

## Vocational Training Scheme for General Practice Managers

### VTS CURRICULUM EXAMPLES (pilot)

The IHM Management Competence Framework has been adapted to be used as the curriculum for the 2005/06 Vocational Training Scheme for General Practice Managers pilot scheme in England.

The framework consists of:

- **management competences** – at the three levels of management operational, tactical and strategic,
- **management behaviours**,
- **the required knowledge and understanding** to achieve competence *and*
- **development opportunities** provided by IHM to gain that knowledge and understanding.

**These competences form the curriculum for the Trainee Practice Manager in the pilot year. They form the blueprint against which the trainee's progress will be assessed. Where appropriate, they are supported by statements on management behaviour and the knowledge and understanding that a trainee is expected to demonstrate at the end of their training.**

**The Competency Framework is divided into six core dimensions.**

- \* *Communication and working with others*
- \* *Optimising Resources*
- \* *Developing oneself and others*

- \* *Managing Risk*
- \* *Leading Change*
- \* *Working with People*

**Examples from the Operational Competence, management behaviours and knowledge and understanding (where appropriate) from each dimension follow:**

**1. Communication and working with others.**

***Operational competence:***

- improves communicating through changing the location, methods and modifying the content and structure
- maintains confidentiality during communication consistent with agreed standards
- identifies the roles and responsibilities of different stakeholders

<b><i>Management behaviour</i></b>	<b><i>Knowledge and understanding</i></b>
gets out personally to find out directly from those who are involved what is happening	Conflict resolution processes
creates a senses of common purpose from those who are involved	Principles of effective communication

**2. Managing Risk**

***Operational competence:***

- identifies the risks involved in work activities, how to manage them and how to help others manage risk
- takes the necessary action in relation to risks in the workplace including supporting others to manage risks

<i>Management behaviours</i>	<i>Knowledge and understanding</i>
does things without being asked or forced to by events	how to balance risk against the benefits that may arise from taking risks
takes personal responsibility for making things happen	how to keep abreast of key issues relating to health, safety and security in the workplace
identifies, raises and records ethical concerns.	

### **3. Optimising Resources**

Ensuring that all resources are utilised to best effect in order to add value to the organisation and its stakeholders. This dimension is further subdivided into:

- a) **Optimising the richness and diversity of the workforce**
- b) **Optimising physical and financial resources**
- c) **Optimising IT and Information resources**

Applies the rights and responsibilities of people in a way that is consistent with employers policies and relevant professional standards

#### *Operational competence*

##### **a) Optimising the richness and diversity of the workforce**

- provides up-to-date information in ways that both acknowledge the complexity of decisions that people need to make and helps them to exercise their rights
- supports those who need assistance in exercising their rights

<b>Management behaviours</b>	
behaves consistently with own stated values and beliefs	
delivers on what they have promised, or is open about their own short-comings	
models and promotes the organisational values	

**b) Optimising physical and financial resources**

- gives those who use resources opportunities to provide information on the resources that are needed

<b>Management behaviours</b>	<b>Knowledge and Understanding</b>
identifies the implications or consequences of a situation	how financial resources comes into the practice (NHS and private)
uses own and others' experience to understand a situation	the regulatory and contractual basis of general practice
challenges the status quo and seeks a better alternative	

**c) Optimising IT and Information resources**

<b>Management behaviours</b>	
keeps confidential information secure	
Makes best use of existing sources of information	

**4. Leading Change**

Ensuring improvements in patient care and service delivery through identification of opportunities for, and implementation of, service development and change programmes. This dimension is subdivided into the key areas of:

- a: Organisational change**
- b: Service development**
- c: Improvements in quality**

**a: Organisational change**

- *Operational competence*

- reinforces developments, improvements, successes and achievements at every opportunity supported by relevant and accurate information
- constructively tackles queries and objections to developing knowledge, ideas and work practice and makes alternative proposals presents recommendations for development to the relevant people highlighting the benefits these will bring
- enables others to – understand their contribution, communicate their views about improvements, take an active part in the process, informally network with others, challenge , take risks and express dissatisfaction.

<b>Management behaviours :</b>	<b>Knowledge and Understanding</b>
explains the reasons behind key decisions	performance review
is visible as the leader of the team	analysing organisational culture
identifies key people inside and outside the organisation who can help to influence or get things done	carrying out Strengths, Weaknesses, Opportunities and Threats analysis

**b: Service Development**

*Operational competence*

- agrees with others how services need to develop
- provides the appropriate support as services change

<b>Management behaviours</b>	<b>Knowledge and Understanding</b>
encourages others to be innovative, in finding ways of developing service improvements.	theory and practice of motivation
thinks through and actions decisions, goals and priorities that can further the stated strategy for health and service improvement over the next year or so	different management styles and practices, their relative strengths and how to adapt the appropriate style for different circumstances

**c: Improvements in Quality**

**Operational competence**

- keeps up-to-date with developments in quality in own and associated areas
- raises quality issues and related risks with relevant people

<b>Management behaviours</b>	<b>Knowledge and Understanding</b>
puts the needs of others first where these are concerned with service improvement	motivation techniques and reward strategies
leads others in understanding how their practice should change to improve quality and supports them in doing so	types of performance measures and how to determine and set them

**5. Developing oneself and others**

Managers identifying and taking responsibility for their own development and allowing and assisting others to do the same.

**Operational competence**

- takes responsibility for their own development and maintains their own personal development portfolio
- makes effective use of learning opportunities within and outside the workplace

<b>Management behaviour</b>	<b>Knowledge and Understanding</b>
Manages own anxieties and appears confident to others	Work planning
Has the courage to make full use of the formal authority of the role	Change management

## 6. Working with People

Identifying and enabling the unique contribution that each individual can make to the organisation. The subdivisions in this dimension are:

- **Leading and building teams**
- **Assigning work to colleagues**
- **Recruitment, selection and retention of people**
- **Monitoring and assessment of performance**

### Operational competence

- provides opportunities to team members to contribute to the planning and organisation of their work

<b>Management behaviours</b>	<b>Knowledge and Understanding</b>
Explains the reasons behind key decisions	Impact of leadership styles on organisations
Is visible as the leader of the team	Different methods of motivating, influencing and persuading others

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