

People Strategy Action Plan 2010/11

Action	Strategic Priority	Criteria	Who	Progress
<ul style="list-style-type: none"> • Ongoing CLT team development events to deliver vision, values & culture and customer focus 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively 	Anne de Leyser Barry Pirie HR	Ongoing Team and Leadership Development have been delivered with CLT – final session with Dr K.R in Jan 2010 – the programme to be reviewed with new Chief Executive (CEX) AK by end March 2010.
<ul style="list-style-type: none"> • Monthly ELT business focused meetings organised around specific themes (aligned to vision, values & culture) 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively 	Laurie Bell	Programme of ELT monthly workshops in place for 2010 – again this will be reviewed with CEX A.K.
<ul style="list-style-type: none"> • Face to face meetings for staff with Senior Leaders 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation 	Laurie Bell Barry Pirie Cllr Laura Mayes HR	A programme of “Shaping the Future Together” workshops was developed and has now been delivered in all hub offices across the Council. The very useful feedback is being collated and will be developed into an organisational action plan. To be discussed with CLT March.
<ul style="list-style-type: none"> ▪ Service/functional team events tailored based on need and aligned to vision, values and culture (commissioned by services) 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture 	Anne de Leyser Barry Pirie HR	Ongoing programme commissioned by Departments aligned to the overall Leadership / Management Development Programme currently in place.
<ul style="list-style-type: none"> • Management competency framework (CLT/ELT) to be developed: - 1. Linked to “What will we be like” document 	<ul style="list-style-type: none"> ▪ Organisational Development ▪ Leadership Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation 	Barry Pirie HR	A framework aligned to the “What we will be like” document has been developed. A 360 degree

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<p>2. 360 degree feedback tool to assess leaders performance against the framework & assist in identifying future leaders</p>		<ul style="list-style-type: none"> ▪ Managing Performance More Effectively ▪ Developing our Leaders Within a Changing Context 		<p>assessment tool has been developed and trailed and will be rolled out as part of the Leadership Development Programme (Leadership Matters) in April 2010.</p>
<ul style="list-style-type: none"> • Management briefings to update managers on new Wiltshire Council people policies, to incorporate: - <ol style="list-style-type: none"> 1. The behaviours required. 2. Responsibilities 3. Managing new ways of working (remote staff, working at home etc) 	<ul style="list-style-type: none"> • Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively ▪ Support to Service Re-design 	<p>HR</p>	<p>The programme of management Master classes has been developed – 3 Pilot workshops will be delivered and evaluated 29-30th March 2010.</p>
<ul style="list-style-type: none"> • Revised appraisal process: - <ul style="list-style-type: none"> • To identify and capture skills gaps (at department level) • Develop process for managers/staff to match gaps to learning & development programme • Use process to identify corporate needs and review/update the learning & development programme • New appraisal process used to engage staff in cultural change • Refreshed appraisal process giving staff the opportunity to outline their aspirations to feed succession planning • One Council refreshed appraisal training – behaviours/responsibilities to be included 	<ul style="list-style-type: none"> ▪ Skills & Competency Development ▪ Organisational Development ▪ Leadership Development 	<ul style="list-style-type: none"> ▪ Addressing specific skills gaps ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively ▪ Develop or Leaders within a changing context 	<p>HR</p>	<p>A refreshed appraisal process was developed and rolled out July/ August 2009.</p> <p>Current priority is to evaluate the refreshed process and review as necessary and deliver in July 2010 linked to Corporate Plan and organisational priorities.</p>
<ul style="list-style-type: none"> • Support on-going service re-design to ensure customer focus, vision, values and culture are aligned. 	<ul style="list-style-type: none"> • Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively ▪ Support to Service Re-design 	<p>HR</p>	<p>On-going support to organisation re-structures (DCE/ N&P) Support to the review of management structures in place.</p>

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<ul style="list-style-type: none"> • Employee survey to: <ul style="list-style-type: none"> • obtain baseline/benchmark data • benchmark the effectiveness of communications about vision, values & culture • test staff customer focused behaviours/responsibilities • to assess organisation behaviour against the framework 	<ul style="list-style-type: none"> • Organisational Development • Leadership Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Developing our Leaders Within a Changing Context 	HR	<p>PID & project plan to be developed by 1st April 2010.</p> <p>Tender process to be completed by end of Quarter 2 2010.</p> <p>Survey delivered in Quarter 3 2010.</p>
<ul style="list-style-type: none"> • “What will we be like” - work with Communications to bring the document to life and deliver it as an employee focused document to gain commitment to vision, values, culture of the new Council • Careers website • Jobs application packs • Employment contracts and contract packs • Intranet (The Wire) • Team Wire via Managers to deliver key messages. 	<ul style="list-style-type: none"> • Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation 	HR	<p>Revised Wiltshire Council job application packs are now in place (January 2010)</p> <p>Revised Wiltshire Council contracts and contract packs are now in place (January 2010)</p>
<ul style="list-style-type: none"> • Develop Learning & Development Strategy for the Council : <ul style="list-style-type: none"> • ELT/Management development programme agreed with CLT/ELT to be cascaded to all managers A revised learning & development structure/programme of training, including NVQ sectors • Member development programme (underway) • Customer focused training, • Corporate half day induction under review, to include sessions on vision, values & culture and customer focus • Review and re-launch an induction toolkit for Managers to ensure vision, values & culture and customer focus are implicit <ul style="list-style-type: none"> ○ Initial refresh ○ Full review to tie in with e-induction and corporate half day content • Development of new staff e-induction system including: - <ul style="list-style-type: none"> ○ Focus on vision, values and culture – Specific modules on Vision, Values & Culture & Customer Focus to be developed ○ Developing a survey facility to collect the views of new employees (experience of recruitment process, initial views of the Council, suggestion 	<ul style="list-style-type: none"> ▪ Organisational Development ▪ Leadership Development ▪ Recruitment & Retention ▪ Skills & Competency Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Develop or Leaders within a changing context ▪ Succession Planning ▪ Responding to Changing Demographics ▪ Improving our Workforce Planning ▪ Improving Career Management ▪ Addressing specific skills gaps 	HR	<p>ELT/CLT Leadership Development Programme launched in Sept 2009 going well. Review the forward plan with CEX A.K.</p> <p>Revised Learning and Development programme and funding options to be launched April 2010.</p> <p>Revised face to face corporate induction now in place. Format to be further reviewed in Quarter 2 2010.</p> <p>The induction toolkit for managers was reviewed and re-launched in April 2009. This will be further reviewed once all</p>

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<p>facility to improve processes etc) to feed into the recruitment & retention strategy.</p> <ul style="list-style-type: none"> • Refresh recruitment & selection training to ensure vision, values & culture and customer focus is included & ensure managers roles & responsibilities are understood • Development of assessment centres for staff identified as having potential (360 degree feedback, aspirations etc) • Deliver an internal Train to Gain scheme (NVQ framework) • Apprenticeship Scheme: - <ul style="list-style-type: none"> ○ Key partner relationship with Wiltshire College (scheme to be sub contracted to Wilts College) 				<p>modules in the e-induction system are live.</p> <p>The corporate e-induction system went live 1st April 2010, further review required in light of department re-structuring.</p> <p>Equality & Diversity module in the e-induction module went live December 2009.</p> <p>Health & Safety module in e-induction currently being tested.</p> <p>IT Security & Customer Service modules in e-induction are currently being developed.</p> <p>Train to Gain scheme linked to external funding going well and achieving targets.</p> <p>Apprenticeship scheme programme currently under review.</p>
<ul style="list-style-type: none"> ▪ Develop Recruitment & Retention Strategy for the Council, to include: - <ul style="list-style-type: none"> • Review and update the Recruitment & Selection policy and Manager guidance: - <ul style="list-style-type: none"> ○ Capture baseline data to understand the recruitment & selection process – timescales, costs, delays, applicant demographics etc ○ Review and update in line with the development of the recruitment & retention strategy and employer brand. 	<ul style="list-style-type: none"> ▪ Organisational Development ▪ Recruitment & Retention 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture • Developing a Customer Focused Organisation • Responding to Changing Demographics • Improving our Workforce Planning ▪ Improving Career Management 	<p>HR</p>	<p>The strategy will be started once workforce plans are in place, and future skills requirements known and understood.</p> <p>In advance plans are in place to develop an exit interview process to better understanding</p>

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<ul style="list-style-type: none"> • Refresh recruitment & selection training to ensure vision, values & culture and customer focus is included & ensure managers roles & responsibilities are understood • Develop recruitment plans for service areas and corporately, taking into account skills shortages, use of temporary and consultancy staff, career progression, talent management. • New recruitment & selection process – need to ensure vision, values & culture and customer focus are implicit in the procedure • Use data available to identify under-represented groups in the workforce, and develop actions to target these groups • Develop an employer/recruitment brand to attract all sections of the community and ensure the Council brand, vision, values and culture and customer focus are included: <ul style="list-style-type: none"> ○ Develop survey on Careers website to understand prospective candidates view of the Council ○ Survey new employees to gain their view of the recruitment & selection process and first impressions of the Council ○ Use the data to gain perception of the Council as an employer of choice ○ Take action to ensure the employer brand takes account of the Wiltshire demographics. • Review promotional techniques (press and web coverage, identify potential efficiencies & investigate targeted advertising campaigns and the potential impact on the applicant demographics) • Develop corporate exit interview process to ensure information about reasons for leaving and feedback/understanding of vision, values and culture. • Development of forums for under 25 year olds and develop stronger links with existing staff forums (BME/Disability): <ul style="list-style-type: none"> ○ To understand why these groups are under represented and to agree actions to resolve ○ Survey probationers/leavers in these groups to 		<ul style="list-style-type: none"> ▪ Addressing specific skills gaps 	<p>reasons for leaving.</p>
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<ul style="list-style-type: none"> ○ get their perspective of the Council as an employer ○ Ensure groups are represented in stakeholder meetings to develop the employer brand ● Job Descriptions – update templates to include vision, values & culture (behaviours expected) ● Continue involvement in National Graduate Development Programme – Wiltshire Council to continue with the programme, to recruit and retain talent ● Raising the profile of work experience across the Council: - <ul style="list-style-type: none"> ○ Promote the scheme more widely ○ Reinforce managers responsibilities to support the scheme (develop guidance, provide briefings etc) ○ Set up links with Wiltshire Schools to identify/develop core skills frameworks for students and encourage students to consider the Council as a positive career choice 				
<ul style="list-style-type: none"> ● Develop new policy template and review/refresh and maintain people policies to ensure they support the vision, values & culture and customer focus, and workforce transformation requirements, using lean systems approach 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively 	HR	<p>A draft policy template has been developed and consultation with key stakeholders underway. A schedule of policy work to be developed in line with Corporate, Service, the requirements of Workplace Transformation and Pay Harmonisation and other external factors. This will be developed and priorities actioned in Quarter 2 2010.</p>
<ul style="list-style-type: none"> ● Developing new approach/relationship with Trade Unions <ul style="list-style-type: none"> ● New constitution ● New Time Off for Trade Union Activities ● New JCC framework 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture 	HR	<p>New constitution drafted – ready for discussion with Trade Union colleagues. April 2010.</p>
<ul style="list-style-type: none"> ● Develop a workforce planning toolkit to be deployed in 	<ul style="list-style-type: none"> ▪ Organisational 	<ul style="list-style-type: none"> ▪ Embedding Vision, 	HR	<p>A PID and project plan</p>

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<p>service departments: -</p> <ul style="list-style-type: none"> • Design template that incorporates the Council's aims. • Identify current and future skills and numbers of employees needed to deliver new and improved services • Analyse the present workforce's characteristics in relation to these needs • Compare the present workforce and the desired future workforce to highlight shortages, surpluses and competency gaps • Examine the diversity profile at all levels against that of the local population. 	<ul style="list-style-type: none"> ▪ Development Recruitment & Retention 	<ul style="list-style-type: none"> ▪ Values & Culture ▪ Developing a Customer Focused Organisation • Managing Performance More Effectively • Responding to Changing Demographics • Improving our Workforce Planning 		<p>will be in place by 1st April 2010.</p>
<ul style="list-style-type: none"> • Harmonisation • Delivery of harmonisation with minimum disruption • Policies developed ensuring "employer of choice" requirements are included 	<ul style="list-style-type: none"> • Pay & Reward 	<ul style="list-style-type: none"> • Market Pay Positioning 	<p>HR</p>	<p>See separate report.</p>
<ul style="list-style-type: none"> • Development of Reward Strategy: <ul style="list-style-type: none"> ▪ Investigate reward statements to provide staff with a overview of their total pay/benefits package (at start of employment/annually) ▪ Review pay policy in line with the development of an employer/recruitment brand. ▪ Development, maintenance and promotion of staff benefits ▪ Road shows to promote benefits, linked to harmonisation and the promotion of the range of HR services ▪ Maintenance of job evaluation procedures to maintain consistency 	<ul style="list-style-type: none"> • Pay & Reward 	<ul style="list-style-type: none"> • Market Pay Positioning 	<p>HR</p>	<p>Harmonisation of T&C is out current Reward Strategy. A refreshed Reward Strategy will be developed on completion of the Pay Harmonisation project, and will be reliant on the workforce plans, Workplace Transformation, employee survey results etc.</p>
<ul style="list-style-type: none"> • Development & maintenance of manager self service & communication tools (HR Online, E-Recruitment, Schools HR Online, Careers Website) 	<ul style="list-style-type: none"> ▪ Organisational Development ▪ Leadership Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Addressing specific skills gaps ▪ Developing our Leaders Within a Changing 	<p>HR</p>	<p>A Project Board is now in place, and will meet on 22nd March 2010 to agree the project scope. A stakeholder panel with representatives from across the Council are also in place, with the first</p>

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		Context		meeting scheduled for late April 2010.
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