

EMPLOYMENT ENGAGEMENT STRATEGY ACTION PLAN 2010-11

Challenge identified	Status	Actions	Completion Date	Accountable Officer	Responsible Officer(s)	Additional Resources?	Progress Update – Q1/Q2/Q3/Q4
(1) Increase involvement in decision-making		(a) Update the existing employee suggestion scheme (b) Revise Consultation Strategy, exploring opportunities within it for internal consultation	(a) Nov 10 (b) Nov 10	Paul Howes	(a) Rachael Fox (b) Richard May	No	
(2) Improve formal internal communications		(a) Introduce a Q&A slot on SMT and EMT agendas, which allow staff to answer questions and raise issues of concern (b) Undertake	(a) Nov 10 (b) Mar 11 (c) Dec 10	Alex Colyer	(a) Holly Adams (b) Susan Gardner Craig (c) Susan Gardner Craig	No	

		<p>random checks to ensure team meetings are taking place regularly</p> <p>(c) Consider the introduction of an Employee Forum to complement the work of the Trade Unions</p>					
(3) Ensure effective induction procedures		Carry out half-yearly audit of new starters to measure effectiveness of staff induction process	Mar 11	Susan Gardner Craig	Lindsey Smith	No	
(4) Make appropriate reward and recognition		<p>(a) Introduce a "Job well done" award for individuals and teams</p> <p>(b) Explore the possible</p>	Nov 10	Jean Hunter	Paul Howes	Maybe minor costs	

		introduction of a reward scheme for high attendance / low sickness	Mar 11	Alex Colyer	Susan Gardner Craig	No	
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OUR COMMITMENTS TO EMPLOYEE ENGAGEMENT

Key driver of engagement	South Cambridgeshire District Council commits to:	These commitments are met through:
Belief in future direction	<ol style="list-style-type: none"> 1. Clearly communicating the Aims, Approaches and Actions 2. Ensuring the Three As are reflected in the Corporate Plan and Service Plans 3. Ensuring that employee aims align with Council Aims 	<p>Cabinet reports</p> <p>Service planning process and guidance</p> <p>Personal Development Reviews</p> <p>Management Competency Framework</p>
Involvement in decision-making	<ol style="list-style-type: none"> 1. Considering new ways to increase employee representation 2. Working more closely with the Trade Unions 3. Ensuring senior management provides a visible presence within the organisation. 	<p>Regular joint union / management liaison meetings</p> <p>Custom and practice</p>
People-centred culture	<ol style="list-style-type: none"> 1. Its senior management and members leading by example through living the Council's values 2. Empowering and trusting employees to do their jobs 3. Ensuring employees understand the bigger picture and how their work contributes to it 4. Ensuring that Council policies, practices and procedures are clear and robust 	<p>Values of trust and mutual respect</p> <p>'Golden thread' linking individual, team, service and corporate objectives</p> <p>Policy database and review schedule</p> <p>Organisational development strategies (Workforce Plan)</p>
Formal internal communications	<ol style="list-style-type: none"> 1. Its senior managers delivering key messages using appropriate communication methods, face-to-face wherever possible 2. Line managers holding regular team meetings 3. Ensuring clear links between corporate Aims 	<p>CEX weekly message</p> <p>Corporate Brief</p> <p>Scene</p>

	<p>and employee's personal objectives</p> <p>4. Providing feedback, coaching and support to senior managers to help them convey meaningful messages</p>	<p>Lunchtime seminars</p> <p>Team meeting audits (staff survey)</p> <p>Golden thread linking personal and organisational objectives</p> <p>Personal development plans identify training needs</p> <p>Management competency framework</p>
Control over how work is done	<ol style="list-style-type: none"> 1. Establishing levels of authority and responsibility (within formal delegation schemes) at Performance and Development Review (PDR) meetings 2. Reviewing progress against objectives at Periodic meetings 1:1 3. Training managers and supervisors in effective delegation 	<p>PDR scheme</p> <p>Management competency framework</p>
Understand key business issues	<ol style="list-style-type: none"> 1. Ensuring employees are aware of the Council's strategic aims 2. Promoting the Aims on a regular basis, both orally and in writing 3. Visible leadership, keeping in touch with employees 	<p>Cabinet report</p> <p>Communication and consultation on strategic aims</p>
Career advancement opportunities	<ol style="list-style-type: none"> 1. Considering secondment opportunities as and when vacancies arise 2. Embedding integrated PDR and Service Planning processes 3. Ensuring there is a range of development 	<p>HR policies and guidance</p> <p>PDR and service planning process – issue of refreshed guidance and training annually</p>

	<p>activities that support talent management</p> <p>4. Clearly defining the future leadership needs of the Council</p>	<p>Employee Engagement Strategy</p> <p>Organisational development policies (Workforce Plan)</p>
Corporate Values reflect personal values	Continuing to embed the Council values through positive publicity around values being demonstrated in our work, and through the PDR process.	<p>Communication mechanisms</p> <p>PDR process</p>
Senior Leadership	<ol style="list-style-type: none"> 1. Ensuring senior leadership accountability for employee engagement and involvement is built in to objectives 2. The senior leadership team being visible and accessible to employees 3. Communicating a clear vision of the future 4. Involving employees in decision-making that will affect them 5. Building trust in the organisation by being open and honest 6. Demonstrating commitment to the Council's values through example 7. Responding positively to constructive feedback 8. Demonstrating genuine commitment to employee wellbeing, within a focussed strategy document. 	<p>Job descriptions and person specifications</p> <p>Widely accessible SMT agenda and minutes</p> <p>Corporate Brief</p> <p>CEX weekly message</p> <p>Council Vision and Three A's</p> <p>Values</p> <p>Employee Engagement Strategy</p> <p>Bright Ideas Scheme</p> <p>Employee Opinion Survey</p> <p>Wellbeing Strategy</p>
Line managers	<ol style="list-style-type: none"> 1. Developing line managers' coaching and facilitation skills 2. Using the Management Competency Framework to develop/enhance line manager's management skills 	Management Competency Framework

Recruitment and selection	<ol style="list-style-type: none"> 1. Ensuring that the recruitment and selection process is robust and linked to the Council's values 2. Advertising all jobs internally and ensuring that the selection criteria are clear 3. Keeping candidates informed of progress 4. Offering all candidates feedback – whether successful or not 5. Reviewing processes on a regular basis, taking on board comments from applicants and employees 	Recruitment and selection policy and guidance
Performance management	<ol style="list-style-type: none"> 1. Ensuring that the requirement to conduct regular PDRs is built in to manager's objectives 2. Continuing to audit the quality of completed PDRs 3. Providing support and coaching for managers who fail to complete the PDR process within the given timescales and to the required standard 4. Considering sanctions for non-completion of PDRs within the given timescales 	<p>PDR process and 'grandparent' quality checks by manager's manager</p> <p>Training and Capability Policies</p>
Learning and development	<ol style="list-style-type: none"> 1. Ensuring that development needs and opportunities are discussed as part of the PDR 2. Recognising differences in preferred learning styles between individuals and seek to explore appropriate means of delivering training and self-development, taking these into account 	<p>PDR / Appraisal process</p> <p>Personal Development Plans</p> <p>Corporate Training Strategies</p>
Reward and recognition	<ol style="list-style-type: none"> 1. Give positive feedback to employees whenever the opportunity arises. 	PDR process and regular 1:1 meetings

	2. Feedback customer compliments and comments 3. Promote good news stories 4. Ensure teams are recognised as well as individuals	Reporting compliments via PFH/EMT reports, 'good news' notice boards, website (CSE initiative)
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These commitments are measured through:

- Investors in People re-assessment;
- Employee Opinion Survey results;
- Staff and customer feedback;
- Percentage of PDRs undertaken;
- Feedback from training and development activities.