

## **Report to Joint Consultative and Safety Committee**

**Subject: Gedling Employment Standards**

**Date: 19 November 2015**

**Author: Chief Executive**

### **1. Purpose**

To introduce a final draft of the suite of proposed Employment Standards and to ask that the Joint Consultative and Safety Committee (JCSC) endorse these standards for immediate implementation.

### **2. Introduction and background**

The current suite of Employment Standards has been in place since 2009 and has remained largely unchanged. The suite of standards comprises the Gedling Employee Standard, Manager Standard and Leader Standard.

The standards have served the Council well and have been actively used to help effectively recruit new employees, as a key element in annual Performance and Development Review (PDR) discussions and as a tool to assist in performance management. Having said this, a lot has changed over the last six years and the range and nature of behaviours that we might expect from employees now has also changed and developed. As such, the time is right for a refresh of the Employment Standards. The revised standards are written in a more open style and are designed to give a feel of the culture of the organisation rather than simply being a long list of personal attributes.

### **3. Proposal**

As might be expected, the Gedling Employee Standard applies to all employees of the organisation. As such it is the foundation of the behaviours that we expect to see displayed in the workplace. The revised standard proposed is shown at Appendix 1.

The Manager Standard applies to all “principal officers” (pay Band 10) and above. The behaviours identified are expected in all of our managers in addition to those described in the Employee Standard. The descriptions of behaviours are also used as an aspirational standard during PDR discussions for those employees wanting to work towards a management role in the organisation. The new standard is shown at Appendix 2.

The Leader Standard describes behaviours that are expected in each member of Senior Leadership Team (SLT). These behaviours very much set the tone of the organisation and are designed to “lead by example”. These standards are shown at Appendix 3.

The draft standards have been shared widely up to now and are the product of input from last year's Employee Conference as well as discussion with SLT, Service Managers and representatives from Unison. The proposed standards are now put to this Committee for final consideration and endorsement.

Once the final version of the standards is determined all contracted employees will receive a copy of the standard(s) appropriate to them. The standards will be further embedded through SLT staff briefings, team meetings and communication using the Gen and Intranet.

Recognising the changes that are likely to face us over the next few years, it is hoped that this new suite of standards will continue to help the Council to recruit the best people for the work ahead and to help provide clarity to us all about the Council's expectations of how we go about this work.

#### **4. Financial Implications**

There are no financial implications

#### **5. Appendices**

Appendix 1: The Gedling Employee Standard

Appendix 2: The Gedling Manager Standard

Appendix 3: The Gedling Leader Standard

#### **6. Background papers**

None identified.

#### **4. Recommendations**

It is recommended that the JCSC endorse the suite of revised Employment Standards.

## **The Gedling Employee**

### **Capable**

- I am proficient in what I do, demonstrating technical knowledge and professionalism and producing good quality work that meets customers' expectations

### **Caring and Considerate**

- I recognise the importance of how we make people feel in our contact with them and in the way we provide services. This is particularly important in relation to those who are vulnerable or experiencing hardship

### **Can do**

- I am responsive and have a positive, enthusiastic attitude. While the Council can't please everyone all of the time, I look for reasons to say "yes" not "no" and look for solutions not problems

### **Conscientious**

- I work hard, am reliable and strive to do a great job. I am committed to my own development and to being an effective team player

### **Confident**

- I am clear that my work is valued and valuable and I demonstrate ambition for the Council and the wider community

## **The Gedling Manager**

### **Drives performance and value for money**

- I plan, communicate and deliver on objectives and targets
- I display energy, enthusiasm and ambition
- I see where change is needed and make it happen
- I am customer focused -on quality and cost
- I am innovative, entrepreneurial and commercial

### **Motivates, supports and develops people**

- I listen to, talk to and involve teams and individuals
- I am visible, open, approachable and responsive
- I lead from the front in demonstrating commitment to personal development
- I am empowering and decisive; I make difficult decisions
- I show praise and appreciation and tackle poor performance

### **Protects and enhances the Council's reputation**

- I express and display pride in the Council and the community
- I am reliable, consistent and demonstrate integrity
- I anticipate and manage risk; I show political understanding and a strong public sector ethos
- I am a corporate and team player -always working in the best interests of the Council's vision and values

## **The Gedling Leader**

### **Provides Direction**

- I understand the bigger picture and its implications for Gedling
- I identify and respond to new and emerging opportunities and challenges
- I create and communicate clarity out of complexity
- I set clear priorities and expectations of others

### **Creates Collaboration**

- I actively seek out and develop partnerships
- I build trust and cooperation
- I am politically astute and aware
- I see, encourage and facilitate connections
- I am great at building consensus and managing conflict

### **Generates Confidence and Commitment**

- I am high profile and visible –within and outside the organisation
- I demonstrate integrity, sincerity and genuine empathy towards others
- I promote, live out and embed the Council's values
- I deliver personally and motivate others to deliver
- I create conditions for success and celebrate success