

Transport for London
Learning & Development

Management and Professional Development



A Guide to Managing Essentials



MAYOR OF LONDON



**TRANSPORT
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EVERY JOURNEY MATTERS

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Welcome to Managing Essentials

Managing Essentials consists of Core, More and Chartered Manager levels. These will not only support all of our people managers to lead their teams effectively.

The 10 Core modules will help you lead your teams to the best of your ability by being fully up to date with people and business management processes and procedures.

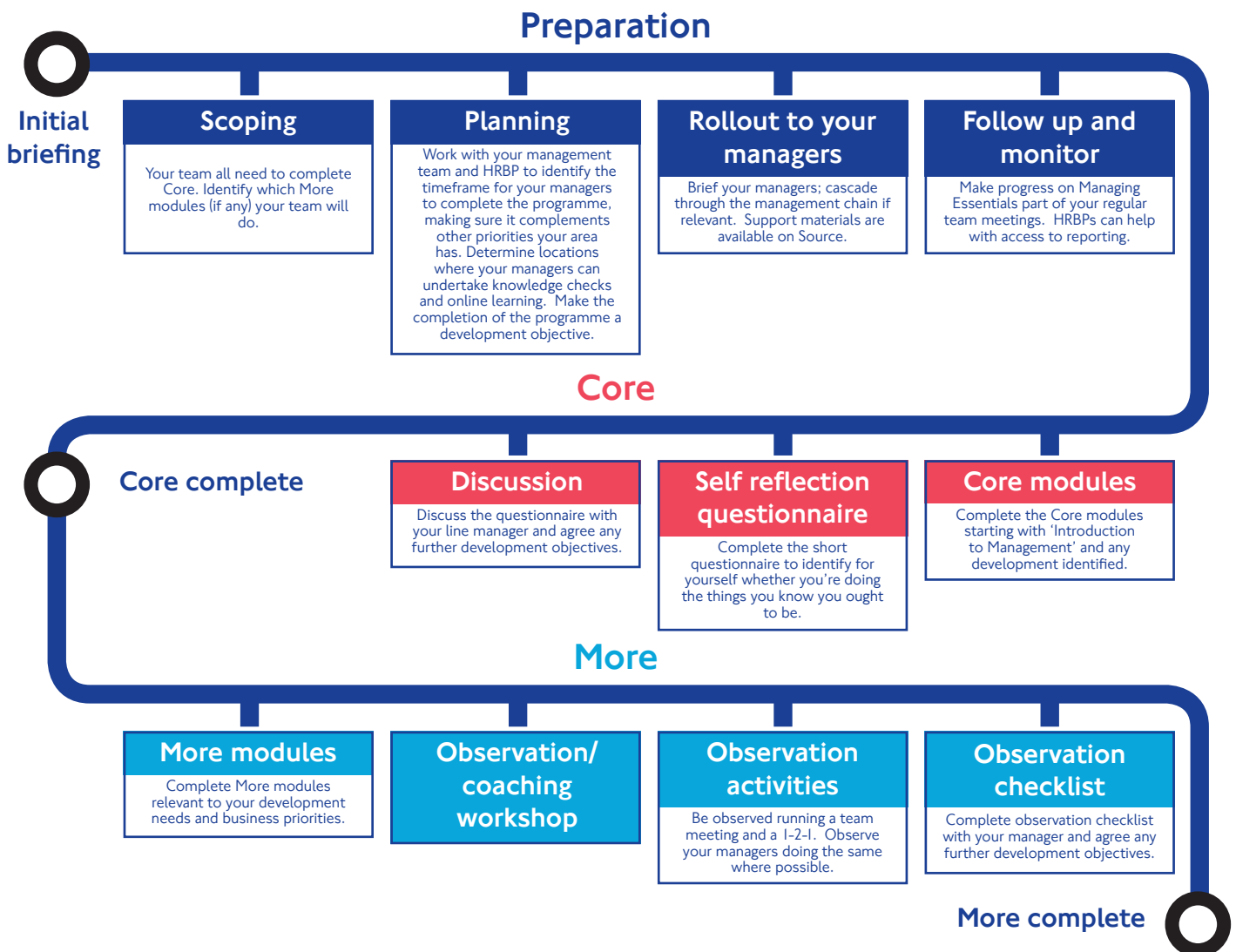
You'll find more information about Managing Essentials at <http://source.tfl/ManagingEssentials>



Managing Essentials Journey

This journey is provided to support senior managers in planning the delivery of Managing Essentials within their business area.

We spend a lot of time ensuring that we are able to do technical/operational roles, with Managing Essentials we will be able to match this by ensuring that our most valuable asset, our people, are well led.



Why Managing Essentials?

Our people are our most valuable asset and you, as a people manager, are a vital part of supporting them to succeed. We want to make sure that you have the knowledge, understanding and confidence to manage your team to the best of your ability. Effective people management is as fundamental to our success as technical and operational capability. Managing Essentials will help you to develop as a people manager.

Here's why good people management training is so important:

- It increases your ability to coach staff to improve their behaviours and performance
- It increases your confidence in managing your people related challenges, underperforming staff and applying policies related to attendance at work
- It increases manager recognition of positive contributions by team members
- It increases your confidence in managing grievances and disciplinary procedures

Managing Essentials will help us to:

- Improve the standard and consistency of people managers at all levels of our business
- Reduce staff complaints
- Retain our high performers through managing their development
- Increase our Total Engagement Index and impact our Customer satisfaction scores
- Ensure new and experienced managers understand the responsibilities and standards set by TfL

What does Managing Essentials consist of?

Managing Essentials includes two levels – Core and More Manager. All people managers are expected to complete the Core modules.



Core

This has 10 modules and a self reflection questionnaire to ensure you are putting into practice what you already know or have learnt.



More

This has further modules, which can be selected according to local priorities and personal development needs. Each Director may also choose to set certain More modules as essential within their business area.

There are also coaching/observation activities for you to complete.

Any learning activities you participate in will count towards your Continued Professional Development (CPD) hours which may be required if you are affiliated to a professional body.

What are modules?

A module includes a knowledge check, any supporting development and learning checks to complete your development on each element of Managing Essentials.

Knowledge check	<p>A series of short online questions to check your people management knowledge and understanding, and identify whether you have a development need.</p> <p>The check for each module should take no longer than 20 minutes.</p>
Development	<p>If you do require support in a particular module, online learning, research and reading, and classroom based courses are available.</p> <p>You will need to discuss the options to address your identified development needs with your manager and agree what is most appropriate.</p> <p>You only need to undertake additional development if you have a knowledge gap, or if your manager has identified that you have a development need through your Performance and Development review discussions.</p>
Learning check	<p>This is a series of short questions to check that any development you have completed has achieved its aim.</p> <p>The check for each module should take no longer than 20 minutes.</p>

Your HR record will be updated to reflect any knowledge checks and development you complete.

The Managing Essentials modules are available on ezone and can be found at <https://ezone.tfl.local> (if accessing them internally) or <https://tfl.kallidus.com/tfl> (if accessing them externally).

What are observation activities?

Observation activities are designed to help you review how well you are using your knowledge when managing your teams day to day. You will typically do these once you have completed all the modules in your selected level, such as the self reflection questionnaire within Core. Observation activities vary for each level, please see the relevant level for further information.

Your HR record will be updated to reflect completion of any observation activities you complete.



Core level

All our managers are expected to complete the Core level. Core modules are designed to ensure that you have the knowledge and skills to confidently manage your staff.

How long will it take?

The length of time taken to complete the Core level will depend on development needs you identify during knowledge checks. It could take from five hours to five days. If you are new to managing people or new to TfL you are likely to need a higher level of development and support.

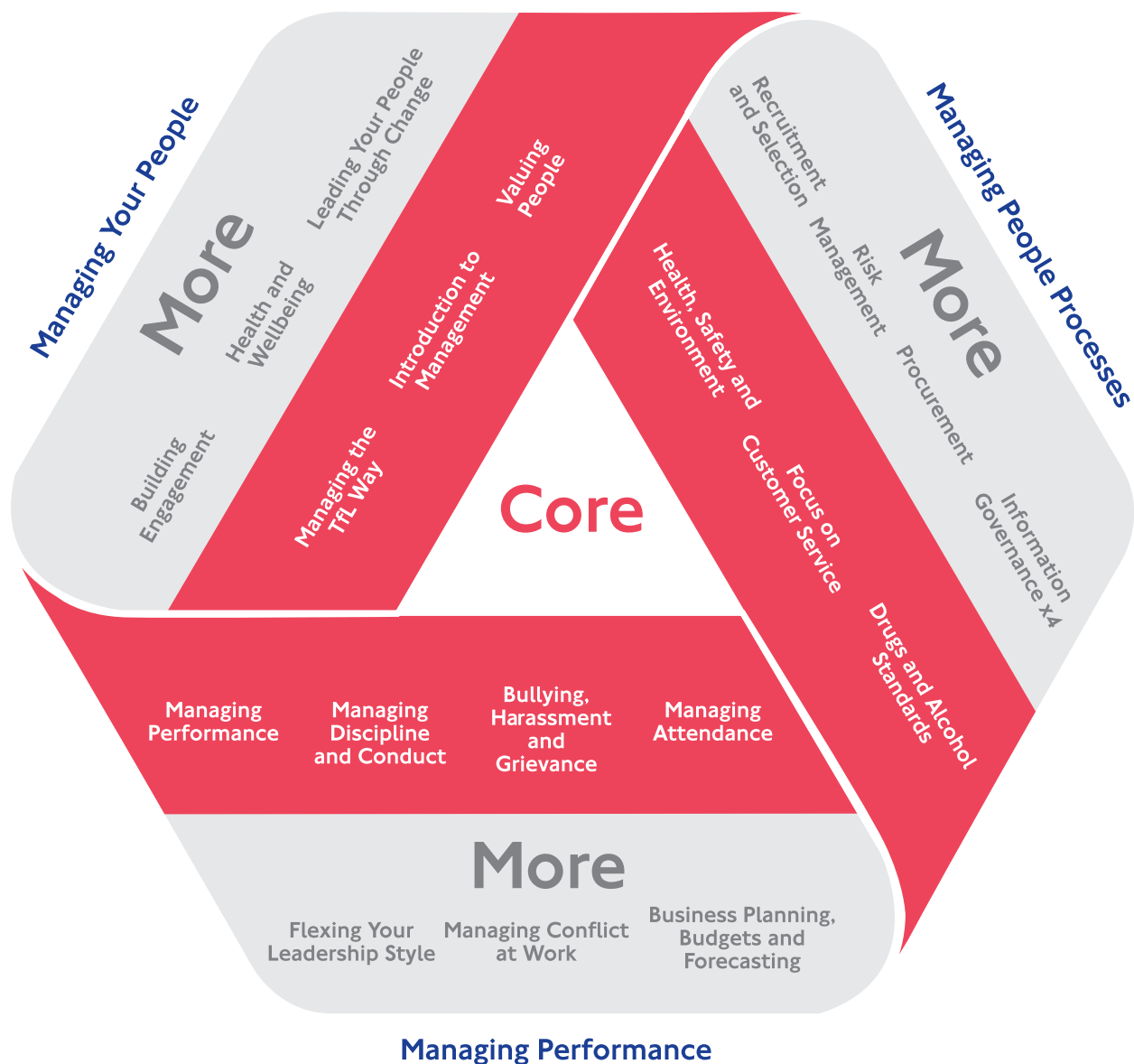
Further Information

Core modules and the self reflection questionnaire are available on ezone and can be found at <https://ezone.tfl.local> (if accessing them internally) or <https://tfl.kallidus.com/tfl> (if accessing them externally).

What is Core?

Core has 10 modules, a self reflection questionnaire and a conversation with your line manager in relation to any further development needs you may have.

The Core modules are:



All managers should start with an 'Managing the TfL Way' module.

More level

Why do the More level?

The More level is optional and will build upon the knowledge you developed during Core.

Modules in this level are selected based on your specific business priorities and personal development needs. If your manager has decided that your team will do More, you will first need to complete Core.

Observation activities

The observation activities within the More level are designed to be a constructive process where you are observed by your line manager running a team meeting and a 1-2-1. You can then work with your line manager to identify areas for your own improvement.

To make the most of the observation activities, make sure you have an opportunity, where possible, to be both the observing and observed manager.

To become an observing Manager you'll need to attend a workshop, which can be booked through the Managing Essentials Source page. The workshop will give you practical advice about what to look for during observation sessions, what advice you could offer, and how to ensure that the process is constructive and is seen to be positive.

How long will it take?

The amount of time will vary depending on the number of modules you undertake and the development needs you identify.

You should typically set aside a day to go through observation activities for each manager you observe.

Further information

To access the modules go to ezone at <https://ezone.tfl.local> (if accessing them internally) or <https://tfl.kallidus.com/tfl> (if accessing them externally).

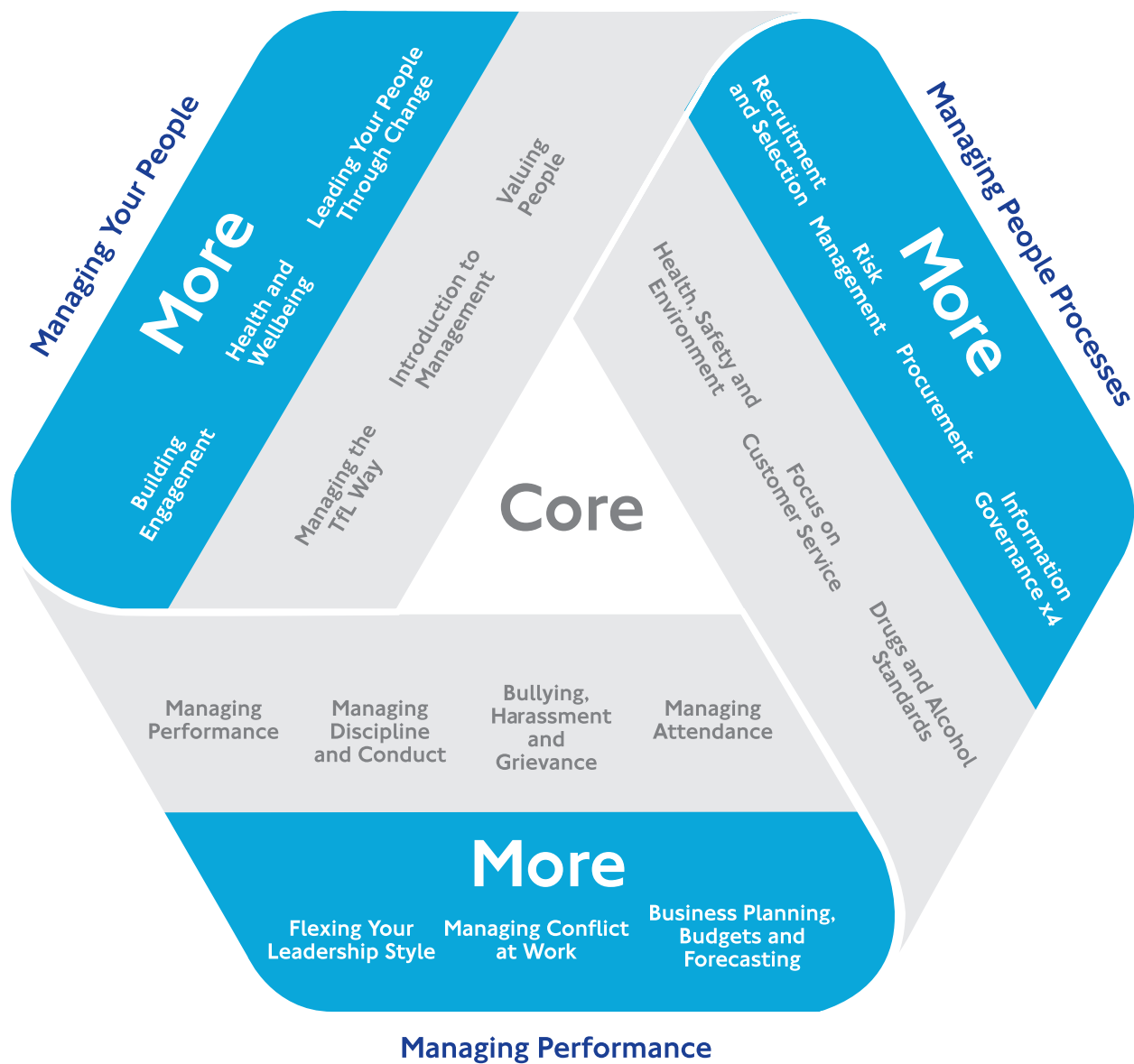
For any other information on More please visit our Source page at <http://source.tfl/ManagingEssentials>

What is More?

More has 13 modules, a half-day workshop on how to make the most from the observation/coaching activities and two observation activities.

You do not need to do all 13 modules. The modules you need to complete will depend on which part of TfL you work in, your local priorities and your personal development needs.

The More modules are:



All managers should complete the Core modules.

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