

JOINT STAFF CONSULTATIVE COMMITTEE

27 March 2019

PUBLIC DOCUMENT

TITLE OF INFORMATION NOTE: DISCUSSION TOPIC – LEARNING AND EMPLOYEE ENGAGEMENT SUPPORTING ORGANISATIONAL CHANGE INFORMATION NOTE OF THE LEARNING AND EMPLOYEE ENGAGEMENT MANAGER

1. SUMMARY

- 1.1 To update the Joint Staff Consultative Committee on the work of the Learning and Employee Engagement Team to support organisational change through development activities and employee engagement.

2. STEPS TO DATE

- 2.1 A number of initiatives have been introduced over the last 4 years aimed at supporting organisational change through targeted Learning and Employee Engagement. This has included workshops to support people through change and workshops for Managers to equip them to support and lead people through change. All Learning and Development activity carries the branding 'Meeting the Challenge' and are directly linked back to supporting the change that is constantly needed in a Local Authority.

3. INFORMATION TO NOTE

- 3.1 Change in Local Government
During the last 30 years, the organisations probably made more changes in how they operate than during any other time. In that same period, many businesses did not or could not make the level of change that was necessary to stay in business. In fact whole industries have disappeared.

In recent years Local Government has seen a massive number of changes, many of which have been mandated by Central Government necessitating policy and operational changes usually with reduced budgets. Members too have endorsed many changes which reflect the evolving interests of the local community.

The affects of competition and scrutiny have been responsible for fundamental and sweeping changes within Local Government. This has also created circumstances where the energy of teams is focussed on cost as well as providing the service .Future changes in Government with new expectations and goals will in turn have an impact.

These changes, because they are fundamental, create new horizons in:

- Focus
- Culture
- Resourcing
- Management style
- Competitiveness
- Working practice
- Customer demands

3.2 The Role of the Learning and Development Team

Whilst the most visible aspect of the Learning and Employee Engagement Team (within HR) is arranging and managing training and coaching it also takes a leading role in facilitating the development of the organisation to face changes.

The mission of the team is:

‘To support the organisation, its employees and elected members, in achieving their learning and development goals in order that the organisation meets its strategic and operational objectives.

In doing this we will strive to proactively engage, be flexible, responsive and innovative in our approach. We will recognise the need to communicate and provide opportunities for people in different ways to reflect their particular needs.’

3.3 Values and Behaviours

The team have been instrumental in the development of a clear set of organisational values and corresponding behaviours aimed at providing a foundation for the way the organisation operates in line with its strategic plan.

These are based on values expressed as ‘We are’ and behaviours expressed as ‘I am’.

3.4 Leadership and management Development

Leadership and Management training is regularly arranged to equip managers to guide the organisation and individual teams through change. This has included managing change workshops, ILM management training and an innovative new programme ‘Management Fundamentals’ aimed at providing new and aspiring Managers with the fundamental skills required.

3.5 Supporting Personal Development

Individuals are supported through training and coaching to develop and this will ensure we have the skills in the organisation for the future. We also support those affected by change in areas such as career planning and interview skills.

3.7 Project management training

The process of change is generally guided by projects and therefore an understanding of project management and having the skills needed are crucial for many of our staff. Whilst we have a number of people qualified in the PRINCE2 methodology a new workshop has been introduced called Practical Project Management. As the name implies this training gives people the core skills to run a project and to scale the approach based on the size and complexity of the project.

3.8 Developing the Regular Performance Review (RPR) Process

RPR replaced the Councils appraisal scheme some 3 years ago and is intended to encourage a more regular review of both performance and wellbeing. The development of RPR has been an important part of the team's role. 2019 will see RPR becoming a more regular process and replacing other 1 to 1s. It will also embrace the new values and behaviours.

3.9 Essential Learning

Change has also increased the demand for staff and members to undertake essential learning. The Learning and Development team facilitate this both through eLearning on the GROW zone and workshop training e.g. Customer Service Excellence. This is constantly reviewed and updated and where essential learning is not completed staff and members are reminded and non completion is reported.

Learning and Employee Engagement work closely with the Safeguarding Support Officer to ensure essential safeguarding training is undertaken to the appropriate level. Learning and Employee Engagement manage the budgets for this.

4.0 NEXT STEPS

- 4.1 The work of the Learning and Employee Engagement Team in supporting organisational change forms an important part of the Councils People Strategy and will be regularly reported to JSCC.

5.0 APPENDICES – No appendices

6.0 CONTACT OFFICERS

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7.0 BACKGROUND PAPERS