

GUIDELINES FOR LINE MANAGERS

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1 INTRODUCTION

This is a short guide for line managers to outline some of the responsibilities for employees which come with the role of line manager within Scottish Borders Council.

It is not designed to be an exhaustive guide on the art of people management but merely serves to highlight some important points if you are to be an effective manager and avoid the consequences of poor people management.

HR has developed a range of HR Policies, Procedures and Guidelines to assist in the management of people and these are all available either through:-

- the Council's Intranet (Your Job / HumanResources/ Policies, Procedures and Guidelines)
- your own line manager
- Human Resources Case Management Team

There is also a wealth of resources on [SBLearn](#) to enable managers to develop their leadership and management skills.

In addition to the mandatory training for all staff there is additional mandatory training for managers, which is found on [SBLearn](#).

This is under "Departmental Resources" > "Additional Mandatory for ALL Line Managers".

It covers the following areas:

- e-recruitment for Line Managers (Talentlink)
- Managing Attendance Procedure
- Managing Work Performance
- Grievance at Work
- Dignity & respect in the Workplace
- Induction Checklists – Line Managers
- Discipline Procedure at Work

- Recruitment & Selection Online

This guidance is divided into 9 main themes. All these topics are vitally important to the leadership and management of people, particularly in times of change. They are also vital to the introduction and maintenance of great service.

- Commitment
- Communication
- Consultation
- Duty of Care
- Empowerment
- Involvement
- Leadership
- Performance
- Training & Development



You will see this symbol used throughout this short guide.

It signifies **key actions** you should take in each of the identified areas

2 COMMITMENT

Demonstrate your understanding of and commitment to effective people management being key to delivery of the Council's objectives.



- Plan for and action the people implications when planning delivery of objectives.
- take account of the resources, skills, experience and ways of working needed to deliver your departmental objectives
- explain the people implications of your current business plan/work programme/area of responsibility to your own line manager and team
- have a people plan which you review regularly
- protect the Council's reputation
- demonstrate a knowledge of the Council's aims and objectives
- retain a positive outlook

You also have the challenge of gaining commitment from your team members



- treat your team fairly and with dignity and respect
- support your team
- deal swiftly with inappropriate behaviour
- remove fear
- introduce fun and challenge

3 COMMUNICATION

Discuss work and people issues regularly with your team

Ensure your team is aware of the Council's aims and objectives



- communicate the Council Plan
- communicate your Service Plan
- ensure your service objectives are clear to your team and/or individuals
- decide what else to communicate to whom and when
- use appropriate communication methods
- communicate in a timely manner
- ensure your communication methods are effective
- refine your own oral and written communication skills

4 CONSULTATION



- consult frequently with your team
- consult on both significant matters and detailed issues
- consult on outcomes as well as processes
- use skilful questioning techniques
- be an effective listener

5 DUTY OF CARE

As a line manager you have certain legal obligations to follow:



- know and understand your legal responsibilities as a line manager, for example for providing a safe and healthy working environment
- ensure all your team has an induction in health and safety
- do not discriminate or victimise any employee or allow anyone else to discriminate or victimise

- do not allow bullying or harassment of any kind

Value individual differences and use diversity to improve business performance



- know and understand your legal responsibilities within the context of equality and diversity law and good practice
- encourage varied approaches and understand the value different experiences bring to the Council
- support all staff members to fully develop their potential

Follow good people management practice included in HR Policies, Procedures and Guidelines including recruitment, induction, training and development, performance and attendance management.



- follow the HR Policies Procedures and Guidelines
- demonstrate consistency in implementation
- Ensure all new employees receive a full induction as detailed in the Induction Checklist.
- Ensure all employees are up to date with mandatory training.

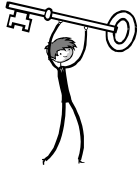
6 EMPOWERMENT



- create a culture of mutual trust and respect
- treat your team as adults, irrespective of hierarchy
- set clear boundaries and expectations for your team
- fit people to roles as much as possible
- prescribe outcomes rather than work methods wherever possible
- delegate authority to fit responsibility
- provide a vision
- encourage your team to contribute ideas
- encourage your team to take increased responsibility
- allow mistakes and deal constructively with them
- provide support
- encourage your team to be more proactive
- encourage your team to bring solutions, not problems

7 INVOLVEMENT

Involve your team in the work and maximise their contribution



- meet regularly with your team and allow them to contribute ideas or suggestions freely
- actively listen to the views of your team
- get to know your team's attitude
- demonstrate trust and confidence in your team
- value your team's opinions
- provide challenge
- mentor and develop your team
- show interest in your team as individuals
- encourage relevant dialogue amongst members of your team and foster honest feedback and learning
- help your team to address their problems
- encourage partnership working

8 LEADERSHIP

Model and promote effective people management behaviours



- lead by example
- encourage colleagues to demonstrate effective people management behaviours
- engage in and drive change within your area
- give clear direction
- support your team
- motivate your team
- provide vision
- accept your own responsibility
- stretch and challenge your team
- deal positively with your team's mistakes
- monitor progress
- provide resources
- encourage innovation and new ideas
- give individual attention

- demonstrate and encourage a “can-do” attitude within your team.

9 PERFORMANCE

As a line manager you are responsible for managing performance.

To optimise performance you must motivate individuals, celebrate their success and good performance



- ensure individuals understand their role and objectives
- Ensure employees are aware of the competencies required for their role and how these should be used when carrying out their role
- Have annual appraisal meetings which produce clear SMART (Specific- Measurable-Achievable-Realistic-Timebound) objectives and which are regularly followed up.
- regularly recognise individual and/or team achievements
- promote the success of others to help with motivation
- understand what motivates each member of your team
- manage performance on a day-to-day basis,
- give timely feedback, positive and negative
- regularly appraise performance
- provide opportunity for training and development
- drive continuous improvement

Manage poor performance where appropriate



- communicate standards and the implications of a shortfall in performance
- act quickly in cases of poor performance
- take appropriate remedial action, following procedure and guidelines
- implement action plans to bring your relatively weaker performers up to speed
- provide training and development as necessary
- tackle the difficult people issues in your team as quickly as possible
- be consistent in your decision making

Improve your own people management skills



- gather and act on feedback on your own people management skills
- know what your strengths are and do something about your development areas
- learn from your manager, staff, colleagues or HR about how you could perform better
- know what your team want from you

10 TRAINING & DEVELOPMENT

Coach and develop talent within your team



- ensure all your team has an appropriate induction
- support each individual's development
- identify training and development needs through appraisal or personal review and other methods
- allow time for each individual's personal development
- regularly discuss and review the progress of each individual
- evaluate training and development given to individuals
- enable individuals to work to their full potential
- give regular feedback on performance to your team
- encourage your team to reach full potential