

Appendix C

EMPLOYEE ENGAGEMENT ACTION PLAN (2013) (DRAFT)

Section A: Development of Overall Engagement Programme

	Action	Intended to Achieve/Address	Who	Date
1. Strong Direction and Culture - Overall theme/purpose for Engagement	1.1 Develop strategic narrative based on Council 10 year plan and consider core values that would support this.	Establish one core message that represents the spirit of Moray Council as an organisation and that all employees can relate to.		
	this should be aspirational as well as functional. Suggestions:			
	<ul style="list-style-type: none"> • Better By Design • Getting Better All The Time • Achieving Success Together • Working Together To Achieve Success 			
	1.2 Apply this to all levels to ensure operational relevance including visual statement on documentation, plus drawing relevance in key corporate strategic plans and activities.			
	1.3 Departmental Leads for Engagement - Assign lead officers within departments for engagement who inspire by example – based			

	Action	Intended to Achieve/Address	Who	Date
	on having charismatic and engaging style and influence rather than position within organisation – seek nominations when HR attending departmental meetings			
2. Enhancing Management activity and consistency - Manager Time and Support	<p>2.1 Re-focus current senior management meetings as a Leadership Forum where an understanding of the corporate environment and priorities is developed and supported.</p> <p>2.2 Development of Moray management methods to provide consistency of approach but with flexibility to suit local service application (e.g. team interactions in varying formats).</p> <p>2.3 Address the issue of management time – to openly establish the amount of time that managers are expected to spend on employee engagement.</p> <p>2.4 Managers to have accountability for employee engagement</p> <ul style="list-style-type: none"> • employee engagement is a fundamental part of the management role, e.g. build in reference to ERDPs, accountable for survey results. <p>2.4 Develop the current training provision, tailoring as required to suit the management/</p>	<p>Managers engagement with corporate agenda improved and more able to cascade and answer questions in services</p> <p>More consistent management practices, less reliant on individual style</p> <p>Increased management commitment to effective employee management and so engagement</p>		

	Action	Intended to Achieve/Address	Who	Date
	<p>supervisory requirements of the different services</p> <ul style="list-style-type: none"> • Provide management workshops, briefing sessions and training. <p>2.5 HR to attend set of departmental management team meetings to explain/reinforce principles of engagement, using the employee survey results as a launch point.</p>			
3. Enhance/develop existing communication	<p>3.1 Develop use of technology to support employee communications.</p> <ul style="list-style-type: none"> • Improved intranet facility with clear focus on use as a corporate communication tool that supports the desired creates culture and adds to the employee engagement programme. • Aims and guidance for use to be established so that content can be managed edited and presented in this context. • Develop for use for interactive use such as employee recognition and thanks (e.g. 'shout', 'nudge' or 'like' tool) and targeted blogging e.g. "Today at work" blog on the intranet by employees, can send text if offline. 	<p>encourage employee voice and participation</p> <p>Greater clarity and focus in communications</p> <p>Sharing of information within and between services</p>		

	Action	Intended to Achieve/Address	Who	Date
	<p>3.2 Review communications style and methods:</p> <ul style="list-style-type: none"> •enable better filtering and prioritising of information. •ensure simple, reasoned, relevant •rationale for decisions clearly explained <p>3.3 Consider development of Noticeboards (virtual and real) to publicise service priorities, achievements and future developments to other staff and visitors – possible extension to arrange ‘tours’ of through Noticeboards. Pilot in HR & ICT</p>			
4. Employee Involvement	<p>4.1 Develop options for employee involvement within and across services to enable employees to be heard and have influence.</p> <ul style="list-style-type: none"> •Focus groups – explore as an option that can be used at regular intervals and as a tool to analyse hotspots •Expand service visit format within services 	<p>Identify underlying issues (from employee survey or other issues) within services so that can be addressed</p> <p>Provide opportunity for employees to be heard and to be involved in solutions.</p> <p>Improve management understanding of employees/service issues and build relationships</p>		
5. Employee Influence	<p>5.1 Continue to develop current listening meetings and progress with planned developments,</p>	Employees recognise that their views and feedback are taken		

	Action	Intended to Achieve/Address	Who	Date
	including expansion to other staff. 5.2 Consider of a mechanism whereby small things can be fixed quickly. 5.3 Publicise information on what has changed/ will happen next/in response.	into account and action taken where appropriate. Irksome small issues are addressed avoiding longer term negative consequences		

Section B: Development of Existing Elements

Element	Action	Intended to Achieve	Who	Date
6. Employee/ Management charter:	6.1 Promote and disseminate the employee charter more widely, 6.2 Consider the approach to the manager charter in light of other developments to ensure the issues are addressed as originally planned. 6.3 Ensure close link to competencies already in use as a development tool for senior managers. 6.4 Build on existing workshops and consider a more rigorous, possibly mandatory, training and development activities	Ensure consistency of approach and to embed principles of engagement as integral to management activity within Moray Council.		
7. Managers' Briefings	7.1 Retain current teamtalk briefings 7.2 Link with development of leadership events/forum designed to enhance	Provides the link for managers to gain background and context for Teamtalk topic, whilst developing the		

Element	Action	Intended to Achieve	Who	Date
	management understanding of the corporate environment and priorities.	facility for senior leaders to disseminate strategic issues, priorities and direction.		
8. Teamtalk	8.1 Continue with Teamtalks in current format 8.2 Work individually with services where this poses operational difficulties to establish a 'next best' alternative approach e.g. service visits to staff would not normally meet on a day to day basis.	Dissemination of strategic issues, priorities and direction in a consistent manner. Development of face to face communication in a bespoke manner for services with either remote or front-line staff.		
9. Listening Meetings	9.1 Continue to develop current format and progress with planned developments, including expansion to other staff.	visible leadership, structured discussion based on key corporate initiatives, discuss issues affecting them and their services		
10. Service / Learning Visits	10.1 Develop the approach to incorporate increased flexibility from CMT (this could be achieved in one or two focused planning sessions.	flexibility to allow CMT to interact with staff at front-line in all services.		
11. Employee Conference	11.1 review format to enhance discussion group/interactive elements with employees, within alternative venue for 2014, ideally more suited to conference type events	responds to the issue of CMT/SMT visibility and to feedback that discussion is the most popular element of each event		
12. Chief Executive's Blog and Questions	12.1 Continue the development and publicise the chief Executive's blog to be less	Increased awareness of Chief Exec blog and improved style.		

Element	Action	Intended to Achieve	Who	Date
	<p>formal if possible and to provide increased flexibility for other contributors.</p> <p>12.2 Finalise assessment of live Question options and determine whether to proceed.</p> <p>12.3 Increase awareness of facility for employees to submit questions using Question Time and review after 6 months to determine how to proceed.</p> <p>12.4 Consider development of this into “quick fix” actions or responses tool (ref 5.2 above)</p>	Greater interaction between employees and senior management and response to issues raised.		
13. Reaction	13.1 continue to review feedback but scale back the level of detail provided to CMT particularly in relation to teamtalk and increase qualitative analysis	Greater emphasis on informing future planning/developments and expanding the learning and sharing of good practice		
14. Management Training & Support	14.1 develop the current provision, tailoring as required to suit the management/supervisory requirements of the different services (reference 2.4 above)	ensuring the courses and workshops achieve the aim of supporting and developing managers’ ability to actively engage with and support the findings and recommendations arising from the engagement programme.		