



## **Management Manual**

The aim of the Management Manual is to build and sustain a workplace with a Positive Work Culture that mirrors the vision and values of the organisation. Such a culture connects wellbeing with performance and achieves great success through high performance combined with high quality service provision.

### **The Key Focus Areas of the Management Manual**

- Managing the organisation and ownership of its vision
- Building and sustaining a Positive Work Culture in the organisation
- Managing the organisation's programs and services
- Building and sustaining a viable and effective business model
- Managing the people who drive the organisation's programs and activities
- Building and sustaining commitment, trust, and engagement at all levels
- Managing myself as a key human resource of the organisation
- Coping with the demands of the work without developing stress related problems

### **Through the Management Manual Our Managers Can Achieve the Following**

**Clarity of Purpose** – With clarity of purpose in ways that are simply expressed and understood, our teams and the public can understand and relate with our work. Clear structures that enable our staff to be engaged in decisions about themselves and the work they do for the organisation.

**Recruitment** - Recruitment of our managers is based on the convergence of clear and unambiguous expectations of their skills, knowledge and experience needed for the work that we will require them to carry out for the organisation.

**Training and Development** - Training and development (the acquisition of skills, knowledge, and experience) of all staff will be based on meeting the needs of the organisation and those of the trainee with that training being tailored around sound learning principles that will allow smooth application of the expertise acquired through the training to maximise outcomes.

**Challenges** - Staff are stimulated with personal challenges in their work field that enables them to summon their innovative potential and excel in their area of speciality.

**Teams** - Building and sustaining teams with people who are sufficiently trusting of each other that they can critique each other's work without fear of humiliation or retribution, and in the knowledge that lessons can be learnt and applied with the work taking precedence.

**Communication** – Excellent communication culture – mirrored through interpreting messages, conveying them intelligibly, seeking responses, and reacting to them positively and efficiently.



**Involvement** - Engagement of all the organisation's staff, and those relevant sections of the public in the processes and critical decisions that affect them.

**Performance appraisal** - Regular and routine performance appraisal of staff as part of the bloodstream of management, together with providing appropriate supporting resources to raise performance where needed. Any feedback, ideas and contributions will always be taken on board.

**Career development** - Nurturing and development of staff by providing opportunities to gain wider skills, knowledge, and experience, and to use these in practice in career development.

**Stability** – Continuation of already started activities to enable staff to complete tasks, projects, and assignments.

**Encouragement** – Encouragement of staff in their work, and encouragement of calculated risks in their contribution to the work of the organisation.

**Work Life Balance** – Responsiveness to employee domestic crisis.

**Openness** – Building and sustaining openness and transparency in the management of the organisation

#### **Management Expectations to Demonstrate High Degree of Judgement in Key Areas of Work**

**Decision Making** - Justification for decisions based on appropriateness, evidence, experience, timeliness, and feasibility related to the purpose.

**Direction** - Providing direction based on analysis and with committed ambition that is focused on the underlining objectives of the organisation.

**Co-ordination** - Efficient integration of the mosaic of available resources to achieve a declared aim that has resonance with the vision of the organisation.

**Control and Resource Management** - Reaching an agreed goal within agreed boundaries of time and resources while keeping resources at disposal within agreed boundaries and ensuring that proper governance of resources is applied always

#### **The Management Interactive Space**

In the course of their work, our managers should be able to interact freely and purposefully within their sphere of work because this is key to maximise interpersonal collaboration of ideas. The following are illustrations of how our managers can demonstrate desirable levels of interactive behaviour that stimulates positive outcomes in a team:

**Personal Communication** - Personal communication wherever possible and whenever necessary, while understanding the limitations of electronic and virtual communication.



**Body language** - Use of body movements and expressions to show attentiveness and alertness.

**Addressing Needs** - Positive responsiveness to individual needs, even in circumstances when those needs cannot be met or are difficult to meet, given all the circumstances.

**Empathy** - Understanding of the other person's issues, concerns, ideas, thoughts, and experiences to be able to form a reasonable basis for a critical intervention before a crisis.

**Intellectual Flexibility** - Ability to think on one's feet and respond with credible choices, alternatives and ideas that do not compromise the integrity of the organisation

**Emotional intelligence** – Self-awareness, self-regulation, self-motivated, while showing empathy and being socially adept in all situations regardless of the pressures obtaining.

**Negotiation** - Ability to negotiate a successful outcome in an interaction.

**Sharing** – Ability to share with others one's own thoughts and ideas without friction.

**Fairness** - Fairness to everyone in an interaction, taking account of all the circumstances, and to explain clearly, the position that is taken and the reasons why that position is chosen.

**Humility** - Acknowledge mistakes, misunderstandings, errors, and faults, and to apologise timely and sincerely where that is called for.

**Resolve Conflicts** - Ability to confront a conflict at the time of conflict and to try and resolve any dispute at the time of the dispute.

**Encouraging Contribution** - Ability to motivate and encourage others in interactions.

**Determination** - Strength and will to see something through to the end despite diversions along the way that might distract from the course of the work.

**Interaction** - The ability to interact with assertiveness and without causing distress to others.

**Relationships** - Building and sustaining relationships that assist in achieving high performance and success of the organisation's programs and activities

**Problem Solving** - An open mind and ability to think differently about solving problems

**Organisation** – Standing out and being organised in an otherwise chaotic environment

**Self-confidence** - Self confidence in the face of unknown eventualities and experiences



### **Our Managers' Collective Responsibility**

Our managers should be able to have free and frank discussions before coming to a collective decision, and that these discussions should remain confidential. However, once a decision has been agreed in management, all managers are expected to abide by that decision and support the objectives of the organisations unless they choose to step aside from their role.

### **Declaration of Interest**

It is not yet a requirement in the organisation, but it would be a desirable gesture for senior members of our team especially those in management to inform us about some of the charitable activities that they might be involved with. This information can be helpful for strategic operational purposes.



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