Appendix B - summary of service activity - EAS 2009

Appendix D - Summary of Service activity - LAG 2003	Т	Τ			Ι										T	L .	T	Τ
	HR	Ch&Y	ChC&Q	Cust	P&C	H&T	Edu	CC&WB	Cult	B&E	H&P	Fin	ЮТ	P&TS	Prop	OPS	C&E	Legal
Communication of results																		
written team brief	х				х						х		х					
awayday					х						х		х	х				х
Senior management team meeting	х	х	х	х	х	х	х		х	х	х	х	х	х				х
Team meetings	х	х	х	х	х	х	х		х	х	х	х	х	х				х
Emails			х	х		х	х				х	х	х					х
Other - one-to-ones	L												х					
Other - further analysis	L										х							
Other - working group	L		L	L			х											
Other - service briefings														х				
Decisions about further action																		
minor	х		х		х	х	х			х								
moderate		х		х					х		х		х	х				
significant												х						х
Action Planning																		
SMT discussion									x		x	x	x	x				
Staff focus group(s)		<u> </u>		x								x	1	x				x
Team discussions		x		<u> </u>					x		x	Ľ	x	x				i
Awayday											x	x	x	x				x
Other - one-to-ones				x					1			x	x		-			
Key issues identified																		
communication between staff and managers		v		<u> </u>	-				v		v		v	v				v
pay and reward		<u>^</u>		×					^		^		*	*		x		<u> </u>
work-life balance		×		×							×					x	<u> </u>	X
stress management		^		<u> </u>							^					x	<u> </u>	X
staff empowerment		<u> </u>		×									x			×	<u> </u>	<u>×</u>
		<u> </u>		×	_								X			<u> </u>	L	<u> </u>
service management	+	<u> </u>		┝───							-			x		X		<u> </u>
cross-team working and cooperation		X		<u> </u>	_								х			x	L	<u> </u>
visibility and effectiveness of senior managers timelord		<u> </u>		<u> </u>		-	x		x				-			x	<u> </u>	<u> </u>
		X		X	_							X				x	L	<u> </u>
learning and development equality and diversity		<u> </u>		X	_							X				×	L	<u> </u>
	+	<u> </u>		×			x				-	X						<u> </u>
bullying/respect issues	+	<u> </u>		┝───			X				-	X				x		<u> </u>
consultation on service plan	+	X		┝───			X					x						<u> </u>
staff morale	+	X		┝───			X				x					X		<u> </u>
feedback from managers		X		┣───		-	X									х		<u> </u>
feedback from customers	+	X		┝───			x				-							<u> </u>
information to do the job		x		┣───		-										X		<u> </u>
expectations in the job		<u> </u>		┣───		-										x		<u> </u>
management of performance and motivation		x		<u> </u>							_					x		<u> </u>
change management				<u> </u>							_					х		<u> </u>
appraisals				<u> </u>							_					х		<u> </u>
resources		x		<u> </u>							_					x		<u> </u>
facilities		X		┣───								ł				<u> </u>		<u> </u>
induction		x		└──	_						X				<u> </u>	x	<u> </u>	4
Activities		plans		notes			plans		notes		plan	notes	notes	plan		plan		notes
focus/working group for specific issues		х										х						х
service staff newsletter/bulletin									х			х						
mini' survey to follow up		х										х				х		
enforce regular team meetings		х					х									х		
service briefings												х		х		х		
improved appraisal timetable/effectiveness							x					х				х		
proper implementation of one-to-one meetings		х		х			х				х	х		х		х		х
improved discussions on L&D at 1:2:1s											х	х						
introduced 180/360degree feedback							х					х						
																		<u></u>
setting and monitoring standards for management service-wide consultation on service/strategic plan												х		х				

restructure of team(s) or management structures							х		х	ı
management mentoring of more junior managers	х						х			
implement effective communication channels							х			
appraisal targets for managers re communication							х			
Awayday focussed on teamworking	х						х			х
service team meetings away from service area										х
distribution of SMT minutes to whole service										
review job descriptions at appraisal										х
Gather and share feedback from customers				х						х
pilot stress audit using HSE tools										х
more frequent site visits from HoS					х					
SMT meetings focussed on improving management								х		
Awayday focussed on communication and service priorities								х		
Introduce improved service induction	х			х		х				
all managers to attend EPM training	х			х						
all staff to attend equalities training				х						
template 1:1 form		х							х	
team-building activities outside work									х	
improvement initiative scheme for staff										
photographs of senior managers to be displayed in remote working locations									х	
regular briefings for all staff on change processes						х			х	
informing staff of available information sources									х	
update induction handbook for some teams (Home Care)									х	
explore alternative L&D methods (e.g. e-learning)									х	
re-evaluation of specific posts									х	
ICT training on Outlook									х	
change management training for all managers				х						
active recruitment to fill vacancies	х									
management training	 х									
improved utilisation of ICT for communication	х									