LEADERSHIP AND MANAGEMENT

Executive summary
1. At its meeting on 23 February, Leadership Group discussed a range of issues related to leadership and management capacity and capability in the Parliament. LG also met with leaders and managers from different levels and offices across the Parliament to hear their experiences and expectations. LG agreed to consider a detailed paper on how the issues discussed could be progressed.

Issues and Options
Organisational Values
2. LG agreed that organisational values should underpin how we behave as leaders and determine our expectations of other leaders and managers in the organisation. LG also noted that as a consequence of changes in working practices and processes, our agreed values had lost a degree of visibility and therefore relevance to managing our day-to-day activities. In order to address this, it was agreed that work would be carried out to revise and (if necessary) amend the current values and to develop and approach to instilling them in working practices across the organisation.

3. It is recommended that this work be conducted on the following lines:

Phase One - engagement
- Establish working group to consist of volunteers from a cross-section of offices and business areas;
- Run workshops gathering feedback on experiences (e.g. what it feels like to work here, how business is conducted, as opposed to what is done, etc.) and considering current values.

Phase Two - review
- Desk-based research of organisational values in external bodies;
- Workshops to review values and behaviours.

Phase Three - design
- Draft new or revised values for consideration by LG;
- Identify behaviours that (a) underpin and (b) fail to support those values;
- Develop a framework based on revised values and behaviours.

Phase Four – embed
- Workshops on supporting and challenging behaviours;
- Staff communications;
- Incorporation into working materials (induction documents, performance management framework etc).
4. The output of this work will be a highly visible, collective agreement on our organisational values. This will be underpinned by a full understanding of the behaviours and practices that demonstrate commitment to those values and an awareness of behaviours and practices that are likely to undermine them.

5. The aimed-for outcome will be an engaged and motivated workforce with a collective understanding of how best to deliver strategic and operational objectives.

6. Due to the highly collaborative nature of the work proposed, the research elements and the requirement to review and issue work-related materials, the timeframe for completion of the different phases set out above is expected to stretch into 2018.

Leadership Development Programme

7. At the 23 February discussion, LG agreed to undertake a development programme, which would allow members to improve individual and collective leadership and explore different leadership styles and how to support and develop staff outwith LG. A scoping exercise has been commenced to provide a development programme with the following aims:

- To support LG with applying and performing against agreed values and behaviours, both on an individual and collective basis;
- To create individual and collective Development Plans;
- To develop a leadership framework fit for a modern organisation; and
- To develop shared language around leadership and what it means to the staff of the organisation.

8. The programme is expected to begin next month and be completed by the summer. As stated, a procurement exercise has been commenced and returns are currently being evaluated. A programme provider will be appointed in the near future and preparatory work will be initiated immediately thereafter. That process will include a full briefing for LG members and a review by the facilitators of work already undertaken in relation to reviewing leadership and management practices through the OD programme.

9. Once the set-up phase is completed, more detailed work will take place in the May to July period. This is likely to consist of a mix of individual coaching sessions (2 per LG member) and workshops (up to 3), the latter of which will cover topics such as self as leader, team leadership and leadership and culture. More detail of course content will be provided once a provider is identified. As part of the process, the providers will take into account all of the review work which has taken place to date and provision will be made for the involvement of colleagues from outwith LG in our development.

Management Development – moving into BAU

10. In addition to developing our leadership capabilities at senior levels, preparatory work under the OD Programme has been carried out in relation to developing management capability at all levels in the Parliament. LG will be aware
that a number of development opportunities have already been made available and uptake to date has been extremely high.

11. The approach adopted has been one of progressive development. In practice this means that our programmes are designed to take staff through three levels in each relevant area:

- Starting out – learning the fundamentals
- Moving on - consolidating competence
- Building proficiency – reaching your full potential

12. In order to maximise the benefits from the programmes and allow staff to reach their potential, they have been designed on the basis of needs identified by staff and benchmarked against external professional competence. They are then being delivered against the following framework:

- My Induction – for all staff starting at the Parliament, moving role or returning after a period of time away;
- My SPCB essentials – key skills and knowledge development for all staff;
- My Development – open to all staff and focused on personal development;
- My Management Skills – for anyone managing staff;
- My Leadership – for those that enable improvement and development by contributing to the organisation’s strategy, vision and values;
- My Career – career development tools, resources and pathways for all staff at any stage in their career

13. Staff undertaking development in these areas will gain essential business skills and acquire the necessary knowledge and behaviours to carry out their roles and support staff in their teams to work to the best of their abilities. Development that managers should engage with has started to be rolled out. This includes courses such as: Manager as Developer; My Coaching and Mentoring Fundamentals, and My Project Management Fundamentals. Feedback has been overwhelmingly positive and staff have as asked for more opportunities to undertake these programmes to be provided and for an increased range of courses designed to develop management skills to be made available.

Leadership Academy Network – moving into BAU

14. LG will recall that the LAN was effectively mothballed pending consideration of our leadership and management capabilities. The work outlined above will allow the LAN to be re-launched with regular meetings focusing on facilitated networking and development opportunities, with themes identified by LAN members. While we will continue to engage with LAN members throughout the various initiatives outlined above, a formal re-launch will take place in the autumn.
Resource Implications

15. The work to develop a framework around organisational values will be carried out within existing staff resources. The Leadership Development programme will cost around £23,000 and at its next meeting, SRB will consider a bid for this to be met from contingency in the 2017-18 financial year. Development programmes delivered under the management development stream will consist of a mix of internal and external facilitation and collaborative initiatives and will be funded within existing learning and development and office budgets.

Dependencies

16. Of fundamental importance to the successful development of leadership and management capabilities is the commitment of Leadership Group. This will require an investment of time and a collective approach to championing positive behaviours, attending development programmes, agreeing office management development plans and, in some cases, new ways of working.

17. In addition, comprehensive, meaningful conversations with staff at all levels will be required in order to make the changes sought. This will place an onus on leaders and managers throughout the Parliament to act as role models in delivering positive change.

Governance issues

18. Leadership Group is responsible for developing the organisation in line with the Strategic Plan and a key part of this is the capacity and capability of the staff group. The work to develop our leadership and management resources was undertaken under the auspices of the Organisational Development Board which was established by and report to LG. Support with the initiatives set out above will be provided by staff in the Human Resources office.

Publication Scheme

19. This paper can be published.

Next steps

20. Should LG agree the recommendations in this paper, a working group on organisational values will be established to review our values and develop a framework designed to establish and embed positive behaviours based on those values throughout the organisation. In addition, preparations for a Leadership Development programme for LG members will be finalised and delivered in line with the timescales set out above.

Decision

21. LG is asked to consider and agree the initiatives set out above, note the areas which are moving to BAU and signal its commitment to developing and improving leadership and management in the organisation.

David McGill
March 2017