People Manager Fundamentals

Learning Guide

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About People Manager Fundamentals (PMF)

Introduction

Public sector leadership is underpinned by a solid foundation of great people management.

Effective people managers are vital for achieving positive workforce outcomes, and central to delivering services to the people of NSW.

People Manager Fundamentals is a self-directed online training program designed to build foundational capabilities for those new to people management or wanting a refresher.

The modules were developed with extensive input from people managers and agencies across the NSW public sector with the aim to deliver a high-quality learning experience.

By engaging with this training program, you'll be better equipped with the knowledge, skills and tools to be an effective people manager. Investing in your capability uplift will help to ensure you're driving positive outcomes for your team.

Getting started

Block out your diary to enable enough time to limit distractions and complete all components of the program. This is your dedicated learning time.

Set up a meeting with your manager to discuss what you'd like to achieve and how they might support you. Let your team know that you're completing this e-learning program. You are role modelling self-directed learning!

About the modules

Duration: 1-2 hours per module, plus activities and readings

Audience: People managers (clerk grades 9/10 to 11/12 or equivalent)

Delivery: Online

Module structure:

- Introductory 'engage' section with a video explores the relevant domain of the People Manager Frame

- Three microlessons cover concepts, practical tips and tools, and learning application activities

- 'Embed' section where participants identify actions to embed their learnings at work and reflect on their progress.

How to use this guide

As the PMF is a self-directed online training program, it is completely up to you when, at what pace and in which order, you would like to complete the modules.

We have two suggested learning pathways:

- o The **comprehensive pathway** covers one module per month, which helps you embed learning in the flow of work and gives you time to complete 'on-the-job' activities. (Recommended)
- o The **accelerated pathway** covers one module per week and is more suited to those wanting a refresher of key people management principles.

To help you decide which pathway to take, this learning guide includes an outline for each module.

Each outline includes:

- module content summary
- learning outcomes
- 'on-the-job' activities to help you put the learning into practice
- links to activity resources on the People Manager Hub.

Key to the outlines

- An **'a'** next to an activity indicates that it should be completed as part of the accelerated pathway. (You are encouraged to complete *all* activities as part of the comprehensive pathway.)
- An **'m'** next to an activity suggests that it should be completed at a particular milestone, or as an end-of-year activity.

Program format

- The introductory module "Importance of people management" introduces the people manager frame as the foundational model presenting the key role expectations and responsibilities of people managers.
- We recommend you complete the self-reflection activity twice - at the start of the program to create a baseline self-assessment of your people management strengths, and at the end to check your progress and guide your future development planning.
- The subsequent four modules within the PMF guide you through the four domains of the people manager frame in more depth, showing you how to apply your learnings in the workplace:

Recommended Learning Pathway – Comprehensive (5 months)

Alternative Learning Pathway – Accelerated (5 weeks)

Module elements

Reflection Journal

Each module includes a reflection journal to help you become a more active, aware and critical learner. Reflective practice, done by yourself and with others, will help you further improve your people management capability.

Before You Begin

Each module encourages you to check in with your manager to brainstorm ideas or ask for their support before you get started with the content.

Go Deeper

Each module contains a selection of additional resources for you to explore if you have an interest or need to deepen your learning.

Activities

Each module contains activities with guides and resources that support you to embed your learning at work. We strongly encourage you to complete these activities with your team (where appropriate). This will help you connect with the content and, even more importantly, demonstrate your commitment to learning with your team.

Program support

For any **technical issues** or other program support, please contact your HR / L&D team as a first point of call.

For questions and feedback regarding learning content, please email the Public Service Commission at capabilityframework@psc.nsw.gov.au.

Establish Purpose and Direction

About this module

Establishing purpose and direction is a key capability for people managers to ensure their team understands, and executes on, team and agency objectives.

This module equips people managers with the knowledge, skills and tools to translate strategy, set direction, and motivate their teams to execute, and ultimately to deliver greater public value.

By the end of this module, people managers will be able to:

- translate organisational strategy into an action focussed team purpose

- set direction and goals through collaborative team processes

- motivate and inspire the team to executive on their team strategy with purpose.

Activities and Resource Links

- Lead a discussion with your team to create a team purpose statement[a]
  - [Create a team purpose statement](#)

- Set SMART team goals and define measures [a]
  - [Lead a team meeting to set goals and define measures](#)

- Develop an action plan to execute team goals

- Track and communicate your team's progress against your goals

- Organise a team meeting to reflect on the achievements of your team. Select a format to suit your management style and team preferences: [m]
  - [Create a 'TA-DA list' with your team](#)
  - [Run an 'Appreciation Interview'](#)
  - [Hold a 'Reflection session'](#)

Plan and Organise Resources

About this module

The practical skills needed to plan and organise resources are essential for leaders at all levels in the NSW public sector. These skills are necessary to drive organisational productivity and performance.

This module is designed to equip people managers with the knowledge, skills and tools to plan work and enable their teams to deliver quality results.

By the end of this module, people managers will be able to:

- plan, resource and allocate work effectively and fairly across the team

- organise and enable the team in a way that supports achievement of goals

- actively monitor and prioritise the team's workplan to manage risk.

Activities and Resource Links

- Where does your team spend its time?
  - Work Plan tool
  - Urgent/Important Matrix

- Delegating effectively: bringing skill and will together [a]
  - Skill/Will Matrix

- Creating clarity on roles and responsibilities [a]
  - RACI Model

- How will you get the work done?
  - Run a brainstorming session with your team to plan how you will complete your work.
  - Record your thoughts in your Reflection Journal.

Manage and Develop People

About this module

Managing and developing people is a fundamental capability for people managers to ensure their staff are engaged, performing and growing.

This module is designed to equip people managers with the knowledge, skills and tools to establish a positive team culture, enable growth, develop their teams and manage underperformance. These capabilities form the foundation for delivering results and to ensure positive citizen outcomes.

By the end of this module, people managers will be able to:

- establish a positive team culture to deliver on agency purpose and goals

- enable growth and development of team members

- observe and address performance through constructive and empowering conversations.

Activities and Resource Links

- Have a coaching conversation [a]
  - [Coaching Conversations Practice Tool](#)

- Having a crucial conversation [a]
  - [Crucial Conversations Planning Tool](#)

Lead through Change

About this module

Leading through change is a fundamental capability for people managers to ensure their staff can respond to change in a way that ensures they are engaged, performing and growing.

This module is designed to equip people managers with knowledge, skills and tools that will help them cut through ambiguity to lead effectively through change in a way that brings their team along with them on the journey.

By the end of this module, people managers will be able to:

- prepare for, and manage, change with their team members and stakeholders

- communicate change effectively with your team members and stakeholders

- support others to engage with change in an effective way.

Activities and Resource Links

- Real world challenge: [m]
  - Complete a change impact assessment and develop a high-level plan for addressing barriers to successful change in your context.

- How to communicate effectively with your team and other stakeholders during a period of change [m]
  - The Case for Change Tool
  - Stakeholder Mapping Tool
  - Communication Plan

- How to support your team to engage with change [m]
  - Assess Your Team's Readiness Plan
  - Common Challenges "What If?"