

MANAGER ROLE PROFILE

Background

The original aim of the Manager Role Profile was to provide a simple framework which would supplement Job Descriptions, that could be used by managers on a day-to-day basis to understand what was expected of them. As part of the move towards the introduction of performance management, the Profile will also provide a basis for the evaluation of managerial performance through the Personal Review Scheme. This will allow more targeted management development in future and will permit the monitoring of managerial performance at an organisational level.

The Manager Role Profile was developed from information gathered from a series of focus group meetings of both managers and staff. During these meetings participants were invited to identify people they thought represented “excellence” in management, and what particular characteristics / activities made them such excellent managers. This was then combined with information about how staff felt they needed to be managed to produce high performance. This information was gathered from the Making Change Happen sessions which had involved all Centro staff.

The resulting activities and characteristics were then mapped against the 12 MAP (Managerial Assessment of Proficiency) Benchmark which provides the basis for the Centro – WMPTA Management Development Programme.

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MANAGING YOUR JOB	
How you get things done either directly or through effective delegation is a key skill for a manager	
MAP	HOW YOU FULFIL IT
Time Management / Prioritising	<p>You manage projects and risks delegating upwards as well as downwards to make sure that projects / objectives / tasks are delivered on time and to cost / quality criteria.</p> <p>You have a flexible approach and help staff balance conflicting priorities to make sure that targets are met.</p> <p>You stand up for the department, the team members and the team objectives.</p>
Setting Goals and Standards	<p>You set the vision and direction for the team (whether strategic, or operational).</p> <p>You help staff to translate policies and business plans into workable, easily understood team / individual objectives, delegating and allocating tasks through the Personal Review Scheme, to achieve the best results for the organisation.</p> <p>You keep in mind the longer-term objectives for the organisation and not just short-term, immediate or departmental ones.</p> <p>You continually look for ways to improve performance, for yourself, your team and Centro - WMPTA as a whole.</p>
Planning and Scheduling Work	<p>You look ahead and move the team forward in line with the PTA / Centro - WMPTA agenda.</p> <p>You can plan and project manage effectively, and delegate in a way that enables the person to be successful in the task.</p> <p>You arrange regular planning days for your team and empower team members by encouraging continuous development and inclusion in decision making and planning processes.</p> <p>You balance time spent in meetings /the office to ensure that you are available to your team.</p>
RELATING TO OTHERS	
Dealing with others effectively and collecting unbiased information can help achieve business objectives	
MAP	HOW YOU FULFIL IT
Listening and Organising	<p>You actively listen to others, being careful to hear to what is said / not said, and respond honestly in a persuasive but unthreatening way.</p> <p>You are able to read situations and people accurately and actively encourage staff to talk with you.</p> <p>You use your personal credibility and understanding of industry, commercial aims and agendas to build effective partnerships based on trust and respect.</p>
Giving Clear Information	<p>You share information, ensuring that team members understand current priorities and the rationale behind them, and you explain the team's purpose and its effect on others.</p> <p>You use a range of communication methods and hold regular team briefings, one-to-one discussions etc.</p> <p>You communicate in such a way that your audience can quickly grasp the pertinent issues, facts etc and assimilate them, and you check to ensure that you have been understood.</p> <p>You communicate effectively in written and spoken forms.</p>
Getting Unbiased Information	<p>You are fair, objective, honest and open when dealing with others, and manage relationships effectively using understanding and humour.</p> <p>You treat all contacts (both internal and external) with dignity and respect, treating them as individuals, and show tact and diplomacy in your dealing with others.</p> <p>You build and maintain mutual respect, trust and open communication within your team and across departments.</p> <p>You influence with integrity, and aim to lead by example, 'walking the floor'.</p> <p>You show confidence and have a friendly and informal approach when dealing with others.</p>
BUILDING THE TEAM	
Creating an effective team is the key to achieving business objectives efficiently	
MAP	HOW YOU FULFIL IT
Training, Coaching and Delegating	<p>You show honesty, humour, enthusiasm, optimism and energy when relating to others and are genuinely concerned for all.</p> <p>You motivate the team and the individuals within it effectively.</p> <p>You promote an environment that encourages staff development, by identifying strengths and development needs to meet objectives through regular PRS sessions / one-to-one sessions.</p> <p>You ensure all staff receive appropriate induction and on-going training and include team-building activities and a team-oriented approach into regular work programmes.</p> <p>You coach and mentor team members to help them to develop, demonstrating how to do things, encouraging them to be innovative, maintaining a positive approach to business improvement.</p> <p>You delegate effectively, allocating tasks to achieve the best results for the organisation whilst ensuring that they allow staff to extend and develop their skills and expertise.</p> <p>You operate within Centro - WMPTA Policies and Procedures, ensuring that your team has the appropriate level of understanding for their role and responsibilities.</p>

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Appraising People and Performance	<p>You carry out Personal Review Scheme sessions in line with Centro - WMPTA's policy and procedure.</p> <p>You develop mutually trusting, long-term, personal relationships with others, recognising their contributions as well as their issues on a daily basis.</p> <p>You help others to recognise when there is a need for change and keep them focussed and together during change.</p> <p>You provide timely and specific feedback on performance, focussing on behaviours rather than personality traits.</p> <p>You show confidence in the abilities of your team and others with whom you come into contact, and allow individuals to be acknowledged for good ideas.</p> <p>You help managers and staff to develop a sense of independence rather than dependence.</p> <p>You give credit where it is due, reward effort and success appropriately, and recognise achievements and progress on the part of team members.</p> <p>You encourage others to show initiative, be creative and get involved.</p>
Disciplining and Counselling	<p>You discuss sensitive issues privately, not in an open forum.</p> <p>You provide timely feedback to staff, and actively manage staff performance.</p> <p>You deal effectively with conflicts within the team, sorting out issues before they become a problem, adapting your style to the needs of the individual or situation.</p> <p>You help team members on a one-to-one basis with personal difficulties.</p>
<p>THINKING CLEARLY</p> <p>The ability to think clearly and accurately analyse / interpret information is crucial in making the right decisions and achieving objectives</p>	
MAP	HOW YOU FULFIL IT
Identifying and Solving Problems	<p>You use creative tools and techniques to ensure that you identify the root cause of problems not just the symptoms.</p> <p>You test a range of options / solutions to ensure that you select the one that brings the most benefit / least risk to the organisation.</p> <p>You consider the wider implications of any solutions, ensuring that they are not likely to have a negative impact on other areas.</p> <p>You are proactive about business improvement, looking for better ways of doing things, building regular reviews into projects etc and sharing any lessons learnt / best practice with other areas of the organisation.</p>
Making Decisions and Weighing Risk	<p>You ensure that short-term decisions taken within the team, department or directorate do not hamper the delivery of strategic objectives or the delivery of others' objectives.</p> <p>You actively participate in interview/selection process for new starters.</p> <p>You keep up to date with the technical/market/commercial knowledge for your role, whilst not necessarily being an expert, so that you are able to make decisions from a position of knowledge.</p> <p>You document processes and procedures and ensure that these are shared for the benefit of the team / organisation.</p> <p>You monitor and control your budgets in accordance with organisational procedures.</p> <p>You carry out regular Health & Safety Risk Assessments etc to ensure that all your staff are working in a safe and secure environment.</p>
Thinking Clearly and Analytically	<p>You absorb/analyse information quickly and translate it into terms others can understand and act on.</p> <p>You use open questions in a supportive manner to ensure that you do not accept assumptions or personal interpretations as "fact".</p> <p>You collect information from a wide range of sources so that you have the widest possible understanding of the topic and are able to check for misinterpretation or faulty thinking.</p>
<p>PERSONAL QUALITIES</p> <p>How you are and what you stand for has a significant effect on those who work with you</p>	
<p>You are passionate about the work of your department and you share your enthusiasm in improving public transport.</p> <p>You make things happen.</p> <p>You are prepared to learn and consider other people's points of view.</p> <p>You role model the importance of continuous personal development.</p> <p>You take an ethical stance on all work issues and show respect for others.</p> <p>You are effective and realistic in managing self, resources and time.</p> <p>You have a sense of humour, and a positive 'can-do' attitude, and you use this to manage relationships effectively.</p> <p>You stay focussed and calm under pressure and recover quickly from setbacks and move forward.</p> <p>You are committed to doing things right.</p> <p>You set an example in balancing home/work life.</p> <p>You act decisively, standing by tough decisions when needed, and trusting the decisions of staff members.</p> <p>You are perceptive, think things through and think creatively / flexibly about issues.</p> <p>You look for better ways of doing things or for gaps in current areas of work.</p> <p>You do not accept things at face value but look at things from different angles to spot possible opportunities or problems.</p>	