# Manager Induction

## Guidance

This Manager Induction Guide is designed to:

- support early orientation for new MVDC managers
- signpost to key documents and systems

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# Contents

## Introduction

### Welcome

This guide has been developed to enable managers to feel effective and supported in their new role, with appropriate signposts for further information.

The Guide is intended to do two things:

- support your early orientation into your role, whether you are new to the organisation or have been promoted internally; and
- to act as a point of reference during your first few months, in conjunction with formal induction processes and training.

## Your First 100 Days

Planning the first period in your new role will help you to establish yourself in the role efficiently and effectively.  It will also accelerate your learning and orientation to Mole Valley District Council and help you to feel more control over your first priorities and to confirm where your focus and attention needs to be.

Planning, by nature, is an investment and one that should yield returns when done effectively.  It is recommended that you take the time to create a clear plan for yourself.  We recommend that this is shared with your line manager who will discuss needs, expectations and aspirations for your team with you during your first few weeks.  The following section gives some guidance on how you might approach your planning. This is not an exhaustive checklist of activities but is there to help you.

### Start early

You don't have to wait until your first day. Wherever possible your planning can begin before you even take up your new role.  Opportunities might include contacting your new line manager, coming to visit MVDC or doing some background reading.

If you are succeeding somebody into the role it is advisable to arrange some time to shadow or discuss their working arrangements before they move on.

### Orientate yourself

Get to know MVDC, its strategy, culture and values. Familiarise yourself with your work environment and observe how it feels and functions.

### Listen and understand

You will have a lot to learn in the first few months and one of the best ways to learn is to talk with people to understand their perspectives, priorities and issues, and their expectations of you.  Working with your manager, team and colleagues to identify who your key contacts should be will be an early priority.

People will need to feel comfortable enough to be open with you, so try to be aware of any cultural sensitivities and avoid drawing any hasty conclusions.

Spend time with your line manager, your team (collectively and individually), your peers and any other key stakeholders that are suggested to you.  Of course, this may also include people who are external to MVDC.

Your manager will provide you with a timetable of initial induction priorities prior to starting. This will include meetings to help you establish key contacts.

### Induction Buddy

Buddying is assigning a member of staff to act as a first point of contact for a new starter while they are settling into their role. As a manager it is important that you have a first point of contact to support you in the practical and people management aspects of your role that may be more suitably discussed with a management colleague in the first instance.

You manager will appoint a suitable Buddy to support you in these aspects during your first few months at MVDC.

## Plan, deliver and review

Having gained some understanding of the priorities and issues it is time to make a plan and document it. Don't think of this as a static document, but a live document that will evolve and can be adapted and supplemented as you learn more. Think about your plan in terms of short, medium and long-term actions.

Agree your priorities and objectives with your line manager. You will have regular 1:1 and probation meetings during your first few months to assist you with this process.

Set review points so that you can assess that your priorities and actions are the right ones and that you are on track. Deliver what you promise.

## Manage yourself

Take time to consider your approach and style, and to assess how you feel - what has gone well, and what hasn't gone so well.  Consider seeking early feedback from your line manager, team or colleagues about their perceptions. In this period, you should also begin to think about your own continuing personal and professional development.

## Tools to support early planning

The following are a few tools that you may find beneficial in supporting both your early planning, and more detailed strategic planning.  The tools can also be used to support your engagement with others, to enable a collective understanding of the current position and required goals and objectives.

### PEST Analysis

PEST analysis is a tool for understanding the political, economic, socio-cultural and technological context that an organisation operates in.  PEST factors can be classified as opportunities or threats in a SWOT analysis.

### SWOT Analysis

A SWOT analysis is a tool that helps in capturing and understanding the strengths, weaknesses, opportunities and threats of an organisation, department or project. Strengths and weaknesses are usually internal to the organisation, while opportunities and threats are usually external.

### Critical Success Factors (CSFs)

CSFs are the essential areas of activity that must be performed well if you are to achieve the vision, objectives or goals for your department.  CSFs create a common point of reference to help you direct and measure success, and to help everybody in the team to understand what their focus needs to be.

## Business Planning

Set the direction for your team and communicate your vision and priorities, as well as how you will move forward as a team.

The business plan for your department should:

- Align the goals of the department with larger organisational goals
- Clearly define the vision and objectives for the department.
- Enable clear communication to team members and other stakeholders.


## Mole Valley District Council Structure and Governance

As a manager in MVDC, you contribute to ensuring that the Council meets its governance and legal obligations.  The following section provides an overview of the Council's governance structure and signposts where you can find more information.

Information about the Councils Strategic Leadership Team can be found here.

The MVDC Senior and Business Manager Structure Chart can be found here.

**Mole Valley District Council (MVDC) operates a Cabinet model of governance, which currently consists of the Leader and Deputy Leader and eight lead members (also known as Cabinet Members), who have responsibility for various MVDC services. The Cabinet Structure is laid out here.**

The Cabinet makes decisions on services within MVDC's policies and budgets. The Cabinet must comprise the Leader of the Council, the Deputy Leader of the Council (who acts in the absence of the Leader) and no more than eight other councillors appointed to the Cabinet by the Leader.  In addition, the minimum number of members within which the Cabinet can function is three; a Leader, Deputy Leader and one other Member.

The Leader produces a Forward Plan for each year, which is updated on a monthly basis and covers a four-month period. Those decisions which are outside the terms of reference of the Cabinet are taken by the Council or one of the decision-making committees.

## Council Strategy (2019 – 2024)

The Council Strategy shapes the work of Mole Valley District Council and sets out its vision and priorities.

MVDC's vision and priorities are set out in the Council Strategy 2019-2024. The strategy was developed alongside the budget setting process in 2018-19. As part of the development the Council conducted a consultation to gain feedback on the draft strategy.  The Strategy was approved by Council in February 2019 and came into effect on 1 April 2019.  The Strategy was revised in September 2019 and the revisions were approved by Council in October 2019.

Our strategy includes five core values:

- We listen
- We respect
- We care
- We trust
- We lead

## Annual Plan

The Annual Plan sets out the key areas of work on which MVDC will have a particular focus over the financial year and demonstrates how it will deliver the commitments for each of the Council Strategy priorities. Progress made on these are reported in the Business and Budget monitoring reports to the Cabinet.


## Developing you as a Manager

Taking time to invest in your continuing professional and personal development will not only make you more effective in your role but will further develop your management and leadership skills.

### Mandatory training and skills development

When a new member of staff joins the organisation, at any level, there some mandatory training requirements to be undertaken within the first 3 months of employment.

In addition to these all staff training requirements it is strongly recommended that all managers attend the following courses:

- Either the new or refresher Managers Development Programme (MDP).

- Effective Recruitment and Selection (it is recommended that the 'Introduction to Unconscious Bias' e-learning is completed alongside to complement this course)

- Finance for non-Financial Managers

- Coaching Conversations for Managers

These courses are available to all MVDC managers and many of Surrey's local district and Borough Councils through a joint learning and development facility (Surrey Learn). It provides a unique opportunity to train and collaborate

with managers across Surrey while developing and refreshing key management skills. Discuss attendance with your manager early and there is often a waiting list for this programme.

## Management Training and Development

There a many general skills courses and development opportunities available to all staff. These are offered as a range of face to face (virtual) or e-learning courses and the style of delivery will depend on the skill requirement. You can browse the courses that are available through the Surrey Learn website.

Within the face to face and e-learning offering there are a range of management specific course available to you. You can review the available courses on the Surrey Learn website and discuss options with your manager as part of your 1:1s, probation discussion or Performance Development Reviews.

## Informal Development

As well as taking advantage of the many formal training opportunities that MVDC can provide and support, you should also think about how you might develop your skills through more informal development routes.  Consider including some of the following approaches in your development plan:

- On-the-job experiences that you can take advantage of;
- 'Stretch' activities or projects;
- Activities that maintain and develop your technical and professional skills;
- Building your professional network, internally and externally;
- Identifying a mentor or coach.

## Reflecting on your development

We learn much from our experiences.  Taking time to reflect on these experiences will enable you to maximise your learning.

Reflective practice is a skill that you will need to practice if you are new to it.  It requires you to critically evaluate what you did, why you did it, what you learned, and what, if anything, you would do differently next time.

You should capture your experiences as part of your reflective practice.  Additionally, talking about your experiences, for example with a mentor or coach, can also help to increase your learning.


## Management Responsibilities

As a manager you will be required not only to deliver your role objectives effectively but also to take responsibility for the effective management of your team/s.

While objective setting and work priorities will be discussed and agreed with your manager, there are several practical resources to support you in the day to day management of your staff.

MVDC continues to aspire to recruit the best people, people with passion, people who want to progress, and who will contribute positively towards the core values of the Council.

As a manager you are responsible for fully resourcing your team and managing your team throughout their employment at MVDC.  This includes:

- Recruiting staff consistent with MVDC's Recruitment and Selection processes
- Effectively and efficiently on-boarding and inducting new members of your team
- Effectively managing and supporting their progress through the effective use of Employment Policies and Learning and Development programmes.
- Managing the departure of employees from MVDC.

As a manager, you will also be responsible for ensuring through the Workforce Planning Process that you clearly identify the roles required in the future to support the departmental and organisational goals.

Recruitment

MVDC offers training on Effective Recruitment and Select (Surrey Learn course) that all recruiting managers must attend. The programme supports the organisation in maintaining its recruitment standards and ensuring the recruiters are adequately supported to undertake the role.

It is also advised that managers undertake the 'Unconscious bias' e-learning to support their recruitment training.

### Apprenticeships

An apprenticeship is a job with an accompanying skills development programme that can last between a minimum of 18 months to four years depending on the type and level of the programme.

MVDC is committed to supporting new apprenticeships as well as apprenticeships for learning development of existing staff.

As a manager, you are also encouraged to consider apprenticeships for both new and existing roles as they offer a unique way to 'grow your own' talent as on the job learning provides a real understanding of working at MVDC, combining practical skills with theoretical knowledge.

More information can be found here Apprenticeships

### Managing your team's performance

*People perform at their best when they understand what is expected of them, and when they are given open, honest and ongoing feedback that recognises their performance*

As a manager, you are responsible for having regular 121 meetings and regular and ongoing performance and development-based conversations with members of your team.

This includes:

- Setting objectives
- Making time for regular conversations
- Supporting employees perform at their best and to develop their careers
- Dealing with situation where performance falls below expectation

### Performance and Development Reviews (PDR)

The success of PDRs relies on both line managers and team members having high quality, professional conversations which support an individual's performance and development.

The conversations provide a real opportunity to both the manager and team member to discuss an individual's contribution, priorities and career goals.

Conversations should not be an isolated once-a-year formality, but rather a continuing conversation designed to provide clarity, purpose and support to individuals.

The Council has a comprehensive support package for both line managers and individuals that provides guidance and support for holding PDR discussions.

All PDRS must be completed by the end of March every year, with 6 monthly reviews held in September.

### When performance falls below expectations

There may be times when an individual's performance falls below expectations, this could be for many reasons, including insufficient training, work relationships and personal issues. It is important that you address performance concerns promptly and sensitively.

Whilst this might feel daunting, an annual PDR should never be the first discussion that has taken place about performance concerns. Regular 1:1s, and informal regular feedback in a timely and sensitive way are far more effective than storing up issues for a discussion potentially much later. If necessary, discussions regarding performance can be supported by the Councils Capability Policy and Guidance.

## Developing and Engaging your Team

As a manager you have an important role to play in the development of your team members and have the greatest influence on their engagement with the Council.

These strategies will enhance our relationship with the team members, their development in their current and future roles, and their performance.

### Identifying training and development needs

Formal development planning is normally (but not exclusive) addressed during the Performance and Development Review (PDR) process.

MVDC offers a comprehensive suite of development interventions to support the development needs of team members, which include both classroom and e-learning.   MVDC also offers several development opportunities that result in qualifications relevant to business need.

### On the job development

As well as formal development, well planned on-the-job development can be highly rewarding in developing an employee's skills in real situations and environments.

With appropriate feedback and reflection, these experiences can often be more effective than attendance on a formal training programme or can enhance learning from a formal programme.

The table below is designed to help prompt thinking about the types of on-the-job development that can be undertaken.

| Area for development | Possible solutions |
|---|---|
| **Access to best practice and expertise** | • Spend time with a recognised expert<br>• Job shadow a co-worker to learn new skills |
| **Building and managing relationships** | • Work with people from another team or department<br>• Work with people at different levels of seniority<br>• Work with difficult customers, external stakeholders or co-workers<br>• Be a mentor to another colleague or be mentored by another |
| **Expanding a role to support development into potential roles** | • Increase role responsibilities<br>• Fill in temporarily for a more senior member of staff<br>• Take part in a MVDC project<br>• Undertake a challenging project |
| **Developing confidence** | • Design and deliver a presentation to colleagues<br>• Lead the response to a crisis at work<br>• Make a decision outside of normal job scope or area of expertise |

### *Your role as manager is to lead and facilitate the effective engagement of your staff*

### Having coaching conversations

Coaching is unlocking a person's potential to maximise their own performance.  It is helping them to learn rather than teaching them.

Think about the type of conversations you have with your team members.  As a manager, there is always the temptation to try and help somebody by fixing the problem or directing them on what to do.

Coaching conversations are focussed on empowering individuals to take ownership and responsibility of an issue, and to work out how to solve it themselves.

*Your role is to guide them*

To further develop your skills in coaching, the Surrey Learn Manager Development Programme (both for new managers and experienced managers) covers Coaching as part of the curriculum. There are also specific Coaching courses for Managers available through Surrey Learn, see the Management section of the Surrey Learn website for further information and course bookings.

*A more effective intervention to develop an individual's confidence and capability*
*is to invest in coaching conversations*

## Your Legal Responsibilities

As a manager you have a very important contribution to make, not only in the day-to-day management of people and operations but also in the implementation of Council policies and procedures, and in ensuring that the Council complies with legal frameworks within which it operations.  The following section provides an overview of key pieces of legislation you should be aware of, and signposts were to find more information.

Of course, each department will have their own professional legislative requirements which you must also adhere to.

### Regulatory Frameworks

Like all organisations, the Council operates within a wide legal and regulatory environment.  This section highlights some key legislation that you should be aware of as a manager at MVDC. As part of your induction process you will be required to attend regular mandatory training in:

- Data Protection Essentials
- Diversity, Equality and Discrimination
- Introduction to Health & Safety
- Freedom of Information
- Safeguarding children, young people and adults
- Display Screen Equipment (DSE) Assessment for staff who use computers

### Employment Law

There are many areas of legislation that cover employment rights. These include legislation and guidance that cover:

- Legal requirements involved in recruitment and immigration checks
- The employment contract and terms and conditions of employment
- Rights during employment, such as holidays, working hours and pay; maternity and parental rights; discrimination; discipline, grievance and dismissal procedures
- Rights on termination of employment, including redundancy, and business transfers (TUPE).

MVDC's Employment Policies and Guidance underpin, and in some cases enhance, these legal requirements. Ensure that you familiarise yourself with the general principles of all of MVDC's HR Policies and where to find further information and guidance should you require.

### Resignation and Retirement

When you manage a team, you will inevitably deal with people leaving the Council.  The following guidance on leavers  describes how to manage resignations and retirements.

## Management Information Systems

### HR Business Systems

iTrent is the HR and Payroll system used by Mole Valley. There are different levels of system access dependent on your role. As an employee, iTrent Self Service enables you to access holiday, pay, expenses, personal details and other information relating to your employment with MVDC.

As a manager, in addition to your personal record, you will also have access to iTrent People Manager.  This iTrent system provides you with access to information about your team and enables you to authorise expenses and annual leave, input and monitor absence etc.

Guidance to using the People Manager and iTrent systems can be found here in the HR Business Systems page on Molly.

### Plans and Policies

A number of key documents are available on the Plans and Policies pages on Molly that outline the corporate and legislative requirements to:

Equality & Diversity

Health & Safety

General Data Protection Regulations (GDPR)

Procurement

Safeguarding

Further key information is available under the Your Mole Valley pages of Molly such as:

Customer Care guidance

Fraud, Whistleblowing, Bribery & Money Laundering

Staff Hub

Please ensure that you familiarise yourself with these pages and follow the necessary guidance contained.


## Financial Responsibilities and Guidance

E-series and Integra are the Councils financial systems for ordering, enquiries and budgets monitoring. Guidance on navigating and using the system can be found here.