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To: Personnel Committee

Date: 17 September 2012

Subject: Kent Manager Standard

Classification: Unrestricted

SUMMARY: To provide an update on the changes to the Kent Manager Standard to be launched in September 2012.

1. Background

- 1.1 High performance in organisations is often reflected in the drive to continuously assess and develop staff. The Kent Manager Standard is the management standard for KCC and provides a robust assessment framework that sets out very clearly what KCC requires from its managers and what staff can expect from them. The Kent Manager Standard is funded from the centralised corporate training budget and has external accreditation.
- 1.2 In June 2012, Corporate Board re-affirmed its support of the Kent Manager Standard. However, engagement and progress has remained slow. The Standard was launched in September 2011 for all KR13 and above managers and KR9-12 managers became eligible in January 2012. To date, 10% of managers have started the programme which has a two year window to complete.
- 1.3 The Organisation Development Team has undertaken a 'Health Check' of the Kent Manager Standard which included views from a selection of managers using face to face interviews, a focus group meeting and a survey. The findings from this research and feedback from Members and Directors have been used to inform the improved development of the Kent Manager Standard.

2. Changes and priorities

- 2.1 Priority criteria have been identified for early completion according to levels of decision making accountability with 12 organisational criteria and 12 criteria linked to the level of accountability. On completion of the 24 criteria managers receive 'Approved Manager' status and will then continue to Accredited Manager status on completion of all the criteria.¹

¹ See Appendix A – Management Accountability Levels and Kent Manager Priorities Triangle

- 2.2 The criteria have been aligned to seven new management domains which meet the organisation's business needs as identified in Bold Steps for Kent. This has formed a framework for future management and leadership development within KCC.²
- 2.3 Further work is in progress to ensure that the assessment criteria are directly transferable to external professional capability frameworks and to facilitate the continuous professional development needs for managers linked to career and management accountability levels.
- 2.4 Supported development training has been reviewed to ensure that it fits the new management domains and supports the organisational priorities for managers in enhancing their capabilities.

3. Monitoring

- 3.1 Regular reports on the Kent Manager Standard progression will be produced by management group, grade and Directorate to monitor engagement levels. The quality and outcomes of training will be evaluated and feedback from managers will be used to assess the effectiveness of the Kent Manager Standard.
- 3.2 A number of system improvements have been identified to ensure Kent Manager is aligned to the HR Oracle system and the TCP process. In addition, system enhancements will allow managers to update evidence against the Standard as they move between management levels and as part of their Continuous Professional Development.
- 3.3 Evaluation of the Kent Manager Standard is critical and a new strategic framework has been established to ensure the delivery of outcomes and return on investment. The framework will also support the continuous improvement of the standard by identifying new and emerging cross-directorate priorities for inclusion in the Standard.

4. Communication

- 4.1 The 'refreshed' Kent Manager Standard is being launched in September emphasising the improvements and the importance of management engagement as KCC evolves within a dynamic and complex changing environment. Senior leaders within KCC will be sought out as champions for the seven management domains, to role model the Standard and ensure the Kent Manager continues to meet future business need.

5. Conclusion

- 5.1 The Kent Manager Standard has been refreshed to meet the challenges KCC face in the future by auditing and increasing the leadership capabilities for all managers. It has been aligned to seven management domains which meet business needs and differentiates between levels of management accountability. On going monitoring and evaluation will ensure the

² See Appendix B – Kent Manager New Domains

continuous improvement of the Standard in order to deliver leadership excellence at all levels of management.

6 Recommendation

- 6.1 Personnel Committee is invited to comment on the changes to the Kent Manager Standard highlighted in this report.

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