

Middle Manager Excellence

Reference Guide for Capacity Building

Purpose of Tool

This reference guide provides a list of training programs, courses, videos, and other resources that can be used to support MME Project Teams in the implementation of MME action planning processes by determining appropriate resources to address capability gaps. HR Business Partners in collaboration with Senior Talent Management Consultants will be available to consult on the most appropriate tools and resources for ministry clients.

Middle managers can also use this guide for self-directed learning and development to address any competency gaps that are necessary to effectively perform and deliver on the five ideal roles. These tools and resources can be discussed with your manager to determine what will best meet the intended development outcome, in terms of the competences related to the Ideal Roles.

Note:

- This is not an exhaustive list of tools and resources. Ministries can leverage other resources they determine to be appropriate.
- This is a laundry list of tools and resources; you are not required to use all the resources listed.

If you have additional materials not listed here but will be helpful to include, please share that with your Human Resource Business Partner. Also, flag any broken links to your Business Partner.

General Resources on the Critical Role of Middle Managers

The [Middle Manager Excellence module](#) is intended for current middle managers. It highlights the purpose of Middle Manager Excellence (MME) initiative, defines the five ideal roles of a middle manager, and discuss next steps as the Government of Saskatchewan continues to support Middle Manager Excellence.

[Why Middle Management is the hardest job](#)

[How L&D teams should support the changing role of middle managers \(chieflearningofficer.com\)](#)

[Chief | The Great Middle Management Migration: Why Leaders Need to Act Now for Retention](#)

[The Best Managers Are Leaders — and Vice Versa \(hbr.org\)](#)

[Middle Managers Deserve Our Thanks - The Washington Post](#)

[How Middle Managers Can Create Safety Amid A Downturn \(forbes.com\)](#)

[Stop wasting your most precious resource: Middle managers](#)

LEAD STRATEGY IMPLEMENTATION



LEAD STRATEGY
IMPLEMENTATION

Responsible for ensuring employees understand how their work contributes to ministry strategy and must be able to translate strategy into terms that are meaningful to front line employees.

Drivers for Success

- Clear expectations from senior leadership
- Meaningful involvement of MMs in Ministry/Division initiatives, Branch planning activities

Training

Most training courses listed below are part of the Manager Development Program. Link to full document and training summary can be found on PSC Client's "My Learning" App.

- Managing Change
- JSGS PWS: Negotiation
- Strategic Systems Thinking
- Strategic Orientation Learning Resource
- Planning and Accountability
- Staffing in the Government of Saskatchewan for Hiring Managers
- JSGS PWS: Innovation
- JSGS PWS: Traits and Tools for Innovation
- JSGS PWS: Innovative Approaches to Wicked Problems
- JSGS PWS: Policy Implementation
- JSGS PWS: Strategic Thinking
- JSGS PWS: Program Measurement & Evaluation
- JSGS PWS: Evidence based Decision Making
- JSGS PWS: Collaborative Approaches to Wicked Problems
- JSGS PWS: Research 101 for Public Servants
- JSGS PWS: Leadership Foundations
- JSGS PWS: Behavioral Economics & Nudging
- JSGS PWS: Risk Assessment and Mitigation
- JSGS PWS: PWS Business Case Analysis
- JSGS PWS: The Role of Environmental Policy
- JSGS PWS: Performance Outcomes
- JSGS PWS: Leading in Ambiguous Times
- JSGS PWS: Leading Engagement
- JSGS PWS: The Role of the Public Servant
- JSGS PWS: Learning from Failure
- JSGS PWS: Public Service, A Deeper Dive
- JSGS PWS: Leadership Accelerators, Derailers, & Paradoxes
- Managing Competencies through the Employee Lifecycle
- Managing Safely: Steps One through Five

Other Capacity Building Resources

Strategic and Operational Planning

- [Planning and Accountability Management System](#)
- [Saskatchewan's Growth Plan](#)
- [Ministry Strategic Plans](#)

Strategic Human Resource Planning

- [Succession Highlights for Executive Teams](#)
- [Succession Planning Q & A's for Employees](#)
- [Inclusion Strategy](#)

Foundational Resources

- [Our Commitment to Excellence](#)
- [Clear Leadership and Expectations](#)

Development and Growth

- [Corporate Mentorship](#)
- [Innovation Tools](#)
- [Other GoS Learning Opportunities](#)

Possible Ministry Specific Actions (could be incorporated into ED and/or MM PFS)

Senior Leaders to Initiate Discussion with Peers and Middle Managers

- What mechanisms can we put in place to ensure key messages flow *to and through* our middle managers to front line staff?
- How could the ministry benefit in engaging middle managers more in this area?
- How could middle managers benefit from being engaged in strategy discussions?
- How/when/if to engage internal strategic planning branch to educate middle managers on strategic planning process?
- Engage middle managers in strategic workforce planning conversations.

ENABLE INDIVIDUAL PERFORMANCE



The ability to get work done through other people is key to middle manager effectiveness

Drivers for Success

- Clear expectations from senior leadership
- Providing coaching and mentoring

Training

Most training courses listed below are part of the Manager Development Program. Link to full document and training summary can be found on PSC Client's "My Learning" App.

- Recognition Matters
- Supervisors Guide to Planning for Success
- Supervisor's Guide to In-Scope Work Planning and Review
- Accommodating Employees: Introduction
- Accommodation: A Manager's Guide to Accommodating Employees
- Effective Supervision
- Expedition Coaching
- Developing High Performing Teams
- Attendance Policy
- Empathy: Why it Matters and How to Get It
- Performance Management Virtual Workshop for out-of-scope managers
- JSGS PWS: Coaching Fundamentals
- The Art of Opening Doors

Other Capacity Building Resources

Work Planning

- [Workload Management](#)
- [Employee Work Planning](#)
- [Probationary Period](#)

Mentor/Coach

- [A Manager's Guide to Orientation for New Employees](#)
- [Healthy Workplaces Library – Mentoring 101 \(page 9\)](#)
- [Corporate Mentorship Program Handbook](#)

Staffing

- [Initiate Staffing](#)
- [Hire an employee](#)

Identify High Performers

- [Employee Work Planning](#)
- [Employee Recognition Tools](#)

Grievance and Discipline

- [SGEU CBA Article 21 Grievance Procedures](#)
- [CUPE CBA Article 6 – Grievance Procedures](#)
- [Corrective Discipline](#)
- [Performance Improvement](#)

Engage and Grow Talent to Meet Future Needs

- [Corporate Mentorship Program](#)
- [Competencies](#)
- [Learning Opportunities](#)
- [Inclusion Toolkit – Engage and Grow](#)

Possible Ministry Specific Actions (could be incorporated into ED and/or MM PFS)

- Senior Leadership and Middle Manager Discussion on how to integrate career conversations through the Planning for Success (PFS) process. HRBP to engage Senior Talent Management Consultant (STMC) as needed.
- Middle Managers to engage in career conversations with their direct reports.
- Middle managers to identify how they will use competencies throughout their employees' life cycle. HRBP to engage STMC as needed.
- Middle managers to have conversations with their direct reports about continual growth through development of competencies.
- Middle managers to identify opportunities to support growth of direct reports
- Middle managers to develop plan for weekly 1 on 1 discussions with direct reports

MANAGE TEAMS & RELATIONSHIPS



Creating an environment where teams are synergistic

Drivers for Success

- Clear expectations from senior leadership
- Providing coaching and mentoring

Training

All training courses listed below are part of the Manager Development Program. Link to full document and training summary can be found on PSC Client's "My Learning" App.

- How to administer the Substance Use and the Workplace Policy
- Substance Use and the Workplace
- Communicating for High Performance
- Anti-harassment
- Personal Leadership Resource Class
- Anti-Harassment Policy training
- NMO: Integrated Health, Safety, and Wellness
- JSGS PWS: Multigenerational Workforces
- JSGS PWS: Indigenous Economic Development
- Inclusive Leadership
- JSGS PWS: Reconciliation: Moving from Mandates to Action
- NMO: Managing Employees in the Public Service
- Attendance Support
- Disability Awareness
- Inclusion and You
- Reframing our Biases
- Leadership and Management Competencies
- ELR Fundamentals – For Managers
- Leading High Performing Teams
- Conflict to Collaboration

Other Capacity Building Resources

Reward and Recognition

- [Recognition and Reward](#)
- [Employee Recognition Tools](#)

Engagement and Culture

- [Involvement and Influence](#)
- [Rethinking Team Engagement](#)
- [Inclusion Toolkit](#)

Supporting Staff

- [Supporting a Culture of Work-Life Balance](#)
- [Workload Management](#)
- [Physiological and Social Support](#)
- [EFAP Resources](#)
- [Healthy Workplaces Library \(Page 10\)](#)

Possible Ministry Specific Actions (could be incorporated into ED and/or MM PFS)

- Middle managers to identify opportunities to engage direct reports in providing input into decisions that impact their work.
- Middle managers invite direct reports to discuss and negotiate workload at weekly 1 on 1's.
- Executive Directors to engage middle managers when examining results of Employee Engagement and Culture Survey. Use Branch Leader's Conversation Guide for Engagement and Culture Survey to engage all branch staff in discussion and action planning.
- Middle manager to create space for team discussions on [Inclusion](#).
- Middle managers to schedule time for recognizing employee contributions in a meaningful way.

FACILITATE COLLABORATION



FACILITATE
COLLABORATION

Creating and maintaining relationships with individuals outside of a middle manager's work unit

Drivers for Success

- Clear expectations from senior leadership
- Providing coaching and mentoring

Training

All training courses listed below are part of the Manager Development Program. Link to full document and training summary can be found on PSC Client's "My Learning" App.

- Union Management Committees
- JSGS PWS: Crisis Management
- JSGS PWS: Collaborative Policy Management
- JSGS PWS: Comparative Public Policy
- JSGS PWS: Tools for Building Alliances
- Corporate Mentorship Launch Event
- JSGS PWS: Public Service Ethics
- JSGS PWS: The Relationship between Indigenous and Non-Indigenous People
- JSGS PWS: Ethical Challenges in the Public Service
- JSGS PWS: Collaborative Leadership
- JSGS PWS: Strategic Collaboration

Other Capacity Building Resources

Public Engagement

- [Public and Stakeholder Engagement](#)
- [Stakeholder Engagement Techniques](#)
- [GoS Indigenous Engagement Planning Guidance](#)
- [Guidance for Working With Traditional Knowledge Keepers](#)

GoS Networking

- [Manager Forum](#)
- [Corporate Mentorship Program](#)

GoS Committee Work

- Corporate and/or Ministry Culture Community of Practice
- [Safety Champion Council](#)
- [Inclusion Community of Practice](#)
- [Employee Networks \(AGEN, DSN, EDGE, Pride Alliance, and SVMEA\)](#)

Possible Ministry Specific Actions (could be incorporated into ED and/or MM PFS)

- Use the [Tamarack Institute Collaboration Tool](#) to identify opportunities for improved collaboration on current cross unit/branch/ministry work teams, or with community stakeholders.
- ED and/or middle manager to identify opportunities where cross unit/branch/ministry collaboration team, or community engagement would contribute to a specific initiative or project. Use PFS to articulate clear expectations and outcomes.
- Middle Manager to read [8 Tips for Collaborative Leadership](#) and develop 2-3 questions to discuss opportunities for improved collaboration at unit/branch meeting.

MANAGE INFORMATION & ADMINISTRATION



MANAGE INFORMATION & ADMINISTRATION

Managing information and administration requires an understanding the government financial, HR, and administrative environment including the associated policies and processes.

It also includes effective work management and communication.

Drivers for Success

- Clarity in middle manager decision making authorities (i.e. consistent application of delegated authorities)
- Accountability mechanisms, appropriate application and interpretation of policy, regulations and expectations

Training

All training courses listed below are part of the Manager Development Program. Link to full document and training summary can be found on PSC Client's "My Learning" App.

- Budgeting and Appropriation
- Making Payments in the Government
- JSGS PWS: The Art of the Briefing Note
- JSGS PWS: The ABCs of CDIs
- JSGS PWS: Big Data and Analytics
- JSGS PWS: Budget Process and Financial Literacy
- Public Interest Disclosure Act (PIDA)
- Manager Development Program Reflective Workbook
- Security Awareness 2020
- NMO: Payroll and Benefits Overview
- JSGS PWS: Treasury Board Simulation
- JSGS PWS: Writing for Government
- JSGS PWS: Dynamics of Public Policy Development
- JSGS PWS: Planning Policy Cycles
- JSGS PWS: Research and Policy Analysis
- JSGS PWS: Introduction to Regulatory Compliance
- NMO: Financial Management in Government
- Incident Investigation in Saskatchewan Workplaces
- Conflict of Interest
- Access and Privacy in the GoS
- Incident Reporting Policy Training
- Introduction to Records Management
- JSGS PWS: Legislative Process
- Priority SK Procurement Training: Module 1
- New Manager Readings and Additional Resources
- JSGS PWS: Shaping the Narrative: Communicating with Media
- JSGS PWS: Intergovernmental Relations
- JSGS PWS: Introduction to Access & Privacy

Other Capacity Building Resources

Budget and Routine Financial Reporting

- [Financial Management Resources](#)
- [Central Accounts Payable](#)
- [Budget, Planning and Reporting](#)

General Desk Work/In-Box

- [Healthy Workplaces Library – Workload Management and Balance \(page 11\)](#)

Contract Management

- [Purchasing Overview](#)
- [Doing Business With Government](#)

Schedule Employees and Approve Timecards

- [PSC Client](#)
- [SGEU Collective Bargaining Agreement](#)
- [CUPE Collective Bargaining Agreement](#)

FOI

- [Protect Privacy](#)
- [Manage Government Records](#)

Possible Ministry Specific Actions (could be incorporated into ED and/or MM PFS)

- Define managerial administrative work and non-managerial administrative responsibilities; and allocate resources as appropriate
- Align ministry practice to GoS delegation of authority policy recommendations.
- Communicate ministry delegation of authority practices to relevant stakeholders
- Delegate appropriate financial and budgetary responsibilities to middle managers
- Provide access to relevant training on writing reports, briefing notes, memos, etc.
- Identify mentor to help develop finance and budgeting skills/knowledge.