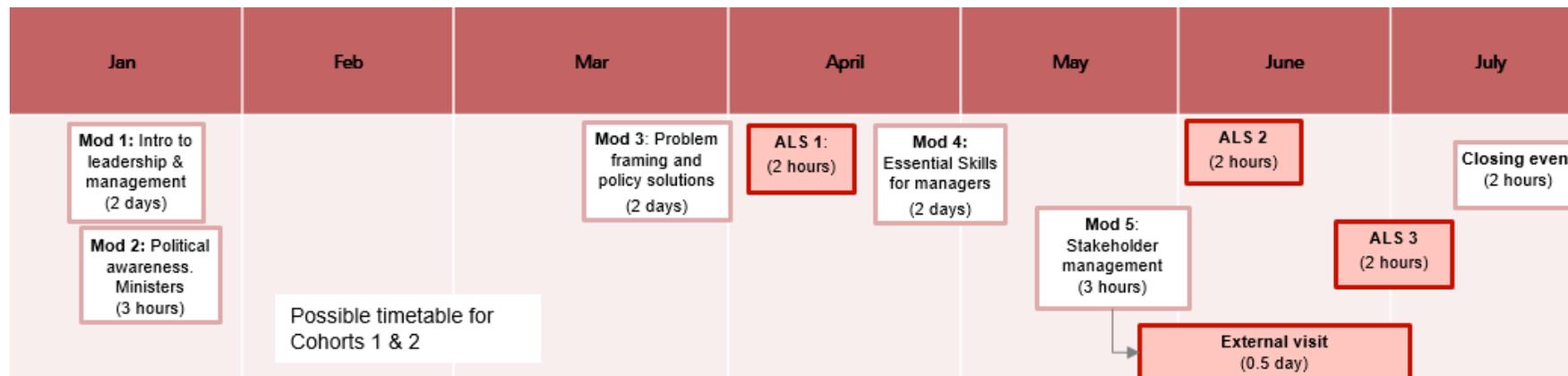


Annex A – overview of new range E policy and management programme

Module 1 Welcome. Introduction to management & leadership (2 days)	Module 2 Political awareness and working with ministers (3 hours)	Module 3 Problem Framing and policy solutions (2 days)	Module 4 Essential Skills for Managers (2 days)	Module 5 Advanced stakeholder management skills (3 hours)	Closing event (2 hours)
<ul style="list-style-type: none"> Address from Perm Sec – setting corporate expectations. High profile external stakeholder perspective. Programme objectives Real accounts of key Range E challenges and how to address them Management essentials from Day 1 as a manager.. Becoming a credible leader of people and policy. Articulating vision and setting direction, including work resourcing and planning. Essentials for branch management. Set up of Action Learning Sets (ALS) and external site visit 	<p>Political context in HMT (parliament & legislation)</p> <ul style="list-style-type: none"> Political relationships between different areas of government Working with private office, ministers and special advisors Being credible in front of ministers and knowing when to challenge. Navigating parliamentary processes and engaging key players in Parliament. Assessing, communicating and managing legislative opportunities & risks 	<ul style="list-style-type: none"> Awareness of strategic context in which policy problems and solutions are set in HMT. Understanding how decisions are made. Applying structured thinking tools and techniques to real policy problems, including historical and international contexts. Planning and leading a policy project in order to arrive at credible policy solutions. Taking a strategic approach to risk. Bringing it all together. 	<p>Working through others - delegation and escalation – downwards and upwards</p> <p>Developing and motivating handling mixed ability teams, getting the best from your branch</p> <p>Difficult conversations and dealing with underperformance- role playing difficult management scenarios.</p>	<p>Stakeholder management at Range E, including negotiating and influencing and working collaboratively and building relationships.</p> <ul style="list-style-type: none"> Incorporating perspectives using best practice techniques (e.g. user-centred design and behavioural insights). Working through stakeholders to drive policy forward, including open policy making. Representing HMT at a more senior level and being a credible communicator. 	<ul style="list-style-type: none"> Presentation by participants of learning on the programme to Perm Sec/EMB Network opportunity

Plus 3 * Action Learning Sets (2 hours each) to solve 'real issues' around stakeholder management, people management, branch leadership and an **external visit** linked to a key stakeholder in the individual's policy area.



Outcomes & objectives for a new programme

The outcomes and objectives for a new course, would be to:

- Aid retention of talented staff;
- Clarify what expectations the Treasury has of its Range E cadre;
- Enhance capability of the new Range E cohort, making them more effective, more quickly;
- Equip new Range Es with the generic skills required of any Range E in HMT that they can apply in their roles;
- Develop a strong cohort of Ranges Es, making peer learning possible (either formally or informally);
- Celebrate success, making new Range Es feel valued and motivated, and aiding retention of talented staff;
- Direct new Range Es to further recommended training opportunities and support.

Opening module (2 days)

	Learning outcomes	Possible content
Day 1 Setting expectations	<ul style="list-style-type: none"> • Clear understanding of what the programme objectives are and what learning outcomes they will achieve. • Clear high level expectations of what is expected of a Range E in the Treasury – drawing the distinction between Range D and E. • Greater awareness of what it is like to be a Range E in HMT, what the key challenges are, and how to address them. • Understand corporate expectations – HMT values, working as a team 	<ul style="list-style-type: none"> • Permanent Secretary, Welcome to Range E - current political context & challenges which will impact on policy-making in HMT. • Programme objectives and ongoing support • Talk from a panel of experienced Range Es & discussion. Introduction to what it is like managing a busy branch, driving forward a policy agenda, adjusting to a more senior relationship with stakeholders (including ministers) in and outside of the dept. • Key challenges and how to deal with them (scenario exercise led by DDs) • Meeting your cohort (group exercises) • High profile speaker – bringing an external stakeholder perspective
Day 2 Introduction to management and leadership	<ul style="list-style-type: none"> • Aware of what is expected of managers in HMT, where to find tools and further support for Day 1 in the job. • Aware of tools and techniques to help plan the work of a branch in order to drive policy forward • Understand how to become a credible leader • Understand how to articulate vision and set direction 	<ul style="list-style-type: none"> • Introduction to management essentials – your responsibilities as a new manager. What you need to know on day 1. • Leading a policy branch in HMT – work & resource planning, setting direction & vision. What is expected of me. Tools and techniques to help.

Workshop 2 – Political awareness & working with ministers

	Learning outcomes	Possible content
2 hours	<ul style="list-style-type: none"> • Understand the political context in HMT which will impact on policy work (e.g. working with a small-majority government) and how decisions are made in HMT this context. • Understanding the political relationships between different areas of government – e.g. No.10, big delivery depts. • Understand what is expected of a Range E when working with private office, ministers and special advisers. When and how to challenge political masters. • Understand how to be credible when in front of ministers • Understand the delivery mechanism in parliament and how to communicate to parliament: the interplay between primary and secondary legislation; and when to make a statement, write to a select committee, or do nothing. • understanding when to give political advice, including understanding the role of the whips and special advisers 	<ul style="list-style-type: none"> • Understanding the political context in HMT • Understanding what ministers expect of you as a Range E • How to work with ministers, private office & special advisers as a Range E (role play, talks from private office/a minister) • Case study working through the delivery mechanism for taking a piece of legislation through Parliament and discussion on how it could be communicated. • Good and bad examples of timing for giving political advice.

Workshop 3 – Problem-framing & policy solutions

	Learning outcomes	Possible content
2 days	<ul style="list-style-type: none"> • Develop an awareness of the strategic context in which policy problems and solutions are set in HMT (e.g. Political, legislative) – understanding constraints & opportunities. • Understand how to apply structured thinking tools and techniques to a real policy problems. • Understand how to move from problem definition to policy solutions – following HMT policy principles and the policy cycle to arrive at options and recommendations. • Understand how to plan a policy project – working through others to gather appropriate evidence and analysis. • Taking a strategic approach to risk • How to bring it all together. 	<ul style="list-style-type: none"> • Understanding the context – what sort of policy problems will you come across in HMT • Structured thinking & problem definition • Policy principles & the policy cycle (needs to be pitched correctly) • Leading a policy project – tools & techniques • Leading a policy project – working through others • Practical scenario to work through in small Groups – followed by presentation to DDs.

Workshop 4 – People management & leadership

	Learning outcomes	Possible content
3 days	<ul style="list-style-type: none"> • Understand strategies for working through others, being aware of best practice models of delegation, and when to escalate. • Understand how to develop and motivate your branch. Being aware of when to use different techniques for different abilities. • Feel comfortable having difficult management conversations with branch members if needed, and dealing with problems in a professional way. • Being able to deal with stress and well-being within your branch, by managing workloads and through resource planning. 	<ul style="list-style-type: none"> • Working through others - delegation skills & escalation etiquette. • Developing & motivating mixed ability teams - tips and techniques • Dealing with difficult management situations (role play) • Managing workloads and stress.

Workshop 5 – Advanced stakeholder management skills

	Learning outcomes	Possible content
3 hours (half day)	<ul style="list-style-type: none"> • Understand who your stakeholders are, and what how your relationship with them will be different at Range E level. • Understand what our stakeholders expect of Range Es. • Understanding how to work through stakeholders to get things done to drive policy forward. • Understand how to represent HMT at a more senior level and how to be a credible communicator • Understand how to work collaboratively and build relationships with stakeholders in challenging policy environment. 	<ul style="list-style-type: none"> • Managing stakeholders as a Range E (what do they expect of me as a Range E) • Building relationships and working collaboratively • Dealing with conflict & difficult situations (case study & role play) • Working through others – influencing & leadership • How to be a credible communicator

3 x 2 hour Action Learning Sets for small groups of 5 or 6 of the cohort to come together to discuss and talk through a real issue they are facing around people management, leadership and stakeholder management, which will be interspersed at suitable intervals throughout the 6 month programme.

A site visit organised by the delegate themselves which is connected to the policy area in which they work.

Final closing event – celebratory event bringing learning together with cohort groups presenting a policy problem or leadership/management issue to the Permanent Secretary/member of EMB.