

**UNION MODERNISATION FUND –
ROUND 2**

**TRADE UNION : USDAW -
Developing competent and
confident managers**

Case Study written by : USDAW

NOVEMBER 2010

Developing Competent and Confident Managers

Executive Summary

Since 2006 Usdaw has undertaken two tranches of its modernisation strategy partially funded by the Union Modernisation Fund. The Union is substantially different with:

- a strategic planning process based on a balanced scorecard (unique in the trade union movement);
- performance measures across a range of metrics (and steady improvement in performance across virtually all measures);
- engagement of all staff in the new agenda including an all new Personal Performance and Development Review process;
- an embedded project management system unique to Usdaw
- much improved internal communications
- better developed managers and more contented staff
- better engagement of its volunteer activists

The UMF2 project to Develop Competent and Confident Managers has been an overwhelming success and the highlights of its achievements are:

- the introduction of a comprehensive management development programme for senior managers that entails:
 - bespoke competency frameworks for each individual
 - the introduction of 360° reporting

- individual development programmes
- new management training courses
- the publication and implementation of a new organising strategy aimed at extending our modernising agenda to how we manage our volunteer activists, including:
 - a new guide for Full Time Officers on how to “Manage Your Patch”
 - development reviews of all FTOs to ensure they have the competencies to deliver the new programme
 - training for the managers of FTOs

The UMF2 project has highlighted a number of areas of further work, which Usdaw is now engaged in undertaking. These include:

- Further embedding the Management Development Programme with senior managers
- Extending the principles of the programme to more junior managers
- Introducing a Developing Talent programme
- Review of current FTO induction training
- Review of FTO selection process
- Review of support provided to FTOs

Introduction

Usdaw's second project funded by the Union Modernisation Fund has focused on how the organisation can build on the work undertaken in the initial UMF project, which in Usdaw was referred to as the LEAP project.

The LEAP project gave Usdaw a sound footing to its modernisation agenda and introduced a range of new policies and procedures. These changes significantly changed the outlook and direction of the union and introduced the organisation to business methods and practices that were previously unheard of.

It was clear at the conclusion of the LEAP project that these new methods and practices needed to be backed up with an effective contribution from the senior

management team. Senior managers were willing proponents of the new agenda but did not necessarily have the skills and attributes necessary to oversee its effective implementation.

Usdaw's UMF2 project therefore focused on developing Competent and Confident Managers and it did so in two ways. Firstly, it looked at the competency of its senior management team and designed a programme to improve the ability of senior managers to manage the new, post-LEAP agenda.

Secondly, it sought to extend the principles of LEAP beyond the management team and beyond paid employees of the union. This meant looking at ways in which the Full Time Officers (Area Organisers) of Usdaw could "manage" their volunteer workforce of union representatives and activists.

Running the Project

The overall project was managed by John McGarry, Usdaw's Executive and Administration Officer whilst the project was overseen and guided by a steering group.

The project was broken down into 2 work streams:

1. Management Development
2. Managing Your Patch

Under the auspices of a Project Steering Group two separate Task Groups were established. Task Group 1 oversaw the project to develop the managerial ability of Usdaw's senior management team and Task Group 2 looked at how to extend the management model developed in our original UMF project to Area Organisers in how they manage their allocation of workplaces.

Task Group 1

It was clear that we didn't have the full range of skills and knowledge required for the work of this task group and it was decided to bring in external support. Following our successful collaboration on the initial UMF project, The Work Foundation were chosen as an ideal partner to advise on this project. The task group was made up of a range of senior managers from across the organisation.

As a consequence of initial feedback from The Work Foundation and feedback from our senior management team, we soon identified that meeting the original project outcomes would not deliver long term, enduring change in a manner appropriate for our organisation. Delivering the original project outcomes would have brought about some change and would have ensured that all managers were trained but there were

some important initial steps that needed to be taken. The Task Group also identified that a training approach that “sheep dipped” all managers with the same training would not be appropriate.

Instead, we adopted an approach that:

- Firstly, identified what we meant by a competent and confident manager
- Secondly, introduced a system by which development and training needs could be identified (gap analysis)
- Thirdly, adopted a holistic, developmental approach as to how these development needs could be addressed on an individual basis.

This marked a shift in culture in how we develop all staff that became much more focused on identifying development needs and then addressing these needs through a range of options; as opposed to our traditional way of working which was to identify generic training needs and then push people through training courses.

In more detail, the project took the following approach:

1. To develop a competency framework based around Job Specific Knowledge, Contextual Knowledge, Behaviours and Core Skills for the Usdaw senior management team.

This entailed a widespread consultation with the managers concerned and the staff they managed. Semi-structured interviews were held with managers and focus groups held with staff with the aim of establishing a broad consensus as to what good management in Usdaw looks like. The end result was the development of a competency framework for all senior managers.

This process also served to confirm which managers should be included in the scope of the project – Divisional Office Managers and all management grades from Deputy Divisional Officer and Deputy Departmental Head and above.

The consultation exercise also confirmed that it was possible to establish generic profiles for “core skills” and behaviours” – the standards expected of all managers at this level within Usdaw.

Whilst these two elements of the competency framework could be generic, individual profiles were necessary in terms of job specific knowledge and contextual knowledge. These were compiled for each specific role with all managers consulted on the final content and agreement reached.

The end result was a job specific management development toolkit which could be issued to each member of the senior management team.

2. To identify development needs of individuals based around the competency framework.

On the advice of The Work Foundation, it was decided to introduce a 360° reporting process in order to help inform discussions on development around the “behaviours” part of the competency framework. The process involved each manager being assessed on each of 20 behaviours contained in the competency framework by their line manager, their peers and their direct reports as well as by themselves.

This was carried out by a web based survey which was facilitated by The Work Foundation. In practical terms this helped ensure that the assessment happened but also helped assure staff and managers that the process was confidential and above board.

Following the 360° process, a development review meeting was held with each manager attended by their line manager and an external coach from the Work Foundation. All four quadrants of the competency framework were discussed at this review meeting, including the results of the 360° exercise. A development plan was produced at this meeting for the individual managers concerned.

Great care was taken during this whole exercise to ensure that all of the managers concerned were comfortable with the process and feedback handled sensitively. A number of managers reported on the importance of being able to discuss relatively quickly the findings of the 360° exercise with their line manager and a coach in order to clarify its significance.

The Work Foundation carried out a review of the management development review process. The Work Foundation found that:

“the constructive manner in which managers have engaged in the process has been both striking and hugely encouraging in terms of Usdaw towards the overall goal of improving leadership effectiveness.”

“the vast majority of development activities are of a behavioural nature,

specific to the individual, and can most effectively be fulfilled through ongoing coaching and feedback.”

3. To introduce developmental and training opportunities for managers.

As indicated in the comments of the Work Foundation above, to a large part, development needs were agreed in the review meetings with them becoming the responsibility of the line manager and reviewee. This has meant that development was more likely to take place away from formal training courses.

Analysis of the outcomes of the development activities did identify, however, a small number of areas where training courses would be suitable. Therefore, a suite of training courses was developed to address specific, common training needs and the first run of these courses was held in November 2009. The courses were:

- Coaching Skills for Managers
- Meeting Facilitation Skills
- Managing Performance
- Effective Contributions at Meetings

Work is now underway to redesign the training provided for new members of the senior management team and to revamp the induction programme for such managers.

Task Group 2

Task Group 2 was headed up by the Deputy General Secretary and contained Full Time Officials including Area Organisers, a Deputy Divisional Officer and a Divisional Officer. It was clear from the outset that any emergent documentation from this task group would have to have the widespread support of the Union's organising staff.

We set about a wide ranging consultation exercise to inform its work in producing a guide for Area Organisers on "Managing Your Patch". Task Group members were encouraged to discuss their work with their colleagues and once an outline of the likely guide had been produced a series of focus groups were held with Area Organisers to help inform its final shape.

The guide was published and launched at the Union's National Seminar which is attended by all of the organising staff. Our intention was to produce a guide that captured the best of what is already being done but also one that extended the Union's modernisation strategy into how individual Area Organisers managed their area of responsibility. It became clear that running training courses for all Area Organisers to attend on this subject potentially would be counter productive and instead a more line management led, development approach would be better.

Key Performance Indicators related to Managing Your Patch have been developed and a clear correlation between these KPIs and membership growth has been established.

These KPIs demonstrate that Area Organisers who encourage their reps to take part in stand down recruitment activity, identify new reps and reward their reps through nominating them for one of Usdaw's Organising Awards have the highest level of performance in terms of new members recruited

Once the guide had been produced and issued a development needs analysis exercise was held, which took the form of a structured discussion between the Divisional Officer and each individual Area Organiser based on the guide. Again, managers were encouraged to identify development needs rather than push Area Organisers towards training courses.

Training for line managers (Divisional Officers and their Deputies) was held on implementing the new guide. This training was delivered by The Work Foundation and subsequently reviewed by them by the way of a short web based, 100% of respondents agreed that the course had helped them to focus on what they needed to do to build individual performance.

The course was followed up with the publication of guides for managers on developing workplans for Area Organisers to further reinforce the principles behind "Managing Your Patch". These were utilised towards the end of 2009 and will be a permanent feature of the discussions between the Divisional Management Team and Area Organisers about the management of their area of responsibility.

Project Objectives

Original Objective	Results
<p>1. To conduct a Training and Development Needs Analysis of the Central Management Team (30 people) by March 2008.</p>	<p>By the conclusion of the project the following senior managers had been issued with a bespoke management development toolkit, participated in their 360° reporting exercise and received external coaching support during a management development review:</p> <ul style="list-style-type: none"> General Secretary Deputy General Secretary Executive and Administration Officer Central Treasurer 7 Divisional Officers 7 Deputy Divisional Officers 7 Divisional Office Managers 6 National Officers 8 Heads of Department 6 Deputy Heads of Department <p>The Union's existing Performance and Personnel Development Review process was modified for "in-scope" managers with effect from December 2009. This incorporated the new management competency framework introduced as part of the management development toolkit.</p>
<p>2. To develop and pilot, at minimum, 3 modules (Leadership and Strategic Planning, Managing Poor Performance and Managing Resources) to develop the skills and behaviours that will enable the Central Management Team to take delegated responsibility for people management processes; lead the planning and execution of strategic goals for their part of Usdaw; manage the performance of their staff –including dealing with challenging performance cases positively by October 2008.</p>	<p>The primary focus of the management development process has been to encourage managers to identify development needs, through external coaching, and to address these in discussion with their line manager.</p> <p>Each manager carried out a 360° analysis, which is described in more detail below. The results of this analysis were sent to each manager and followed up with a coaching session attended by their line manager and an external coach from The Work Foundation.</p> <p>An individual management development action plan was compiled for each senior manager.</p>
<p>3. To roll out the Central Management Team Training and Development programme to the remaining members of the Central Management Team using taught modules, 1:1 coaching and Action Learning techniques by March 2009.</p>	<p>The management development programme was evaluated independently by The Work Foundation who found that <i>"the process has been instrumental in opening up an ongoing dialogue about behavioural issues that previously had not been possible"</i>.</p>

	<p>A number of training needs were identified as a result of this work and the following training courses were developed and run in November 2009:</p> <table border="1" data-bbox="797 369 1328 711"> <thead> <tr> <th><i>Course</i></th> <th><i>Course run by</i></th> </tr> </thead> <tbody> <tr> <td>Coaching Skills for Managers</td> <td>Internal Usdaw Tutor</td> </tr> <tr> <td>Meeting Facilitation Skills</td> <td>Internal Usdaw Tutor</td> </tr> <tr> <td>Managing Performance</td> <td>External Consultant</td> </tr> <tr> <td>Effective Contributions at Meetings</td> <td>Internal Usdaw Tutor</td> </tr> </tbody> </table>	<i>Course</i>	<i>Course run by</i>	Coaching Skills for Managers	Internal Usdaw Tutor	Meeting Facilitation Skills	Internal Usdaw Tutor	Managing Performance	External Consultant	Effective Contributions at Meetings	Internal Usdaw Tutor
<i>Course</i>	<i>Course run by</i>										
Coaching Skills for Managers	Internal Usdaw Tutor										
Meeting Facilitation Skills	Internal Usdaw Tutor										
Managing Performance	External Consultant										
Effective Contributions at Meetings	Internal Usdaw Tutor										
<p>4. To conduct a Training and Development Needs Analysis of the Area Organisers with a view to developing them to take a managed view of their allocation guided by the Usdaw Balanced Scorecard: building teams of reps, clarifying organising expectations for reps and identifying development opportunities for them by March 2008.</p>	<p>All Area Organisers participated in a development needs analysis exercise in June/July 2009 carried out by their Divisional Officer and based around the "Managing Your Patch" guide.</p> <p>These development review meetings have been followed up by workplan setting meetings held in September/October 2009, which were assisted by the publication of a new guide for managers.</p>										
<p>5. To develop a Guide to the Management of Your Allocation for use by Area Organisers and to pilot the AO training with a group of 10 Area organisers by July 2008.</p>	<p>The Usdaw "Managing Your Patch" guide was published in January 2009 and briefed out to Area Organisers via our National Seminar held on 14/15 January 2009. This initial launch was followed up by briefings with Area Organisers by their Divisional Officer.</p>										
<p>6. To roll out the training to a further 40 AOs (10 per quarter) by the end of March 2009.</p>	<p>This has linked in with Usdaw's existing processes of reviewing the management of each Area Organiser's "patch" at their PPDR meetings and thrice yearly review meetings with their Deputy Divisional Officer.</p> <p>As indicated above, the focus has been on identifying development needs via line managers rather than pushing Area Organisers through a generic training programme.</p> <p>It became clear that training for line management would be more effective in ensuring that the tenets behind "Managing Your Patch" were delivered and with this in mind a two day training course was run by the Work Foundation for Divisional Officers and</p>										

	<p>their Deputies on managing the implementation of “Managing Your Patch”. The course was run twice and attended by all of the Union’s Divisional Officers and their Deputies (14 in total).</p>
--	--

Improving the Way we Work

The above details how Usdaw has met the project outcomes detailed in the original bid document. There have, of course, been wider benefits that have been felt across the organisation:

- we have shifted from a “training” culture to a “development” culture. We are now much more likely to think about the range of options available when it comes to individual and team development rather than thinking about what training course would be appropriate.
- we have established that our modernisation journey is a continual one and that progress will be incremental. In other words, that we cannot rest on our laurels thinking that the job is done. We know that there is more to be done – see “Future Strands” below.
- we understand better that good management is not just about managing the staff of the organisation but that it extends to our thousands of volunteers – and that the “first line managers” of these volunteers are our Area Organisers.
- we have continued to get better at managing our modernisation programme and making the most out of our strategic planning process, our balanced scorecard, Performance and Personal Development Reviews and Project Management. The UMF 2 project has also further cemented the interdependency of these various strands.

Future Strands

A number of areas of further work have been identified that will be developed:

Further embedding the Management Development Programme with senior managers	A number of initiatives are proposed, including: <ul style="list-style-type: none"> - further coaching support for senior managers - establishing 360° reporting as part of the annual PPDR cycle - reviewing the training opportunities available - running a further programme of the courses identified above - piloting “action learning” for Central office managers
Extending the principles of the programme to more junior managers	Senior managers have benefitted significantly from the Management Development Programme and it is intended to establish how such a programme can be applied to more junior managers.
Introducing a Developing Talent programme	Usdaw has established a Developing Talent task group which met for the first time in March 2010. This task group will be producing proposals for the Central Officers to consider in June 2010. It is intended to roll out a programme to develop talent within Usdaw as the year progresses.
Review current FTO induction training	The General Secretary has established a task group to review the current Area Organiser induction programme. This programme was introduced in 2005 and needs to be overhauled to reflect changes to the role but more importantly to ensure that it has Managing Your Patch at its heart.
Review FTO selection process	A further task group has been established to review the selection process for Area Organisers to take on board the change in direction heralded by Managing Your Patch.
Review support provided to FTOs	<p>Further work is underway to establish what support can be provided to Area Organisers as they implement Managing Your Patch. Work is already well advanced in the areas of dispute resolution and collective bargaining.</p> <p>Further analysis will be undertaken on the area of “managing” volunteers and how Usdaw can maximise the potential of this most important asset.</p>

For more information, contact:
Carl Parker
Carl.Parker@USDAW.ORG.UK

© Crown copyright 2010

You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/> or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or e-mail: psi@nationalarchives.gsi.gov.uk.

This publication is also available on our website at <http://www.bis.gov.uk>

Any enquiries regarding this publication should be sent to:

Department for Business, Innovation and Skills
1 Victoria Street
London SW1H 0ET
Tel: 020 7215 5000

If you require this publication in an alternative format, email enquiries@bis.gsi.gov.uk, or call 020 7215 5000.

URN 10/1286