

EMPLOYEE SURVEY 2008 / INVESTORS IN PEOPLE 2009 ACTION PLAN

Communication: N.b. There is currently an Efficiency & Improvement Transformation (EIT) Review which is specifically looking at improved methods of communication across the Council which will lead to a comprehensive action plan being formulated. Identified areas detailed below in this Employee Survey / Investors in People Action Plan will therefore be subject to ratification as a result of the report to Cabinet which is due 26 th November 2009.				
Action	Lead Officer	Initiative	Target Date	Outcome
Voicemail Pilot	Head of Customer Services & Taxation	<ul style="list-style-type: none"> Employee Survey Investors in People 	Report to CMT by December 31 st 2009	If agreed, all areas of the Council will adopt voicemail. Improved communication flows and increased contact opportunities will be measured by a reduced number of complaints
Staff Suggestion Scheme	Organisational Development Manager	<ul style="list-style-type: none"> Employee Survey Investors in People 	December 31 st 2009	Service Areas will commence introduction of individualised suggestion schemes to harness efficiency savings and service improvements.
Corporate Directory	Interim Head of Communications	<ul style="list-style-type: none"> Employee Survey 	June 2010	A comprehensive Corporate Directory will be produced detailing service areas including; managers/deputies responsible; contact details; services provided; premises/locations
Employee Engagement / Recognition Strategy	Organisational Development Manager	<ul style="list-style-type: none"> Investors in People 	December 31 st 2009	Strategy will be in place to formalise reward, recognition and employee engagement helping to reduce staff turnover and improve morale.
Staff Forums	Interim Head of Communications	<ul style="list-style-type: none"> Employee Survey 	June 2010	Staff forums / similar employee consultation forums to be introduced across Directorates based on the Resources model which is well received by staff. Improved levels of employee engagement will be measured through future staff surveys

Training and Development

Action	Lead Officer	Initiative	Target Date	Outcome
Appraisal Review	Senior HR Business Manager – Workforce Development	<ul style="list-style-type: none"> Employee Survey Investors in People 	Report to CMT March 2010	The effectiveness of the appraisal process and consistency of application will be measured and, where appropriate, improvements proposed for implementation.
Succession Planning Policy	HR Business Manager – Leadership & Management	<ul style="list-style-type: none"> Employee Survey Investors in People 	March 2010	Improvement in qualitative measures to assess improvements in identified skills gaps. Improvement across all diversity strands in top 5% of earners (measured via ex BVPIs relating to diversity in the workforce) Staff turnover to be maintained below the national average
Apprenticeships	Senior HR Business Manager – Workforce Development	<ul style="list-style-type: none"> Investors in People 	December 2010	Significantly increase the numbers of younger employees joining the Council. Reduce the average age of the workforce whilst producing cost efficiencies. Local economic regeneration.
Training needs analysis.	Senior HR Business Manager – Workforce Development	<ul style="list-style-type: none"> Investors in People 	September 2010	Review of managerial competencies will highlight improved knowledge, skills and behaviours managers needed to lead, manage and develop people effectively. Outcomes to be measured against future Employee Survey / IIP assessments.
Pre and post course evaluation Learning Styles	Senior HR Business Manager – Workforce Development	<ul style="list-style-type: none"> Employee Survey Investors in People 	September 2010	Effectiveness of training will be measured from meeting expectations to effective delivery against training needs. Post course evaluations of added value will quantify organisational improvement through training and development interventions supporting future investment

Career Progression Frameworks	Senior HR Business Manager – Workforce Development	<ul style="list-style-type: none"> Employee Survey Investors in People 	December 2010	Improvement in qualitative outcomes measured through appraisal; the Employee Survey and IIP assessment. Staff turnover to be maintained below the national average.
Development and Implementation of Training Admin Module PSE	Senior HR Business Manager – Workforce Development / Xentrall Shared Services	<ul style="list-style-type: none"> Employee Survey Investors in People 	December 2009	Training module will be live and capable of administering training events and records across the Council

Bullying & Harassment				
Refresh Dignity at Work policy	HR Business Manager – Policy and Projects	<ul style="list-style-type: none"> Employee Survey 	Jan 2010	Policy being reviewed with clearer links to bullying / harassment. Policy to be promoted / communicated to all staff via various media. Staff will be aware where to look for pertinent information and 'what to do next.'
Exit Interviews	HR Business Manager – Policy and Projects	<ul style="list-style-type: none"> Employee Survey 	Jan 2010	Achieved Sept 2009. Exit interviews / documentation will provide qualitative data of thematic issues which will enable managers to take appropriate action to reduce turnover.
E learning	HR Business Manager – Policy and Projects	<ul style="list-style-type: none"> Employee Survey 	Sept 2010	Intranet to be updated which will give remote access to policies and guidelines on how to tackle issues effectively. Outcomes to be measured by future employee surveys.
Sign Posting fact sheets for employees.	HR Business Manager – Policy and Projects	<ul style="list-style-type: none"> Employee Survey 	Jan 2010	Following refresh of policy, fact sheets will enable staff to signpost themselves to the various help areas appropriate to their particular circumstances, in confidence.
Work / Life balance policy	HR Business Manager – Policy and Projects	<ul style="list-style-type: none"> Investors in People 	March 2010	Incorporated into flexible working scheme to ensure consistency of use of initiatives across SBC leading to reduced sickness absence and improved employee engagement.

