

CASSI Review of Employee Engagement

Service Position Statement

Service baseline / Initial Challenge	Employee Engagement
<p><u>Description of current service</u></p> <p>Who provides the service?</p>	<p>The Organisational Development Team of 15 within Human Resources undertake employee engagement activity through their wider remit to deliver:</p> <ul style="list-style-type: none"> Health and wellbeing Policy development File Management Training and Development <p>Their role is wider than an explicit responsibility for employee engagement but for example the involvement of employees in HR policy development and in health and well-being initiatives effectively brings about engagement.</p>
<p>History how service was formed and why it exists</p>	<p>The importance of Employee Engagement has been recognised for some years through Planning for the Future Reviews and the need to engage and involve managers in sharing the Council's vision, be committed to achieving its objectives and contributing to decision-making both corporately and within teams.</p>
<p>How is the service provided?</p>	<p>The OD team within Human Resources coordinate:</p> <ul style="list-style-type: none"> -Investors in People accreditation -Ongoing development of the Appraisal Scheme -the development of an Employee Engagement Strategy to draw together the numerous activities, identify any gaps and develop an action plan to address these -the development and implementation of a range of fair employment policies -the development and implementation of a Trade Union Partnership agreement -An Employee Satisfaction Survey is undertaken every 2 years Jointly with the HR Business Partner (Diversity) the development of a network for black and ethnic minority employees.
<p>What influences impact on the service(political, social economic, technological)?</p>	<p>Employee engagement is a 2-way interaction between the employer and the employee. Engaged employees are those who are willing to go the extra mile; it is an emotional commitment to the organisation and its values. Consequently many aspects of an organisation can impact on the level of engagement an employee feels.</p>

CASSI Review of Employee Engagement

Service Position Statement

How does the service perform?	The service performs well. The results of the last Employee Survey completed in November 2008 showed a positive response against all questions
What does inspection tell us about this service?	The last Investors in People Assessment stated 'The culture is one of inclusion, innovation and empowerment and people speak passionately about being part of a team'. The recent Silver standard accreditation is the first to be achieved by a public Sector organisation in the North East.
What resources are used?	Elements of employee engagement are integral to the whole range of HR activities and are consequently spread across the service. There is no dedicated resource.
What assets are used to deliver the current service?	None
Are there any limitations or barriers affecting the delivery of the service?	None
If the service is outsourced or provided by a third party, how are service standards monitored?	Not Applicable
Could the service be provided through a different mechanism?	Much of the Service is integral to the organisational culture of the Council.
Customer Who are the customers & what are their needs now?	The customers are all employees of the Council
How are service users consulted and how do their views shape delivery?	The main consultation mechanism is through a biennial employee consultation survey. Responses to the survey are analysed and areas which show the lowest levels of satisfaction investigated further. For the first time this year, this will be through a number of employee focus groups.

CASSI Review of Employee Engagement

Service Position Statement

<p>How satisfied are the customers?</p>	<p>The 2008 Employee Survey showed general levels of satisfaction with Employee Communications and also had a 40% response rate (30% in 2005). There was one question on Employee engagement specifically which indicated that 72.1% of employees felt they were encouraged to make suggestions to improve the way things are done at work.</p>
<p>How do you communicate with your users?</p>	<p>Extended Management Team meet monthly consisting of CMT and all Heads of Service Setting the Standard meet two or three times per year consisting of third tier managers and above Keeping You in Touch a monthly in house magazine providing information on services and new developments to staff Message of the Day – short E mailed messages on issues of importance Team Meetings at all levels of the organisation Staff Away Days to review progress and discuss service improvements The intranet</p>
<p>How are these services promoted /marketed?</p>	<p>Through direct communication with employees</p>
<p>What do Viewpoint Surveys/ internal audit reports tell us about the service?</p>	<p>N/A</p>
<p>Are there customers who could use the service but don't?</p>	<p>Potentially those who work closely with the Council through partnership arrangements.</p>
<p>Are there customers using the service who shouldn't be?</p>	<p>No</p>
<p>Who are the customers of the future and what are their needs?</p>	<p>Currently, an average of 400 new employees join the Council each year.</p>
<p>What is the likely demand for these services in the future?</p>	<p>The need for effective employee activity is needed more than ever during the change that will arise from the EIT process.</p>

CASSI Review of Employee Engagement

Service Position Statement

What do complaints/compliments tell you about these services?	None
<u>Aims & Objectives</u>	
Is the service required by statute?	No
Is there a statutory level of service?	No
Is the service responsive or proactive or a mixture?	A Mixture
Is the service needed?	<p>Yes. Research has shown that engaged employees are those who deliver improved business benefits – these are the people who work with energy and enthusiasm and will drive innovation to move the organisation forward. The evidence both in the academic and business communities shows that there are clear links between highly engaged employees and the following:</p> <ul style="list-style-type: none"> - Service quality - Customer satisfaction and loyalty - Absence - Employee turnover - Organisational citizenship - Creativity and innovation
What would happen if the service was not provided either in whole or part? How would the service react to new pressures What capacity would be required to deal with additional / new demands?	<p>The majority of employees in any organisation will probably be neither engaged nor disengaged – such employees will generally do a satisfactory job but do little to improve service delivery. Disengaged employees however are those who are actively unhappy at work – they will probably act out their unhappiness at work in a variety of ways and are often difficult and time consuming to deal with. An increase in the numbers of such employees is likely therefore to have a detrimental impact on the Council across a number of measures.</p> <p>Once appropriate engagement measures are in place, no additional resources should be required</p>

CASSI Review of Employee Engagement

Service Position Statement

<p>Who provides a similar service to this using a different delivery mechanism e.g. external partnerships etc?</p>	<p>Employee engagement is something which by definition has to be developed internally.</p>
<p>Relevance / Context</p> <p>How does the service fit with the overall aims of the Council?</p>	<p>In The Councils theme of 'promoting achievement and tackling disadvantage is delivered by:</p> <ul style="list-style-type: none"> - Working effectively in partnership - Communicating, engaging with and listening to local people - Putting our customers first - Delivering top quality services - Being flexible and continually improving how we work - Actively learning and developing <p>In order to deliver the Council's vision and priorities therefore, not only must the workforce be properly trained, it must also be committed to achieving those objectives in other words engaged in what it is doing.</p>
<p>What policies, plans and strategies impact on the service e.g. statutory, policy, function , other services?</p>	<p>Human Resources Strategy Employee Engagement Strategy</p>
<p>Are there any political judgements / decisions involved in determining the levels of service?</p>	<p>No</p>
<p>Financial/Resource considerations</p> <p>What are the capital and revenue costs of the service?</p>	<p>There are no specific resources allocated to Employee Engagement activity. The costs of the OD team would be still be required to carry out their other functions</p>
<p>What is the level of external 3rd Party expenditure?</p>	
<p>What contracts or other arrangements are in place (spend analysis)?</p>	<p>None</p>

CASSI Review of Employee Engagement

Service Position Statement

What is the Council commitment to the contracts/ other arrangements?	N/A
Do you have any charging policies?	N/A
How have Gershon efficiency savings impacted on the service and how were the service planning to meet future Gershon efficiency targets?	N/A
How will the current financial climate affect the service?	N/A
How can you demonstrate that the service is cost effective?	N/A
Do external contracts offer value for money?	
<u>Service Drivers</u>	
What do we need to change and why?	The outcome of the Employee Satisfaction Survey shows high levels of satisfaction with the council as an employer
What are the main drivers of change?	<ul style="list-style-type: none"> - - The need to challenge current ways of working to achieve efficiencies - - The need for employees to embrace change and to be open to delivering services in different ways - The need for employees to be increasingly flexible to meet the changing needs of the council - The need for employees to be innovative to find new and better ways of doing things - The need for employees to be open to learning new skills