



**Organisational Development
Improvement Strategy
2009-2011**

Delivering results through our people

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Foreword

by the Chief Executive

The IOW Council Strategy for Organisational Development (OD) recognises the connection between people management and development and organisational effectiveness to deliver high performance results through our people.

The OD Strategy has been developed in consultation with our staff and members as a key driver for culture change, capacity building and performance improvement within the Council. It supports the Corporate Plan, the Transformation Programme and the Comprehensive Area Assessment as well as embedding Investors in People into business as usual.

Organisational Development will allow a flexible and leaner 21st century organisation that delivers an efficient value for money service which is focused on continuous improvement.

The key benefits will be:

- An organisation that embraces change and manages it well
- A good place for people to work;
- An organisation that attracts and retains talented people who are passionate about their jobs;
- A framework for succession planning;
- Organisational capacity with skilled staff to deliver excellent services to the people in the Isle of Wight;
- Creativity and energy harnessed to develop potential and achievement;
- A developing and learning organisation
- An organisation that provides community leadership

I would encourage you to get involved wherever you can. Your energy, enthusiasm and motivation is critical in driving through this key change and enabling us to respond to our future challenges with the knowledge, skills and structure to deliver our services.

Steve Beynon

What is Organisational Development?

According to the office of the Deputy Prime Minister it is:

“The practice of planned intervention to bring about significant improvement in organisational effectiveness”.

OD works by promoting a whole system change and culture shift which enables the organisational to really improve its effectiveness.

Organisational Development- Driving change through people

Rising customer expectations, the need to deliver joined up person centred services, more effective partnership working and the need to deliver efficiencies and value for money whilst still responding to the ever increasing inspection regime means that old solutions are no longer effective. As a Council we need to raise our corporate game to deliver real and lasting change. This means developing a high performing culture, becoming a learning organisation, shifting the focus from service delivery to service transformation and excellence, boosting capacity, maximising the cross fertilisation of ideas, pooling resources and sharing knowledge and skills.

The aim of the OD strategy will be to move the organisation to that of a high performing authority. This will mean a workforce that is genuinely focused on what the customer needs, that is constantly striving to develop itself, that communicates internally and externally and that maximises the talent of its diverse workforce.

The future 21st century Council will look and feel very different

20th Century Council Where we are now	21st Century Council Where we want to be
Variable management practices	Consistent good leadership and management
Risk averse	Able to manage risk productively
Lack of structured leadership and management development	Consistent and planned management and leadership development
No talent management or succession planning	An organisation that attracts and retains excellent staff
Lack of change management expertise	Leaner and more effective workforce Embraces change
Blame culture	Culture of open and honest feedback

Building OD Capacity

The Local Government White Paper, The Tavistock Report and the Pay and Workforce Strategy all emphasise the importance of leadership, culture change and organisational development in terms of delivering step change and performance improvement, yet the LGA reports 72% of Councils have insufficient Organisational Development capacity. Transforming the OD team into a Service that sits in the heart of organisational improvement is an integral part of this strategy.

Managers and leaders are required to address new challenges such as climate change, globalisation, provide inspirational and engaging leadership that persuades people to go the extra mile. Visible leadership and management are critical to the success of the strategy as results are delivered through people.

OD will succeed if we, as managers, lead the workforce by example. Tapping into the diverse skills base and letting the staff at the front line drive initiatives to meet the needs and expectations of customers, encouraging ownership and offering genuine support.

OD belongs and should be owned by the leadership group with HR developing structured activities which assist in managing a changing workforce.

The modern vision of the organisation is about making life better for people on the Island and this vision must be re-enforced through every stage of the organisational development strategy. Managing diversity is a key tool to achieving success.

Purpose and Scope

The strategy outlines the Council's approach to connecting People Management and Development and Organisational Improvement with a view to maximising the benefits for the people of the Isle of Wight.

The key themes of the strategy are targeted to develop a culture, mindset and activities of a high performing organisation over 3- 5 years which delivers or at least contributes significantly towards the capacity to become leaner and more effective without excessive damage. This means:

- Contribution of each member of staff to the whole picture;
- Right people with right skills to deliver the strategy;
- Leadership and management development;
- Effective work with partners;
- Performance and reward to attract and retain.

The Strategy is supported by an action plan; the five key themes were developed in consultation and are essentially about creating and sustaining a high performance culture.

One workforce- the ability to capitalise on internal and external partnering.

Capability- Increasing capacity and sustaining it.

Leadership- Effective management of a diverse workforce.

Customer and Community – Getting the right balance of service and cost for both internal and external customers.

A learning organisation- Continuous drive for performance improvement and flexibility.

OD Responsibilities

OD is responsible for culture change, developing the workforce, building capacity and strengthening management and leadership practice.

The OD team, based within County Hall fulfils the following roles:

- Develops the corporate change initiatives to support managers to achieve the corporate plan.
- Lays the foundations for High Performance working such as 360 degree feedback, improved line management, quality team work, skills development etc.
- Works with focus groups at all levels to determine the culture and leadership needed for the future.
- Continuously reviews organisational health and performance through staff feedback to determine the changes required.
- Builds the capacity, develops the knowledge and skills of leaders and managers to perform effectively now and in the future.
- Works with services to support them in driving change and increase efficiencies.
- Commissions and manages the delivery of corporate learning and development including building skills within HR to support the workforce

What can OD help with?

- Workforce, leadership and management development.
- Identifying training needs- developing an effective training plan.
- Developing self-awareness, implementing 360 degree feedback.
- Improved management competencies (our SUCCESS values in action).
- Culture change and change management capability.
- Changing values, attitudes and delivering efficiencies.
- Responding to findings in the employee survey.
- Arranging employee feedback sessions.
- Access to coaching, mentoring and building coaching capacity.
- Talent management and succession planning.
- Using motivational rewards to encourage improvement
- Quality team working, sharing ideas for good practice
- Work-life balance.
- Skills for life, developing skills paths.
- Knowledge management.- tapping into the expertise of our staff and sharing it
- Continuous improvement/evaluation.

The Six Strategic Stages to Success

Stage 1

To set the underpinning framework for developing up management and leadership capacity to lead the change and commence development of leadership capability.

Objective	Action Required
<u>Leadership</u>	<ul style="list-style-type: none"> • Develop a management and leadership competency framework to change behaviours • Design and introduce 360 degree feedback to the leadership group to provide development focus • Develop the management PDR to reflect new behaviours and integrate values • Design and deliver a leadership development programme to support new behaviours
Objective	Action Required
<u>Capability</u>	<ul style="list-style-type: none"> • Develop the capability of HR professionals to deliver training and other appropriate activities in support of improvements in the HR skills of managers
Objective	Action Required
<u>One workforce</u>	<ul style="list-style-type: none"> • Introduce coaching and mentoring across departmental teams

Stage 2

To build confidence and capacity in all managers to lead the changes and develop new behaviours for self and staff.

Objective	Action Required
<u>Leadership</u>	<ul style="list-style-type: none">• Develop a middle manager programme to drive skills including project management, partnership working and corporate competencies• First time management core skills programme to manage staff well• Develop knowledge and skills in managing change across the whole leadership and management group
Objective	Action Required
<u>Capability</u>	<ul style="list-style-type: none">• Develop in house support through change workshops, change manager toolkit and managing change in teams facilitated within the Human Resource group
Objective	Action Required
<u>Learning</u>	<ul style="list-style-type: none">• Introduce alternative development routes for managers and leaders• Improve evaluation of learning to bring better value

Stage 3

To build capacity through attracting and growing the right skills to deliver the business.

Objective	Action Required
<u>Capability</u>	<ul style="list-style-type: none">• Revise recruitment policies and process• Talent management introduced to attract retain and use skilled people• Improved induction to new and leaner ways of working• Succession planning designed to ensure that staff are developed for new challenges and to reduce turnover of talented staff
Objective	Action Required
<u>Learning</u>	<ul style="list-style-type: none">• Skills paths introduced to provide flexibility and release potential of diverse group• Development centre approach to building competencies• Improve exit interview process for learning

Stage 4

To develop internal partnership and growth within teams recognising what works well and capitalising on it.

Objective	Action Required
<u>One Workforce</u>	<ul style="list-style-type: none">• Introduce cross-team working projects to mentor high performance behaviours• Quality based initiatives as part of team activities• Introduce quality circles• Develop knowledge management support tools
Objective	Action Required
<u>Learning</u>	<ul style="list-style-type: none">• Increase the skills of teams and individuals to coach others as part of business as usual• Introduce action learning sets
Objective	Action Required
<u>Capability</u>	<ul style="list-style-type: none">• Improve the use of IT to support initiatives including evaluation of learning, development and knowledge management

Stage 5

To attract and retain staff and maximise productive output.

Objective	Action Required
<u>One Workforce</u>	<ul style="list-style-type: none">• Revise intrinsic and extrinsic reward packages to reflect the changing workforce needs• New practices to recognise and reward achievement continuously• Introduce quality circles• Develop knowledge management support tools
Objective	Action Required
<u>Customer/Community</u>	<ul style="list-style-type: none">• Development activities linked with corporate social responsibility• Improving performance through customer engagement activities• Fun initiatives that improve reputation and confidence
Objective	Action Required
<u>Learning</u>	Healthy workforce activities designed to improve energy levels

Stage 6

To develop the tools which will allow the workforce to function more effectively and support improved partnerships.

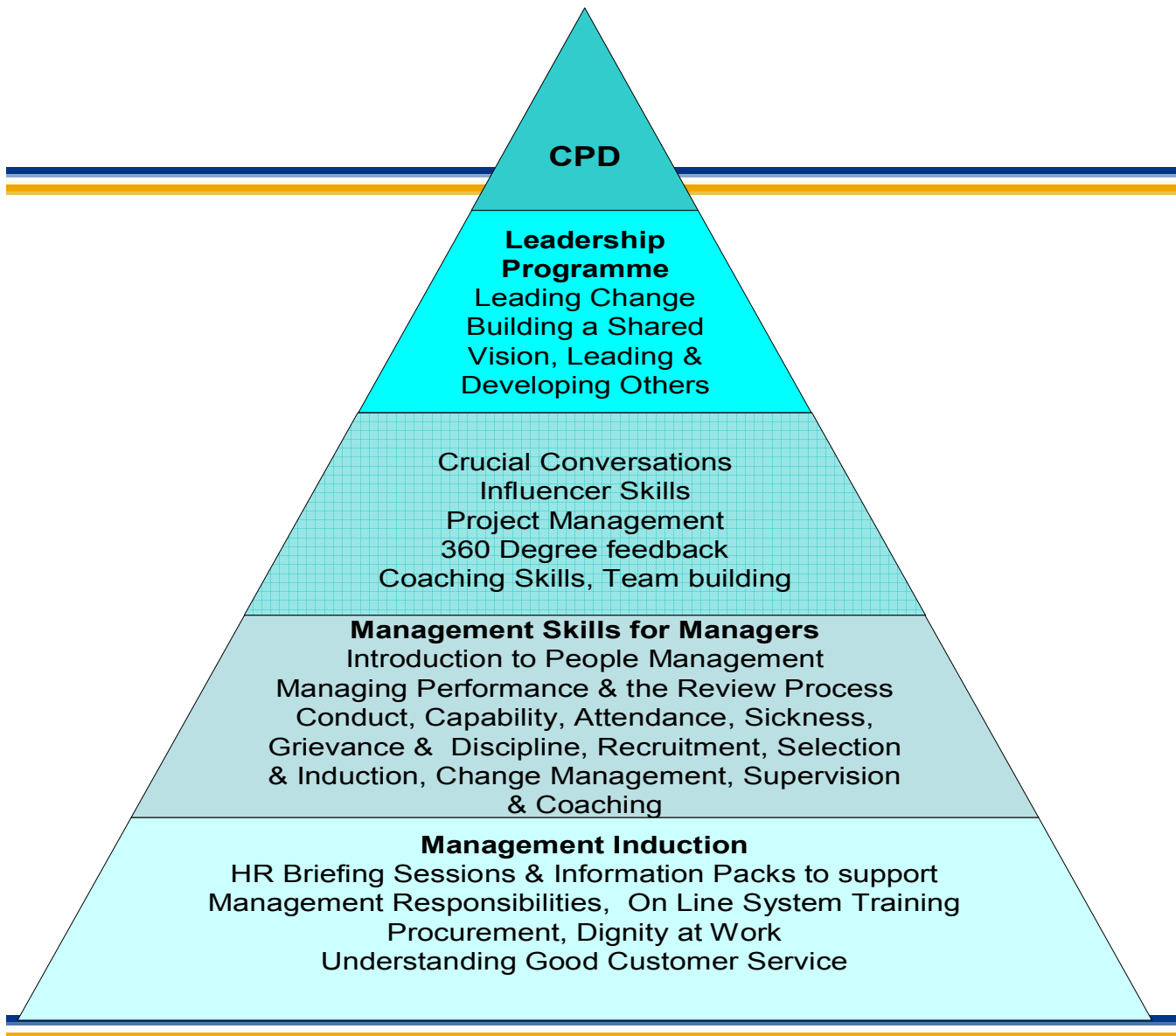
Objective	Action Required
<u>Capability</u>	<ul style="list-style-type: none">• Drive improvement through revised performance management tools on-line• Effective monitoring of OD activities against organisational improvement
Objective	Action Required
<u>Customer/Community</u>	<ul style="list-style-type: none">• External partnership portal development
Objective	Action Required
<u>Learning</u>	<ul style="list-style-type: none">• Blended learning approach including e-learning• Developing HR skills to enable staff to use the OD team as an advisory service

Outcomes

Long term benefits are linked to high performance and can be measured against criteria relating to what a high performing Council would look like in terms of:

- Engagement levels - to cope with a changing environment.
- Leadership ability -to unlock high performance .
- Competencies- the development of skills.
- The sharing of knowledge and use of information.
- The number of staff proud to work for the Council.
- The internal and external customer perception of services – value for money.

Leadership and Management Corporate Training Programme in support of the Six Strategic Stages



OD Contact Officers

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