

# Charter of Good Management Practice

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## Introduction

*Cochrane's Charter of Good Management Practice* formally sets out the principles and practice of management at Cochrane, and complements the organisation's existing formal policies and procedures. The Charter is based on the *Code of Practice for Professional Managers* established by the UK's Chartered Management Institute ([www.managers.org.uk/sites/default/files/u101/4053CodeofPractice.pdf?91,115](http://www.managers.org.uk/sites/default/files/u101/4053CodeofPractice.pdf?91,115)). Cochrane has a set of policies and procedures that already lead and guide management practice within the organisation (see the Cochrane Organisational Policy Manual and Cochrane's Human Resource policies: <http://community.cochrane.org/organisational-policy-manual> & [-00 CET Shared/Human Resources/Policies](#)). This Charter supports and is complementary to management's application of these policies and procedures; and applies the *Code of Practice for Professional Managers* within a Cochrane context. All Cochrane managers are expected to honour its provisions and are accountable to their own manager, the Chief Executive Officer and Cochrane's Steering Group for doing so.

As with all our policies and procedures it will be subject to review and evaluation from time to time.

## Principles of the Charter

The nature of Cochrane's work, and of our extensive network of staff, volunteers and stakeholders, mean that Cochrane's staff work in a demanding, multicultural and diverse environment. **Honesty, integrity and trust, together with the display and maintenance of high standards of professional conduct and competence, lie at the heart of best practice in management and leadership.** Cochrane expects its managers to display these principles and standards in their working relationships with team members, other colleagues and stakeholders; and in their management and leadership activities undertaken on behalf of Cochrane.

### The management of Cochrane is based on the following principles:

- Adherence at all times to behaviour and decision-making in accord with Cochrane's mission and principles.
- Working to the highest standards of excellence in order to deliver quality products and services to our users, partners and other stakeholders.
- A commitment to providing these products and services with the highest degree of efficiency, innovation and effectiveness to provide maximum impact on health decision-making.
- A commitment to transparency, openness and accountability in our relationships, communication and actions.
- Promoting regular participation in a spirit of mutual respect and cooperation.
- Embracing the diversity of thought and perspective represented by all at Cochrane; and encouraging employees and collaborators to offer and use all of their knowledge, skills and experience.

### All Cochrane employees have a right to:

- Expect managers to manage according to this Charter and to the agreed policies, procedures, standards and values of Cochrane;
- An agreed individual work plan; clear guidance on expectations and priorities; and clear and rapid feedback from managers to questions and concerns communicated to them;
- An annual appraisal;
- One-to-one meetings with their line manager on a regular basis (and at least monthly unless exceptional circumstances prevent it);
- Continuity between one-to-one meetings through the setting and review of action points.

## Expected Management Practice

### Managers at Cochrane will endeavour to:

- Create effective working relationships and support colleagues to fully understand their responsibilities, areas of authority and accountability and acceptable practice;
- Use power and authority in a fair and equitable manner;
- Respect the managerial chain of responsibility and accountability;
- Show respect for the views and actions of others, ensuring every individual is treated fairly and that matters of faith, conscience and diversity are respected;
- Meet deadlines and contribute towards a culture of meeting deadlines;
- Keep their team members informed about Cochrane's plans, progress and the context for key management decisions; but provide advice and support only so far as is necessary to allow progress to be maintained and to enable people to work autonomously;
- Have regard for the physical and mental health, safety and wellbeing of colleagues, recognising their specific needs and the pressures and problems they face;
- Make time available to support, encourage and assist colleagues to develop their skills and abilities, valuing the contribution which they make and recognising their achievements;
- Safeguard the reputation and assets of the organisation;
- Uphold lawful policies, practices and procedures; and ensure that agreements entered into or activities undertaken are consistent with the interests of Cochrane and demonstrate good management practice;
- Respect social, environmental and wider corporate responsibility concerns, assessing the impact of our actions on the environment and society around us, and seeking to conserve resources wherever possible.

### When managing themselves, managers will endeavour to:

- Manage themselves and their time efficiently;
- Accept accountability for the work and performance of themselves and their teams;
- Seek to reconcile personal and corporate values;
- Safeguard all confidential and/or proprietary information that comes into their possession and not seek personal advantage from it;
- Neither offer nor accept gifts, hospitality or services which could create, or imply, an improper obligation;
- Remain calm in difficult or uncertain situations;
- Accept constructive feedback from their own managers, those who report to them and peers, without becoming defensive - and use it to enhance their own performance in future;
- Continue to develop professionally, and seek support if asked to act beyond their current level of capability.

### When taking decisions, managers will endeavour to:

- Show integrity and fairness in decision-making;
- Reconcile and make use of a variety of perspectives;
- Take decisions which are realistic for the situation;
- Focus on facts, problems and solutions in an emotional situation.

### When communicating, managers will endeavour to:

- Provide clear and transparent communication, fostering a culture of openness and transparency in communications (written and verbal) where issues may be addressed in a frank, timely and effective manner
- Listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding;
- Identify the information needs of listeners;

- Adopt communication styles appropriate to listeners and situations, including selecting an appropriate time and place;
- Be honest, open and truthful in all external communications.

**When managing performance, managers will endeavour to:**

- Set objectives which are both achievable and challenging;
- Provide feedback designed to improve an individual's future performance;
- Treat all feedback to individuals and teams confidentially;
- Promptly identify poor performance and bring it directly to the attention of the individual concerned;
- Act consistently, fairly and without prejudice when addressing any shortfall in performance or standards of behaviour;
- Discuss poor performance issues with the team member at a time and place appropriate to the type, seriousness and complexity of the problem; and seeking at all times to ensure privacy and confidentiality.

**When dealing with conflict, managers will endeavour to:**

- Clarify the types of behaviour which are acceptable within the working environment, consistent with the values of Cochrane, and expect employees and collaborators to honour these standards;
- Provide appropriate opportunities for team members to discuss problems which directly or indirectly affect their work;
- Act reasonably and justifiably in identifying and resolving conflicts of values, including those of an ethical nature.
- Aim to deal with issues of conflict quickly and consistently;
- Discuss issues frankly and openly, stating their own position and views clearly in conflict situations;
- Say 'no' to unreasonable requests;
- Resolve conflicts in a constructive way, mediating between and reconciling employees (and collaborators) involved whenever possible that minimises disruption and discord between them;
- Document key discussions with the employees related to the conflict;
- When conflicts at their level cannot be resolved, pass responsibility for resolution of the conflict to their supervisors;
- Honour the final decisions taken by the Editor in Chief (on matters relating to Cochrane content), the Chief Executive Officer (on all other matters); and the Cochrane Steering Group.