

# CHESHIRE EAST COUNCIL

## APPENDIX 3 Brighter Future Together (Culture) Programme Update on Enabling Projects

Project	Project Outline	Progress Update
Recruitment Process	Developing an efficient and successful Recruitment Process aligned to the Vision for Workplace Culture, FIRST values and Behaviours.	A new recruitment system has replaced Taleo and will interface with Business World. Feedback has been sought from recruiting managers across the organisation to understand how the recruitment process can be improved. This has informed the development of a recruitment toolkit that includes a revised policy and procedure, new Managers' Guidance, a new template for job descriptions, behavioural based questioning for use in the selection process and an interview scoring matrix. New training will also be offered to recruiting managers in using the toolkit.
Induction Programme	An Induction Programme that is aligned to the Vision for workplace culture, FIRST Values and Behaviours complemented by a detailed toolkit, appropriate training interventions and tracking methods.	An adapted 'What's the Conversation' session has been added to the Corporate Induction programme and received very positive feedback. Background work has been completed on e-learning induction portal for which full implementation is dependent on interfacing with Business World.

# CHESHIRE EAST COUNCIL

## APPENDIX 3 Brighter Future Together (Culture) Programme Update on Enabling Projects

Project	Project Outline	Progress Update
		Procedure and associated documents expected in April 2019.
HR Processes and Procedures	Review and update HR Policies, Procedures and Processes.	Significant progress has been made and a number of updated policies have been agreed including Disciplinary and Grievance. The restructuring procedure is being reviewed under the Leaving the Council and Organisational Change procedure. Implementation expected at the end of March 2019. A detailed update on the policy work is included in the HR update report.
Appraisal & 360 feedback	An automated appraisal system that is aligned to the Vision for workplace culture, FIRST Values and Behaviors with the capability to capture training data. Complimented by a detailed toolkit and appropriate training interventions.	Review completed and new process identified, to focus on the quality of conversations occurring throughout the year and in particular at 3 milestone stages referring to progress against individual objectives. Delays in procuring a new learning management and appraisals system, as a result of the ongoing Best for Business project timeline changes have resulted in a change to the approach for 2019/20. The conversation based process will be launched and embedded over the financial year with the recording system going live in 2020/21. The inclusion of 360 feedback will start

# CHESHIRE EAST COUNCIL

## APPENDIX 3 Brighter Future Together (Culture) Programme Update on Enabling Projects

Project	Project Outline	Progress Update
		with a pilot group to ensure the chosen process is fit for purpose to be offered for all staff in 2020/21
Skills Audit & Management Development	Developing an informed position statement on the organisation's skills. Developing the organisation's current and future leaders and managers through consistent succession planning and a Leadership & Management Development Training Programme.	<p>The management skills audit was conducted during July 2018. In total, 475 responses were received. This represents a significantly high response rate of 78% response rate (610 surveys were sent out in total). Results of the audit have informed the "Having the Conversation" training that has been created which will focus on embedding the Vision, Behaviours and Deal. 'Having the Conversation' sessions have been running since October 2018, with 478 managers across the organisation now having attended the one day session. Feedback from managers has been excellent and plans are in place for this to be offered to all new managers joining the Council.</p> <p>Management Development Programme designed and approved. Commissioning now in progress and training sessions are scheduled and being offered across the organisation. A new HR Surgery calendar has been</p>

# CHESHIRE EAST COUNCIL

## APPENDIX 3 Brighter Future Together (Culture) Programme Update on Enabling Projects

Project	Project Outline	Progress Update
		developed that will offer drop in sessions on HR related matters for all managers to access.
Coaching Programme	A programme of work that develops the skills of managers and champions in various roles to develop targeted coaching skills.	The existing coaching programme has been aligned to the vision, values, behaviours and employee deal. Coaching toolkits are being developed to complement the My Conversation Toolkits.
Wellbeing and Recognition	A package of work with particular focus on some of the LGA recommendations from the culture review relating to bullying and harassment helpline and other insight mechanisms. This work package forms part of the wider Wellbeing in Work Programme already underway.	A dedicated helpline to provide support to those employees experiencing inappropriate behaviour went live 6 <sup>th</sup> August 2018. The helpline is called Stop Bullying Behaviour and is provided by Workplace Wellness.
Pay and Reward	Review and align pay and benefits policy and procedure.	Product description work package completed. A review is currently being undertaken of Reward Centre Suppliers.