

EMPLOYMENT AND APPEALS COMMITTEE

1. Introduction

Further to the briefing at Employment and Appeals Committee on 27 January 2015 regarding the development of management skills in 'HR/People management', the following provides further detail of HR issues that have been managed during the year to date from April 2013 together with further information regarding management training.

2. Casework

Whilst the level of casework is not a clear indicator of management ability, it can reflect (a) confidence in employees to raise issues and (b) confidence/ability of managers to take employee issues through formal proceedings. Levels since 2013 to date have been as follows:

	<u>2013/14</u>	<u>2014 to date</u>
Grievance	2 cases	4 cases
Disciplinary	5 cases	6 cases
Capability	1 case	2 cases
Employment Tribunals	Nil	1 case

There have been no dismissals since February 2013.

3. Turnover

Staff turnover in 2013-14 was 16.3%; for the year 2014 to date it is at 13.4% with a predicted end of year level of 17%. Staff transferring under TUPE provisions (ie. Adult learning to Peterborough Regional college) are excluded.

Since 2012 the HR team have been undertaking exit interviews on staff leaving the Council in order to establish feedback on working for the Council and to inform policy changes/developments. This also enables us to assess where employees are moving onto – for example

- For the first two quarters of 2014, the number of leavers moving to other employment opportunities within the public sector has halved – the level was at 50% in the last two quarters of 2013-14.
- 42% of leavers in this period left to join the private sector
- The remaining staff were taking either retirement, career breaks or undertake further study.

Based on the latest report for the first two quarters of 2014-15, the following are the headlines from exit interviews (where they relate to management):

- Improved results in the areas of the quality of Induction, Training and Work Life balance
- Increase in the positive response relating to line managers keeping staff informed about their progress. In response to the question regarding 'constructive feedback on performance' – this did not change in this quarter and remains at a positive level indicating that feedback (through the 1-1, supervision and informal process) is well embedded.
- Areas for development re-inforce issues we are already pursuing that will enhance (a) employee's confidence in raising issues and being listened to, (b) consistency and fairness in decision making (eg. Approval of annual leave) – ie. manager's awareness of policies, practice and procedures and their confidence/ability to manage them.

4. Staff Survey

The Council has undertaken a staff survey in February 2015 – results are currently being assessed and feedback will be available during March/April 2015.

5. Management Training and briefings

The following training and policy briefings have been provided since April 2013

- Policy briefings in Disciplinary, Restructure, Recruitment, Umbrella Leave, Capability, Absence, Grievance, Probation, Job Evaluation Appeals, Early Retirement
- Training in writing job descriptions
- Disciplinary Training
- Capability management workshop
- PDR Refresher
- Recruitment and Selection training
- Absence management workshops
- Excellent Leadership
- Excellent Teams

Absence Management has been the only mandatory programme to date - all other training and briefings are for managers to register their own attendance. In assessing the list of managers, we can identify that 88% of managers have attended a briefing sessions or training programme in 2013/14 (taking out managers who have left and more recent joiners).

6. E-learning modules

The following management e-learning modules are also now available

- Managing and leading change

- PDR (new February 2015)
- Employment Law Quiz for managers

Usage of these modules has been quite low to date – HR are reviewing this with DMTs to ensure we are capitalising on our investment and enabling managers to develop their skills and knowledge.