

## Written evidence submitted by Chartered Management Institute

The [Chartered Management Institute](#) (CMI) is a UK registered charity that works with the public sector, businesses, and educational institutions to inspire individuals to become skilled, confident, and successful managers and leaders. We work with nearly 850 partners to deliver our qualifications, alongside 150 universities and 500 Further Education colleges, independent training providers, and employers. With over 220,000 members and a 75 year history, our work is backed by a unique Royal Charter that enables us to award Chartered Manager status.

CMI believes that the Modernisation Committee should prioritise and focus on the role of management and leadership and its impact on culture and working practices. Management and leadership skills are of paramount importance in reforming House of Commons procedures, driving up standards and improving working practices. Management and leadership skills are far from generic – they encompass a specific skill set which leads to tangible growth and needs to be taught and nurtured.

These are skills that are relevant regardless of sector. [CMI's research with the Social Market Foundation](#) has found good leaders and managers deploying best leadership and management practices are associated with better public sector organisational performance. Parliament is no exception.

CMI works alongside a plethora of individuals and organisations to help improve and embed management and leadership practices. We are currently working with the NHS and the Civil Service to improve management and leadership within both organisations. Earlier this year at the NHS Confederation Expo 2024 in Manchester, Amanda Pritchard announced that the NHS are working with CMI to create a framework of clear standards and competencies that supports managers across all levels of management.

Over the last 15 months, CMI has worked with the Cabinet Office and KPMG to create the Line Management Standards which creates a foundation for every line manager, including senior civil servants (SCS), within the Civil Service. As well as the set of Standards and Competencies, CMI has been working with the Cabinet Office to develop supporting materials including a toolkit that provides examples of good practice for every competency statement and a diagnostic tool that line managers can use to test their confidence and competence. "Line managers have a significant impact on people's day to day experiences of working in the Civil Service," [said](#) Matt Meynell, Deputy Director of Line Management Capability team. "It's great to see that managers across government are embracing the new Civil Service Line Management

Standards and recognise the part they play in putting excellent line management at the heart of everything we do.”

Managers make up a significant proportion of the UK workforce. CMI analysis shows there are around 8.4 million managers in the UK, equivalent to 1 in 4 of the workforce. However, most managers have not been trained. Research from our [Better Managers report](#) found that:

- 82% of managers haven't received any formal training - they are “accidental managers”.
- 50% of managers do not hold any management and leadership qualifications
- 33% of current managers and leaders have never received any formal management and leadership training including 26% of senior managers and leaders.

Analysis of the UK labour market suggests that leadership skills are undervalued in the UK compared to many of its competitor nations. Up to 50% of the UK's productivity gap with the most productive economies, similar to the USA, is related to management capability.

Why does management matter?

- **Productivity.** OECD analysis shows that the UK has a shortage of management skills compared to international competitors such as the US, Germany and Sweden. This gap in managerial practices is linked to lower productivity levels in the UK ([OECD analysis cited in Skills England](#), 2024).
- **Delivering inclusive workplaces.** 60% of employees said that having a supportive manager was the most influential factor in people feeling supported and included at work. (CMI 2024, [Walking the Walk](#))
- **Supporting wellbeing.** Ineffective managers have a deep impact on employees including on their motivation, satisfaction and likelihood to leave their job. (CMI 2023, [Better Management report](#))
- **Hybrid working.** CMI's research with flexible working experts Timewise shows that trained managers are critical for effective hybrid working. (CMI and Timewise 2024, [Making Hybrid Work](#))
- **Technology and AI.** Companies with high management practice scores are significantly more likely to adopt AI and to see its relevance. ([ONS](#))

Our research tells us that skilled managers create a safer work environment, engender a culture of trust, improve retention of valuable staff and are more comfortable calling out bad behaviour. Good management and leadership practices lead to better performance including

better retention, creating a positive work environment and meeting business objectives. According to [CMI research](#), we sadly also know that one in three employees have left a role because of a toxic work environment and that a supportive, skilled manager can make all the difference.

At the start of this parliament, [CMI offered management training to all MPs](#) as part of their induction programme. The offer included 12-months free CMI membership to help support the new and existing MPs in setting up their offices, signposting to our management diagnostic tools, as well as an opportunity for a cohort of 10 MPs to pursue the Chartered Manager assessment. Recently we have seen an increase in uptake of this offer with MPs however we would encourage more MPs to come forward to speak to us about this offering and welcome any thoughts or feedback.

Chartered status recognises managers with exceptional management and leadership skills and commitment to Continuing Professional Development (CPD), demonstrating to employers and peers the value of a professional approach that delivers measurable impact. Backed by our Royal Charter, CMI is the only professional body able to award Chartered Manager status. The full value of becoming a Chartered Manager:

- 89% say that becoming a Chartered manager has made a lasting change to the way they lead and manage
- 81% say that since becoming Chartered, they have had a positive impact on the wider team in their organisation (such as increased employee engagement and motivation)
- 4 in 5 managers say they perform better at work as a result of becoming Chartered.
- 95% of managers agree they use managerial skills to achieve organisational results.
- 91% of managers agree that becoming Chartered made them a better manager overall.

MPs have often told us that, once elected, they realise that in addition to the responsibilities of being a representative, they also effectively become small business managers. Overnight, they become responsible for setting up and running both constituency and parliamentary offices, complete with staffing needs, HR processes, hybrid team members. MPs are not immune to the challenges that all employers face when it comes to overseeing a modern workplace. That means recruiting the right people, effectively managing hybrid and remote working patterns, and identifying the skills and people that you need to best deliver for their constituents. This is equally true for returning MPs, as elections invariably bring change and uncertainty to team members as priorities - and portfolios - often shift.

Quotes from MPs:

- MP – “In my dealings with CMI previously, I found them influential and professional.”

- MP – “Strong support provided to management on improving their performance.”
- MP – “CMI have been proactive in supporting Help to Grow Management alumni.”
- MP – “The people who I know professionally who are members speak highly of the CMI.”

CMI would further welcome a conversation to discuss how we can work more closely with the House of Commons to improve management and leadership to support the programme of work that drives up standards, improves culture and working practices to make the House of Commons more effective.

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