

By: Director of Personnel and Development
To: Corporate Policy Overview Committee – 8 November 2007
Subject: **STRATEGY FOR STAFF**
Classification: **Unrestricted**

SUMMARY: This paper provides some background information in advance of a presentation and discussion at Policy Overview Committee on 8 November on the next stage of development of KCC's Strategy for Staff. A draft of the revised strategy is attached at Appendix 1

1 **Introduction**

- 1.1 KCC aims to be a "great place to work" for all its staff. The organisation's commitment to this is enshrined in its Strategy for Staff. This aspirational Human Resources strategy provides a framework for setting Personnel and Development priorities for the organisation.
- 1.2 The Strategy was first introduced in 1998 and has developed from a short list of tangible actions into the comprehensive strategy it is today. A presentation charting recent achievements and links to other HR policies will be made to the Corporate Policy Overview Committee.

2. **Development of the Strategy**

- 2.1 The development of the latest version of Strategy for Staff has been the subject of consultation within the P&D function and with the Workforce Strategy Board, senior managers and Members.
- 2.2 A later draft will be shared with Trades Unions, Cabinet and Personnel Committee
- 2.3 The draft document attached commits the organisation to some challenging objectives to demonstrate innovation, best practice and our commitment to our staff. These are felt to be essential if we are to ensure that KCC is a "great place to work".

3. **Recommendation**

- 3.1 Members are invited to comment on the attached draft of the latest iteration of our Strategy for Staff through discussion at the Corporate Policy Overview Committee.

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STRATEGY FOR STAFF 2007

KCC aims to make Kent a great place to live and work. A county that people are proud of, where communities, families and individuals flourish and where people feel safe. We achieve this by putting customer's first, providing and commissioning high quality services and by continuously improving our performance.

As success depends upon the passion, skill and motivation of our staff, our commitment to recruiting, developing and retaining the very best people goes way beyond traditional boundaries.

Driven by our core values and high performance culture, our Strategy for Staff aims to make KCC a great place to work. A place where inspiring leadership and excellent people management enable all our staff to:

- Feel proud and excited about working for KCC
- Achieve their full potential
- Treat customers as they would like to be treated themselves
- Feel valued, equipped and rewarded for what they do
- Feel confident to welcome change and initiate innovation

CONTINUOUS IMPROVEMENT

Staff who deliver services are best placed to improve them. We value innovation and will encourage and enable staff to initiate change, take personal accountability for their own development and the way they do their jobs. We will:

- Celebrate achievement and recognise and reward innovation and improvement
- Encourage creativity and learning by providing opportunities to identify and share best practice and ideas
- Increase flexibility and vitality through excellence in recruitment, maximising technology and promoting new ways of working
- Manage change effectively and positively
- Identify service improvements through Managers and Members going 'back to the floor'

LEADERSHIP AND MANAGEMENT

Inspirational leadership and excellent people management are critical to our success. Our Members, managers and supervisors influence the performance and behaviour of staff and the relationships with our partners and customers. We want managers who can work effectively across traditional boundaries, work collaboratively and in partnership to provide direction, purpose and support and epitomize behaviour that reinforces our values. We will:

- Embed high standards of people management that enhance our diverse workforce and promote equality of opportunity.
- Provide excellent leadership and management development programmes
- Through 360° feedback, link management performance to reward
- Define and accredit the 'KCC Manager' through effective induction, regular re-induction and mandatory training and development
- Enhance partnership working through increased collaboration and sharing with the public and private sector
- Drive individual and organisational improvement through the increased use of coaching and mentoring

COMMUNICATION AND ENGAGEMENT

A climate of trust, honesty, respect and involvement enhances the performance of the organisation. We want every member of staff to feel engaged, to express their views and opinions freely and have their contributions recognised. We will:

- Provide a variety of mechanisms to enable regular, frequent dialogue across the whole organisation
- Listen and respond to what staff tell us
- Inform staff about key events before the media
- Write all correspondence in clear, straightforward language
- Engage and consult staff on major plans and changes
- Maintain a constructive relationship with recognised employee representatives

AN EXCELLENT WORKFORCE

An excellent organisation needs excellent staff. We want staff to be passionate about what they do, to fulfil their potential and have the skills, knowledge, tools and information to do their jobs effectively. We want people to feel part of KCC and enjoy coming to work. We will:

- Have comprehensive induction for every member of staff
- Ensure all staff have an action plan and understand how their contribution fits into the bigger picture
- Ensure everyone has a personal development plan and access to a minimum of 5 days training and development each year
- Promote secondments, job swaps, shadowing and other development opportunities
- Embed talent management to identify and develop potential
- Undertake exit interviews to find out why people leave and respond to retention issues

EMPLOYMENT AND REWARD

Our employment package aims to attract and retain high calibre people and reward them for their contribution. We want a flexible workforce that responds positively to meet the changing needs of the people of Kent. We will:

- Pay people a fair rate for the job and give additional reward for excellent contribution
- Provide career structures that enable movement and progression across the whole organisation
- Ensure our pay structure is simple, fair, transparent and modern
- Offer a flexible package which meets the needs of our diverse workforce
- Deal firmly and fairly with poor performance
- Promote dignity, respect and exemplary conduct through our employment policies and practices.
- Provide support to help people respond to change and move on when necessary

A HEALTHY ORGANISATION

Working for KCC is about more than just a job. We want a healthy, lively and vibrant organisation, where the physical environment, the nature of the job and the balance between home and work enable staff to work effectively, safely and have fun. We will:

- Value and promote diversity in our workforce
- Improve attendance and reduce sickness through the promotion of health and wellbeing and effective management
- Ensure our employment 'offer' recognises family commitments, provides opportunities for flexible working and promotes personal fitness and a healthy work/life balance
- Embed the management of health and safety throughout the organisation through integration into standard practice
- Use performance indicators and feedback from staff to monitor and continuously improve the morale of the organisation
- Reduce our impact on the environment through excellent practices.