









MANAGERS CHARTER

MANAGEMENT MATTERS

I am valued and recognised by BIS for the time and effort I put in to people management. BIS provides the tools and training I need and is intolerant of poor practice.

-  I take my **responsibility** as a line manager seriously.
 - I am generous with my time. Supporting my team is a priority.
 - I recognise that I am a role model. I lead by example.
 - I get the basics right. Appraisals are done well and on time.
-  I **know the people I manage**, their abilities, aspirations, frustrations and motivations. I am also self aware, and open about my own strengths and weaknesses.
-  I create a safe environment for open discussion and constructive challenge by:
 - Being **visible** and accessible
 - Openly **inviting the views** of others
 - **Listening** and acting
-  I give honest, timely, objective **feedback**.
 - I give recognition when people have done well.
 - I take prompt action to address under-performance.
-  I champion **learning and development** including for myself.
-  I work with my team to **manage workloads**, find **smarter** ways of working and clearly **define our roles**.
-  I **delegate** responsibilities not tasks. I **coach** more than I direct.
 - I understand the fine line between empowerment and abandonment.
-  I value diversity and promote equality. I show this by being **inclusive** and welcoming the contributions and views of all.

I am supported by staff who live the BIS values, take responsibility for their own development and give me feedback on how I am doing.

FEEDBACK MATTERS:

Giving honest, timely, objective feedback to BIS managers to improve and be the best they can

The Managers Charter sets out what it means to be a good manager. **All managers should ask for feedback, listen, reflect, and make sure staff feel safe giving feedback.** **Everyone should give managers feedback on how they are doing** – to help your own line manager, peer managers or line managers you manage to develop and improve. Use the boxes below as a prompt to give feedback in discussion or in writing on how managers are living up to the Managers Charter.

What does your manager/colleague do well? Pick a Managers Charter commitment or two. Say why and give supporting examples.

What could your manager/colleague do better? Pick a Managers Charter commitment or two, where you'd like to see them focus. Say why and make your own suggestions for development opportunities.

GIVING AND RECEIVING FEEDBACK ON MANAGERS: HINTS & TIPS

"I am supported by staff who give me feedback on how I am doing"

Giving Feedback to Managers

Give it a go – all good managers will value your constructive feedback

Don't wait to be asked – take control; people benefit from timely feedback

Practice makes perfect – the more you give feedback, the easier it will be

Don't make it a one-off – the best feedback won't just happen twice a year

Make it real – always be honest and talk about specific examples

Find the right time and place – but don't delay feedback unnecessarily

Be sensitive – think about what you say and how you say it

Use feedback techniques if they help – see what works for you

"I create a safe environment for open discussion and constructive challenge"

Receiving Management Feedback

Ask for feedback regularly – don't just save it for mid / end year reviews

Make it happen – always provide time and space for people to give you feedback

Be open – acknowledge that giving feedback can be hard

Take the time – make time to hear feedback and don't rush it

Say thank you – value your feedback and make sure your colleague knows it

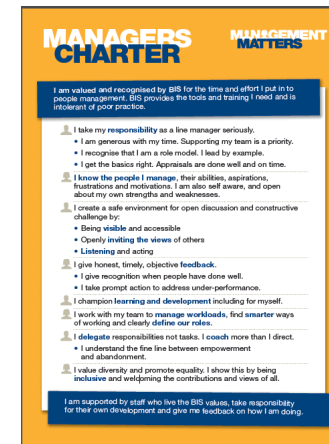
Reflect – understand your feedback and take time to reflect on it

Close the loop – always say what you will with feedback; if you decide not to act on it, explain why

Don't take challenging feedback personally – no one is perfect

MANAGEMENT MATTERS

FEEDBACK MATTERS: DEVELOPING OUR MANAGERS



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"I create a safe environment for open discussion and constructive challenge"

For more support and information on giving and receiving feedback, go to [Management Matters](#) on the BIS intranet