

IIP CORPORATE ASSESSMENT FEEDBACK (2006)
KEY AREAS FOR DEVELOPMENT

Area for Development	Possible Solutions	Action
<p>Management Effectiveness</p> <p>A very small percentage of people feel that significant improvements could be made in the way that they are managed and developed. In isolated areas there is a need to improve:</p> <ul style="list-style-type: none"> ▪ opportunities for consultation with people over issues that affect them ▪ recognition and appreciation of people's contributions ▪ opportunities for involvement in decision making ▪ opportunities for development 	<p>See below</p>	
<p>Management Capabilities</p> <p>No widespread understanding of the formal competency framework that managers are measured against.</p>	<p>Define and publicise management competencies and measure managers against them.</p> <p>Incorporate the management competencies in the Management Development Programme</p> <p>Use 360° appraisal to identify areas of development for managers</p>	<p>Competency review in progress</p> <p>MDP review in progress</p>
<p>Management Induction</p> <p>Introduce new managers to the management competency framework.</p>	<p>Develop the corporate induction to include a specific section for managers who are new to the organisation or new to management</p>	<p>Manager induction being developed – linked to MDP review & induction review</p>
<p>Management Development Programme</p> <p>Relevance of programme to individuals may vary depending on previous development activity and level of experience</p> <p>Some suggest accreditation with recognised qualification could raise profile/credibility of MDP</p>	<p>Consider 360° competency assessment to identify individual needs.</p> <p>Consider core/optional modules</p> <p>Consider accreditation of new programme.</p> <p>Offer NVQ Level 4 Management to previous participants.</p>	<p>MDP review in progress</p> <p>NVQ4 Management planned for Nov 06. programme)</p>

Appendix 2

Consultation with Representative Groups More consultation with Trade Unions as part of the business planning process.	Identify where (if appropriate) Trade Union representatives could be involved alongside other representative groups.	Refer to PPSU
Staff Survey Increasing the timescale for the completion of staff surveys may increase the level of feedback	Consider the timing (avoiding main holiday periods) and the timescales for completion for future surveys.	Refer to PPSU