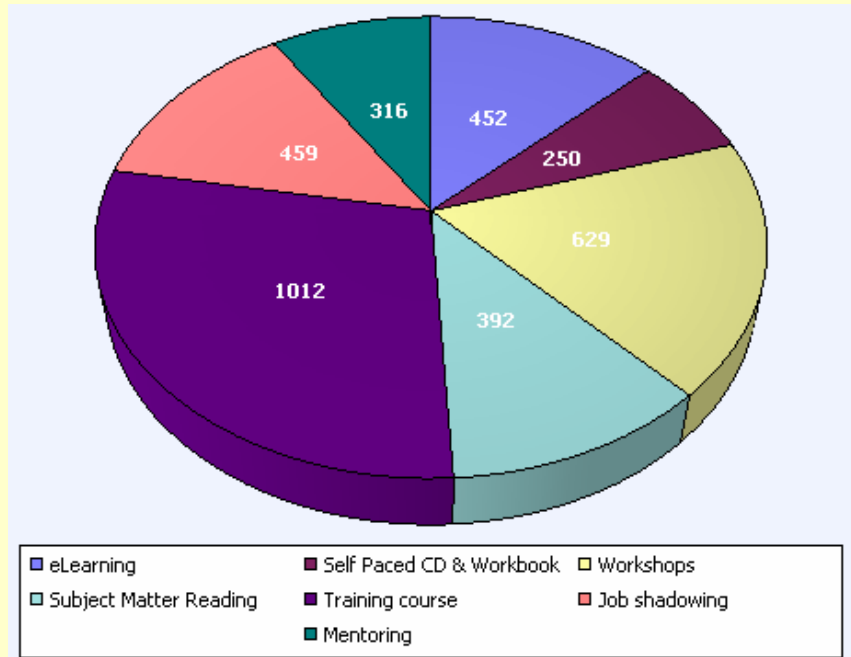
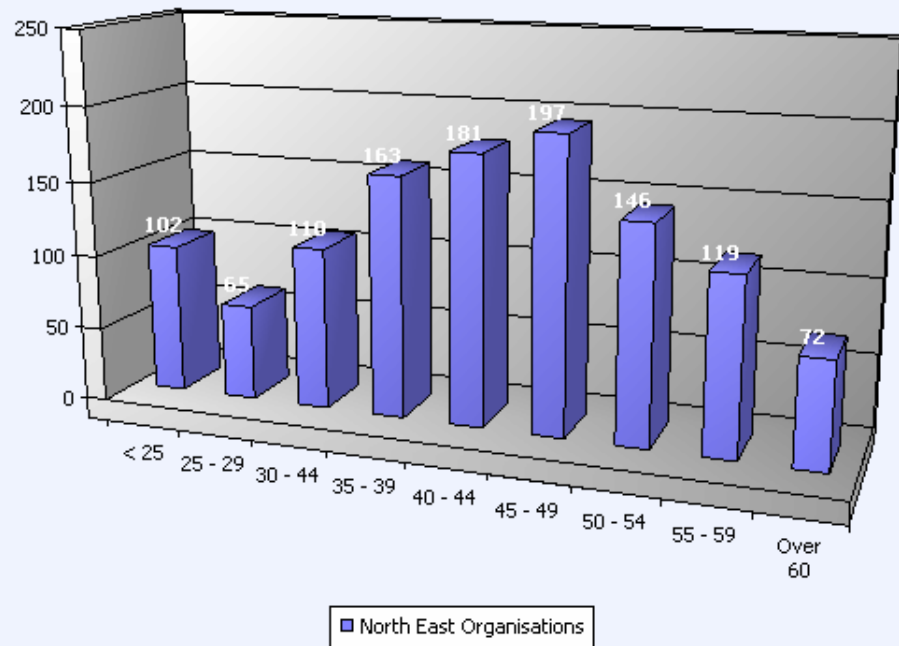


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Reporting



Simple demographic reporting provides analysis of age ranges, learning preferences, qualifications etc.



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Reporting

> 2.5 Motivating teams and individuals

< 25			1	5	2
25 - 29		4	5	2	
30 - 44		3	12	21	3
35 - 39		1	14	42	4
40 - 44			23	30	5
45 - 49		2	9	47	6
50 - 54		2	4	26	7
55 - 59		1	8	30	10
Over 60			4	10	1
Not Available					

Levels

- 0 - Level 0
- 1 - Level 1
- 2 - Level 2
- 3 - Level 3
- 4 - Level 4

What's the correlation between skills and capability in the various age ranges?

Do we have highly skilled people on temporary or interim contracts?

Can we identify mentors from ethnic backgrounds or within various age groups?

Do we need to develop the skills of our younger employees?



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Reporting

Framework: Managers Framework	Skill level				
	Level 0	Level 1	Level 2	Level 3	Level 4
1. Personal Impact					
▶ 1.1 Self Awareness		4	68	272	66
▶ 1.2 Self Management		5	81	245	69
▶ 1.3 Motivation & Ability to Challenge Others		16	87	238	55
▶ 1.4 Communication		4	92	229	67
▶ 1.5 Role Modelling Equal Opps and Diversity		1	28	272	97
▶ 1.6 Integrity		1	19	238	145
▶ 1.7 Delegation		11	136	222	23
▶ 1.8 Problem-solving and decision-making		5	76	244	73
▶ 1.9 Continuous Professional Development		9	95	235	55

This report highlights amongst other things:

- Training Needs
- Potential Mentors
- Job Role Skills Profiles

The dark green areas show the average skills level.



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Further Information

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