
MANAGEMENT DIRECTIVE

535.6 Amended
Number

COMMONWEALTH OF PENNSYLVANIA GOVERNOR'S OFFICE

Subject:

Commonwealth Management Development Program

By Direction Of:


Thomas G. Paese, Secretary of Administration

Date:

February 9, 2000

This directive provides guidelines for a Commonwealth-wide management development program in agencies under the Governor's jurisdiction. Marginal dots have been excluded due to major changes.

1. **PURPOSE.** To provide policy, objectives, and procedures for the Commonwealth Management Development Program.

2. **SCOPE.** Applies to all agencies under the Governor's jurisdiction.

3. **POLICY.**

a. The Office of Administration will design and administer a Commonwealth Management Development Program which provides training in management competencies essential to achieving the Governor's mission. The program will provide agencies with a framework to determine management development priorities related to statewide and agency initiatives.

b. Each agency should determine managers' developmental needs and establish training priorities based on agency and administration goals.

c. Having assessed and prioritized needs, agencies should create a training plan to enhance the skills of executives and managers. The plan should specify the objectives of the training, identify sources of acquisition, and provide schedules for delivery.

d. While specific management development courses are not mandatory, agencies should support the acquisition and application of training which builds management competencies defined in the Commonwealth Management Development Program. Managers at all levels are expected to:

(1) Increase organizational and individual performance and productivity.

(2) Become more customer oriented by involving customers in the design, delivery, and evaluation of programs and services.

(3) Streamline processes that interfere with efficient delivery of services.

(4) Develop innovative approaches with other agencies to deliver services to the public.

(5) Apply technology to customer services or processes that are currently paper-based and move them to delivery through electronic or web-based technology.

e. The Office of Administration may use inter-agency billing to recover cost for management development courses.

Distribution: B

4. OBJECTIVES.

(a) Provide managers with essential knowledge and skills to support the administration's management philosophy, its policy, fiscal, and program goals, and to enhance organizational performance.

(b) Orient managers to the administration's goals and priorities as contained in the Governor's Program Policy Guidelines and other directions.

(c) Support initiatives that are customer-focused, improvement driven, and directed toward efficient and effective delivery of services.

(d) Provide managers with strategies and skills to eliminate waste, offer services that meet citizens' needs, continuously improve the design and delivery of services, and account for organizational performance.

5. DEFINITIONS.

a. **Executive Managers.** Cabinet members, agency heads, appointed officials, deputy secretaries, and others with policy-level responsibilities.

b. **Senior Managers.** Bureau directors, regional directors, and others with broad program management responsibility.

c. **Middle Managers.** Division chiefs, program coordinators, and other managers who supervise large technical or professional staff or manage large projects and programs.

6. RESPONSIBILITIES.

a. The Office of Administration will:

(1) Implement and administer the Commonwealth Management Development Program.

(2) Design course content and coordinate course provision with agencies.

(3) Issue notification of management development course completions (including certificates) to agencies.

(4) Issue and collect interagency billings, as appropriate.

(5) Conduct instructor training, as appropriate.

(6) Provide content objectives for agencies' executive and management training consistent with competencies supportive of the Governor's direction.

b. Agency Heads will:

(1) Encourage the effective application of training received by managers in the Commonwealth Management Development Program to the performance of their duties and responsibilities.

(2) Ensure that sufficient agency resources are devoted to address management development priorities.

(3) As part of the annual training report submitted to the Secretary of Administration by August 15 of each year, summarize progress and accomplishments in the effective application of the Commonwealth Management Development Program. (See *Management Directive 535.7, Annual Agency Training Plans and Report.*)

c. Agency Personnel Offices will:

(1) Distribute course announcements and schedules to inform managers of opportunities to participate in the Commonwealth Management Development Program.

(2) Develop and maintain an accurate record-keeping system to track employee participation in the Commonwealth Management Development Program.

(3) Provide the Office of Administration, Training and Development Division, with projected training needs in management competencies by March 31 of each year.

This directive supersedes Management Directive 535.6 dated September 30, 1986.