

PROJECT NAME: Manager Development

Created: _____

Updated: _____

PLANNING TEAM

IMPLEMENTATION TEAM

PLANNING PROJECT LEAD: ABC Manager

IMPLEMENTATION PROJECT LEAD: TBD

PLANNING TEAM MEMBERS: XYZ staff

IMPLEMENTATION SPONSOR(s): TBD

PDQ staff

IMPLEMENTATION TEAM MEMBERS: TBD

PROBLEM / OPPORTUNITY

In order to be effective managers, people who manage others must not only be strong individual contributors but they must cultivate and practice great people management skills. Managers at ORG have the willingness to support and develop their teams, but they vary in their management skills. Many managers seek ongoing development of these skills. In particular, managers would benefit from learning more about how to help staff prioritize, how to coach towards goal achievement and towards learning and development, how to manage performance issues, and how to recognize progress and accomplishments. Additionally, staff at ORG are not aware of the breadth of professional development experiences (primarily on-the-job experience, supplemented by coaching and training). ORG needs to articulate the connection between day-to-day work and individual professional development and establish a career philosophy. Clarifying development in this way will help managers to better support their staff in accomplishing their work and staying engaged.

PERFORMANCE METRICS

Measure		FY15 (baseline)	FY16	FY18 Target	Notes
1	% of staff with individual development plans				
2	% of staff development goals reached				
3	Staff agreement with "My supervisor helps me to develop to my fullest potential."	ABC%	75%	80%	
4	Staff agreement with "Our organization clearly tells me what is expected in order for me to take on new roles and responsibilities."	XYC%	60%	75%	
5	Manager agreement with "Our organization clearly tells me what is expected in order for me to take on new roles and responsibilities."				
6	Manager agreement with "I feel well-supported to lead and manage my team."	None, to be added			

GOALS by FY18			OUTCOMES		
1	People managers will have the skills to provide effective coaching and feedback (incl. helping their direct reports prioritize), develop their direct reports and hold direct reports accountable.	IN SCOPE	Management that Matters training (Coaching for Goal Achievement, Development, and Recognition)		
2	People managers will manage time effectively, in meetings and overall.		Training on meeting management and time management		
3	Staff will understand how to gain professional development and will have clear development plans that are effectively implemented.		Individual development plans		
		OUT OF SCOPE			
RISKS		MITIGATION		BUDGET	
1	Not getting the buy-in needed.	Build in appropriate checks within and beyond the project team.		No \$ cost (beyond staff hours) unless outside expertise is engaged for training.	
2	Band-Aid Solutions without following through long-term with evaluation and updates as needed.	Ensure that manager development is part of a long-term strategy, not a one-time training.			
3	Lack capacity to manage this work and ensure completion.	Monitor workload and adjust milestones as appropriate, distribute responsibilities.			
4				Total	

MAJOR MILESTONES

#	Milestone	Category	Start Date	End Date	Leader	Team Member	Notes	Total Hours*
1	Research current and industry best practices on learning and manager development, identify desired outcomes and success measures, secure resources for training.	Research	Jun-15	Aug-15	TBD	TBD		5
2	Select management and leadership skill assessment tools to better understand management skills needed on an individual and group level.	Research	Jul-15	Sep-15	TBD	TBD		3
3	People managers complete skill assessment, beginning with leadership team members.	Research	Sep-15	Oct-15	TBD	TBD		1
4	Develop curriculum and delivery plan for training or select external trainers. Coaching topics may include: Setting and Prioritizing Goals, Manager as Coach, Raising the Bar on Performance, Coaching for Development, Employee Recognition, Creating Individual Development Plans. Other topics may include: time management and meeting management.	Training	Oct-15	Dec-15	TBD	TBD		80
5	Deliver training according to plan; collect feedback and revise throughout.	Training	Jan-16	Aug-16	TBD	TBD		25
6	Ensure that training is put into practice by using it in organizational work (e.g. apply the meeting management learning to meetings at ORG).	Training	Jan-16	Aug-16	TBD	TBD		20
7	Revise job descriptions of leadership team and managers to include human capital management. Align with work on job descriptions in Org Design work streams.	Job Descriptions	Jan-16	Feb-16	TBD	TBD		10

8	Set aside time at every other Leadership Team meeting for manager peer support (could include sharing a management challenge and discussing potential solutions as a group, sharing a management best practice, or other similar peer support discussions). Align with Leadership Team Effectiveness approaches.		Peer Coaching		Jan-16	Dec-18	TBD	TBD		9
9	Develop professional development philosophy/framework.		PD Framework		Jan-16	Mar-16	TBD	TBD		16
10	Draft and/or revise existing development process and tools (e.g. new Individual Development Plan and process) to promote individual development.		PD Process and Tools		Mar-16	May-16	TBD	TBD		30
11	Create a Manager's Toolkit that provides guidance on ways to develop staff.		PD Process and Tools		Mar-16	May-16	TBD	TBD		10
12	Validate development process and tools with staff: share it with a small group, conduct a practice session, collect feedback.		PD Process and Tools		May-16	Jun-16	TBD	TBD		8
13	Communicate new development process to staff. Explain pilot.		PD Process and Tools		Jun-16	Jun-16	TBD	TBD		5
14	Implement new development process and tools with a pilot group, i.e. each employee in group sets development goals with manager.		PD Process and Tools		Jul-16	Sep-16	TBD	TBD		8
15	Evaluate effectiveness of development process and plans by gathering feedback and tracking goal-setting and progress. Revise process before wider roll-out.		PD Process and Tools		Sep-16	Oct-16	TBD	TBD		10

16	Communicate new development process to staff. Explain roll-out.		PD Process and Tools		Jan-17	Feb-17	TBD	TBD		5
17	Select two internal leaders to be lead coaches (advisors to managers on people management). Teach lead coaches how to support managers effectively.		Lead Coaching		Jan-16	Mar-16	TBD	TBD		10
18	Lead coaches begin advising managers. This feature provides ongoing review, practice and knowledge retention to managers.		Lead Coaching		Apr-16	Dec-18	TBD	TBD	3 hours/month	100
19	Assess program against success measures, enhance as necessary.		Evaluation		Aug-16	Sep-16	TBD	TBD		8
20	Roll out new development process with all staff.		PD Process and Tools		Feb-17	Feb-17	TBD	TBD		8
21	Ensure that managers' development plans include growth areas in human capital management and the key non-HCM areas – their managers check in and support on progress.		Manager Expectations		Feb-17	Feb-17	TBD	TBD		5
22	Align development planning process with talent review to inform professional development needs.		PD Process and Tools		Feb-17	Feb-17	TBD	TBD		8
23	Evaluate lead coaches' effectiveness (consider external evaluator and related development – this does not negatively impact performance appraisal).		Evaluation		Jun-17	Jul-17	TBD	TBD		5
							*Unless otherwise indicated in the Notes section, the numbers in these cells reflect the estimated time required per person			