

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

Contributing to Employee Engagement in the Workplace

Word Count:

Personal Statements – **2942**

Collected Evidence – **4929 plus screenshots**

Student Name: Duncan Hook

Student Number: 1920325

CIPD Membership Number: 5665008X

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed:

A handwritten signature in black ink, appearing to read 'Duncan Hook', is written over a light grey rectangular background.

Date: 07/03/2022

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<u>DUNCAN HOOK</u> <u>EVIDENCE MATRIX</u>				CIPD Membership No: 5665008X		
Qualification: CIPD Level 5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1920325		
Unit code	Unit Title	Assessment Criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.1	Example email from my manager requesting I complete an Exit Interview	EV1		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.1	Distribution of the latest version of the standardised Exit Interview/Questionnaire from workforce planning – request for feedback	EV2		
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5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.1, 1.2	Email chain requesting permission to my line manager to edit Exit Interview questions	EV4		
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5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.1,1.2	Proposed attitude survey questions sent to workforce planning for approval	EV6		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.1,1.2	Email chain with workforce planning with proposed questions. After suggestions has agreed to accommodate questions into exit interview	EV7		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.1, 1.2	Finalised attitude survey added to Exit Questionnaire	EV8		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.2	Email chain gaining approval from HR Manager and Workforce Planner	EV9		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.2	Meeting notes from discussion with manager on my plan and alternative data sources which would supplement exit interviews	EV10		

5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.3	Screenshot sample of total short term absence data for selected 7 service areas (names redacted) in 2021 – 589 results	EV11		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.4	Email chain submitting absence data and analysis to HR Manager leading to meeting and meeting notes	EV12		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.3, 1.4	Absence Data curated to show measurement of occurrences against team size	EV13		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.3, 1.4	Line graph showing absence month by month in 2021 occurrences against team size	EV14		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.3	Screenshot sample of leaver data (resignations and retirement) from selected 7 service areas (names redacted) 2019 - 2021 – 195 results	EV15		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.3	Invite sent to HR Manager and Workforce planner to discuss findings from Exit and Leaver data	EV16		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.3, 2.1, 2.2	Table of responses to Engagement questions from Exit Interviews sent in above meeting invite (EV16)	EV17		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.3,1.4	Leaver Data 2019-21 curated to show measurement of percentage of leavers against team size sent in above meeting invite (EV16)	EV18		
5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	1.4, 2.1, 2.2	Notes from meeting with HR manager and workforce planner presenting my collected data and discussing what the data means for engagement.	EV19		
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5AEEG – I1K1004	Contributing to Employee Engagement in the Workplace	3.3	Email chain from HR Manager arranging for me to present findings and proposal to Head of Children's Services	EV37		
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Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:		Date:	07/03/2022
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LO1: Be able to assess levels of employee engagement within an organisation

In my role as an Employee Relations Adviser, I work closely supporting the Social Services and Housing directorate of Pembrokeshire County Council (PCC). In this capacity, I have become aware of various engagement challenges across the services with retention of employees who are burnt out (Baska, 2019), difficulty with attracting new talent from a damaged employee brand (Johns & Ellis, 2016, p. 85) and increased reports of absenteeism from low commitment staff (Huttunen, 2018) becoming more of a problem over time. My aims were to identify the service areas worst affected by these issues and to learn what our employees were identifying as the causes of low engagement.

I am already frequently asked to conduct exit interviews for the Children's Services, Housing and Corporate Social Care, which is often a good source of feedback from employees (EV1). A potential downside to this data source is the likelihood of negativity from employees who are currently motivated to leave the organisation, although this is balanced by the higher likelihood of unrestrained feedback on a variety of areas, which I may not get from employees more committed to the organisation (Johns & Ellis, 2016, pp. 88-89) This is also a highly accessible option for me in my role to gain some helpful qualitative, contextual data on engagement factors (Mohdzaini, 2021). The initial challenge with using exit interviews was the limited sample size and so I consulted my colleagues to expand my reach and interview departing employees from the Provider and Adult Services areas.

I had decided that to enhance the data received from these exit interviews I would create a series of questions from the Gallup Q12 (Gallup, 2021), which would help identify the factors that were potentially lowering engagement. At PCC, our exit interviews follow a structure laid out by the workforce planning team (EV2, EV3) with the preference for an in-person interview and an alternative questionnaire that the individual can complete and submit. I was advised by my manager to seek approval from the department before any changes were made to the format (EV4). After gaining permission to make these changes (EV5), I created a set of questions from the Gallup Q12 (ref Gallup Q12) presented as an attitude survey with the option for additional feedback (EV6, EV7, EV8). I have found attitude surveys an effective method to gain qualitative, opinion-based data, which also can be presented and measured as quantitative data (Anderson, 2009, p. 136).

Having gained approval for this approach (EV9), I reviewed the sample including the size and the breadth of services it covered. I met with my manager to refine my approach to this research and I decided to focus solely on the seven services directly providing care or intervention to service users (EV10). Through the desire to expand the quantitative data, I decided to look into other sources that I could easily access in the capacity of my role. Ultimately, I gained approval to create reports from our internal system for leaver data for the past three years (EV15), to compliment the data I was already getting from exit interviews, and absence data for the last year, which would be helpful for this research and in my day job (EV11).

After gathering my data, I proposed to meet with my HR Manager and Workforce Planner to discuss the results (EV16). Before this, I prepared the data to present in manageable formats to be more easily analysed (EV13, EV14, EV17, EV18). The seven service areas sampled varied greatly in headcount with the smallest at 21 employees and largest at 379 on 1st of January 2020. To enable better comparison of these service areas, I used the headcount to calculate a percentage figure for both absence and leaver data but was sure to communicate to my stakeholders that this was not a percentage of staff absent or leaving but was used to enable an analogue across the services (EV12, EV19). I also decided to exclude any absence related to COVID-19 from the results as absence for this reason was mandated in many instances and could not be reasonably attributed to low engagement.

Upon analysing the data, I found that there were clear correlations between the rate of attrition over the past year (EV18) and the service areas with higher absence rates (EV13) with those made from front line roles in child protection and manual handling being the areas of particular concern. Absence rates have been high and attrition has risen over the last three years; with Provider Services seeing a 100% increase in leavers (EV18). Both of these factors are signs of lower commitment and disengagement with their job (Johns & Ellis, 2016, pp. 85-86). The state of the COVID-19 pandemic has put pressure on both services with an increase in child protection cases (Syal, 2022) and the concern around protecting vulnerable adults in care from the virus with reduced staff (Fox & Cawley, 2022). However, I was concerned that while the pandemic has been impactful, there were likely to be factors that the organisation were accountable for that had affected engagement. The exit interview data gave much greater context to explain the low engagement in the affected services and again correlated with the results I had previously seen (EV17). Although there were strengths, some serious shortfalls in recognition for individuals, manager involvement in development and utilisation of employee voice were identified which are all key enablers of engagement for organisations (MacLeod & Clarke, 2009, p. 33). These interviews also provided some useful commentary for the challenges in these areas which I would plan to discuss when meeting with further stakeholders.

LO2: Be able to evaluate current organisational approaches to employee engagement

Due to the size and scope of Pembrokeshire County Council (PCC), the approach to employee engagement differs across services. The focus on my research has been on social services although, before I began this research, I conducted interviews to understand the current approach by the whole organisation to promote and harness engagement (EV20, EV21). It was clear from these responses that the COVID-19 pandemic had been a major hindrance for the launch of various initiatives that were designed to improve performance and development processes and in turn engage the workforce. In particular, the launch of coaching training for managers and the rollout of a new performance management process were delayed into 2022, which was a setback when our employees would have benefited from it when working remotely (Brown, 2021). It also seems that there has been a cultural challenge with launching these initiatives across the wide range of services the council encompass with certain groups failing to see the operational benefit of the time investment into development and wellbeing (Briner, 2014). This cultural barrier looks set to be lifted after the arrival of the new Chief Executive, hired in late 2021. He is not only an advocate of coaching but is also a driving force in better informing of PCC employees to ensure they feel connection with his vision through a quarterly livestream which all employees are invited to (EV22) (Sanders, 2012). While a new organisational mission statement and expected behaviours were created in 2019 (EV23), with this new Chief Executive in place as a driver for this initiative we should see the vision come to life.

The pandemic has changed everyone's approach to work (CIPD, 2021), and so the plans made pre-2020 have evolved to reflect this. While regular, year round development and performance form a large part of the 'Performance & Wellbeing Plan', mental health and work/life balance are also key (EV26). HR have been focussed on supporting managers to learn about their teams and to promote flexible working options whenever possible (EV20, EV25). This initiative is in line with MacLeod's (2015) 'enabler of engagement' for managers to get to know their employee's needs and build trust to help them succeed and be happy. The 'Performance & Wellbeing Plan' is also significant when seen alongside the findings of my research into Social Services. The plan is heavily influenced by the 'Supervision' structure that the Social Services teams rely on for consistent contact with their

manager (EV33). It could in turn be assumed that supervision is also a driver for engagement, although the research from exit interviews has shown that this is not necessarily the case (EV17). While supervision does provide support and ensure that staff understand the requirements of their role, the exit interviews had identified a lack of **recognition**, clear **development** and **employee voice** as lacking (EV19) which supervision is intended to provide (EV33).

To understand more about these three areas within social services, I met with leaders from the social services teams that had scored highest and lowest through my research into employee leaver numbers and absence (EV29, EV30, EV31, EV32). With Supervision being foundational across the whole social services directorate, most of these leaders felt that it provided a good framework for support but also fell short in offering everything employees need. They confirmed that when delivered regularly and thoroughly, Supervision does indeed provide an effective method for managers to build good relationships with their teams, which opens the path for development, wellbeing support and the opportunity for open feedback from both sides. Unfortunately, too often the focus of these monthly supervision meetings is shifted wholly to discussing caseload and the day-to-day responsibilities of the role. This is challenging in a service that puts service users first over development but it is clearly a concern for those leaving the organisation. With the capacity to deliver on all three concerns raised in exit interviews, supervision could be a driver for engagement but is currently falling short.

Managers also touched upon some other drivers for engagement. There is a sense of duty that comes from these roles, not only because they are providing a public service. Managers talked about the need that employees in social care have to be there for service users that comes from the human desire to care. In this way, these employees are tapping into a personal motivation that spurs them on to put in the additional effort needed. This is a similar personal connection that Kahn (1990) described as an enabler for discretionary effort. This personal motivation, however, also has a limit. Jobs in social care are famously not easy (Fox & Cawley, 2022). Social Workers are under huge pressure (Palmer, 2019) and the work can be unpleasant at times; both which could lead to them becoming detractors for the profession. The results for absence (EV13) and leavers (EV18) align with these observations; with higher absence in the front line, court work or domiciliary care having worse performance in these areas than jobs in adoption or fostering, which are seen as generally more “positive” work (EV29).

Finally, one senior leader also explained some alternative strategies they had already taken to mitigate the pressure of these roles (EV30). For social workers, two financial incentives have been introduced. One is more basic as a one off retention payment to address the attrition of social workers of £2000 with the condition of staying with the Authority for 18 months or refunding the payment. The second financial incentive also supports development with an additional bonus of £3000 a year for social workers who can demonstrate their competency through a portfolio of work (EV27). This is ongoing work, so encourages engagement while also benefitting the service as a result. A larger scale technique to reduce the strain has been a restructure of social work teams in Children’s Services. Rather than have separate teams tackling court work, child protection and children in care services, these have merged to enable social workers more variety and reduced pressure while also ensuring a more consistent journey for children and families.

LO3: Be able to recommend and plan strategies to raise levels of employee engagement within an organisation

In order to start forming potential strategies to raise engagement within PCC Social Services teams, I looked at case studies involving other care providers approach. The benefit of studying these cases was that they often shared similar barriers to engagement that I had already identified and had worked out how to address them. For example, “excessive workload” is cited as a major barrier for workers in the NHS (West, 2019), which parallels with the immense pressure that workers have been under within PCC social services (EV30) and yet they have found that when engaged, workers are still highly likely to exhibit empathy, care and compassion despite these pressures (Collins, 2015).

Much of the pressure on the NHS comes from them being understaffed and although this is being addressed (Holt, 2022); plans to reduce pressure through cultural change were already in place in 2019 with the ‘Interim NHS People Plan’ (NHS, 2019). The first points in this plan focus on engaging through creating a positive environment for staff “Making the NHS the best place to work” and creating engaging, inspiring leaders by “Improving the leadership culture” (NHS, 2019). Through their research, a leadership focus on development and support for staff has led to better standards of care and business efficiency in turn (NHS, 2019, p. 4). They also recognise that while having employees who care about their patients is required, it cannot be taken for granted or expected without work from leadership on supporting and improving employee experience (NHS, 2019, p. 3). To me, this highlighted a key barrier for our social services teams, where the focus had shifted so far into looking at providing the best care and expectations around how to manage caseloads, that the core development provision of the monthly supervision had stopped being effective (EV17). Those providing care need to be cared for themselves.

The NHS have identified that during the pandemic, the need to respond to crisis has taken away the ability for workers to feel a sense of autonomy or any say in how things are managed (West, et al., 2020). The need for control within our own teams often focussed on the opportunity to have a hand in their own development (EV17). Public service care provider, ‘Dimension UK’, turned around their issues with engagement and retention with an innovative, employee led development programme (Burt, 2018). A survey found that 64% of employees felt that there were no future career prospects for them with ‘Dimension UK’ and without a competitive salary were increasingly leaving the organisation. The HR department developed the ‘Aspire’ programme, a one year course which introduced coaching to the staff and helped guide them down the career path they actually wanted through skills workshops and shadowing (Burt, 2018). The benefit they found with the coaching style was that it allowed them time to focus on development but gave employees the power to have a hand in their development. The other forward thinking approach was that even in 2018, ‘Aspire’ was designed to be accessed from anywhere with remote workers in all types of care role (Burt, 2018). This is another area in which supervision currently falls short as it currently only functions as conversation between manager and employee despite the intentions of the policy in providing ongoing development opportunities (EV33).

Taking this research, along with my own findings I devised three proposed initiatives (EV35) to raise engagement within the social services teams and met with my manager to discuss them (EV34, EV36). I planned each with realistic timeframes and costing although part of my brief was to find solutions that were low cost to implement. The first proposal takes the approach of ‘Dimension UK’

(Burt, 2018) in providing an interactive, employee led development initiative but builds this into the existing mechanism of monthly supervision. This is also cost efficient, as the proposal is to use the online goal-setting framework from the 'Performance & Wellbeing Plan' that is already launching for other directorates within the Authority. As with the 'Aspire' programme (Burt, 2018), using this coaching style approach will allow for employees to part manage their own development while allowing managers to stay close to their aspirations and wellbeing. This can also be accessed remotely allowing for those working from home or in the office to stay connected with their manager. The second proposed initiative was to address the lack of employee voice within the teams and promote ownership for the success of the service (MacLeod, 2015). This was also inspired by the idea of "collective leadership" aspired for the NHS (West, 2019) which would allow people to have a shared responsibility in making a difference. My proposal was for a formal approach with a survey and deliverable results as I felt this would have the most visibility for staff and help raise engagement. From discussing with my manager I conceded that a formal approach may be logistically more complicated to rollout and an informal approach with team meetings may be more readily received by the team as the CIPD have found (Hope-Hailey, et al., 2012). The third proposal uses the 'Q&A Cuppa' model already used by the Chief Executive for the director of Social Services & Housing to livestream to the whole directorate every month to share success, recognition and offer some transparency around the vision of the services. This is also a good opportunity for employees to ask questions or make suggestions for where the service is going. Again, this uses the NHS vision for engagement, ensuring employee's feel valued and part of the organisation (Collins, 2015) but is also important in building trust between senior leadership and employees (Sanders, 2012).

After discussion (EV36), my manager felt all proposals had potential but the first could be more easily implemented as Learning and Development were already in the process of training employees. It was also agreed that we would focus on Children's Services initially as one of the challenged areas that I already work closely with. She arranged for me to present my findings and this proposal to the Head of Children's services (EV37, EV38). At this stage, it has been agreed to trial the Performance & Wellbeing plan as a supplement to supervision for the 'Family Support & Child Protection' service, which I will continue to monitor with managers to gauge success. Over time, I believe the findings and other proposals would be beneficial to pursue, particularly as, like the NHS, recruitment and budgetary pressure is still a problem (NHS, 2019). These represent low cost solutions, which will provide support and opportunity for our staff to develop and in turn maintain commitment to their service (Collins, 2015).

EV1

From: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>

Sent: 11 January 2022 17:23

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: FW: Resignation Letter

Hi Duncan

Another resignation!! Would you mind adding Glesni to your list to undertake an exit interview. Darren is talking to an ex employee (from Adults) about this post so fingers crossed we can get someone in quickly.

Thanks

Jo

From: Evans, Glesni <Glesni.Evans@pembrokeshire.gov.uk>

Sent: 11 January 2022 15:45

To: Evans, Melany <Melany.Evans@pembrokeshire.gov.uk>; Eleri E M Harries <EEMHarries@carthenshire.gov.uk>

Cc: Regimbal, Melissa <Melissa.Regimbal@pembrokeshire.gov.uk>; Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>

Subject: Resignation Letter

Good Afternoon,

Please find attached my resignation letter. Can you please let me know whether I am required to send the letter to anyone else?

Many Thanks / Diolch yn Fawr,

Glesni Evans

Adoption Social Worker / Gweithwr Cymdeithasol Mabwysiadu

Tel no / Rhif Ffôn: 01437 77 6488

Mobile / Ffôn Symudol: 07890388617



EV2

From: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>

Sent: 17 November 2021 15:58

To: Davies, Matthew (BPR) <Matthew.Davies@pembrokeshire.gov.uk>; Peach, Alex <Alex.Peach@pembrokeshire.gov.uk>; Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Cc: Easton, Anne-Louise <Anne-Louise.Easton@pembrokeshire.gov.uk>; Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>; Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Subject: Exit Interview Questionnaire (v2 Nov-21).docx

Hi All,

Following our recent data meeting looking at starters/leavers and qualifications information here is the latest revision to our Exit Interview Questionnaire for Social Workers and OTs as promised.

This includes updates to a few questions and includes the full list of teams in Adult Services to reflect the new structure.

Please let me know if there is anything on the form that you think could be improved upon, and pass this template on to anyone else that may need to see it.

Many thanks,

Gill

Exit Interview Questionnaire Social Workers and Occupational Therapists



Thank you for taking the time to participate in this exit interview. We really appreciate your feedback, which will help us to understand what we are doing well and what can be done to improve staff retention and reduce turnover.

There is no obligation for you to provide your name. Please be assured that any information you provide will be treated in strict confidence, and handled in accordance with the General Data Protection Regulations 2018 (GDPR). This Questionnaire will not be held on your personnel file and will be kept securely for a maximum of 7 years. Anonymised leavers' data is shared with Welsh Government to comply with statutory reporting requirements.

1. When did you qualify as a Social Worker?

Month Year

2. How long have you worked:

for Pembrokeshire County Council?	in your current role?
years	years

3. Do you work:

☐ Full time
☐ Part time (if yes number of hours):
☐ Job share

4. On which basis have you been employed?

☐ Permanent
☐ Fixed Term
☐ Casual/Zero hours
☐ Temporary
☐ Agency

G Heddon 17.11.21

5. Please describe your role:

☐ NSIW
☐ Social Worker
☐ Senior Social Work Practitioner
☐ Consultant Social Work Practitioner
☐ Assistant Team Manager
☐ Social Work Team Manager
☐ Service Manager

6. Is it a specialised role?:

☐ IRO
☐ AMHP
☐ Practice Assessor
☐ Other

7. Official leaving date: (month/year) From team: (select below):

Children's Services	Adult Services
☐ Children in Need	☐ Joint Discharge
☐ Child Care Assessment	☐ Adult Duty
☐ Children with Disabilities	☐ North Locality
☐ Corporate Parenting	☐ South Locality
☐ Integrated Safeguarding & QA	☐ Learning Disabilities/Transitions
☐ Families First/TAf	☐ Occupational Therapy & Sensory Serv.
☐ Flying Start	☐ Complex Care
☐ Family Intervention and IFST	☐ Mental Health
☐ Family Placement	☐ Substance Misuse
☐ Adoption Team	☐ DOLS/LPS
☐ Youth Offending	☐ Emergency Duty
☐ Other – please specify	

G Heddon 17.11.21

8. Are you leaving for:

☐ Internal Transfer/Promotion
☐ A social worker post in another Welsh Authority
☐ A social worker post in a non-Welsh Authority
☐ Voluntary/3rd Sector Care Organisation
☐ Private Care Organisation
☐ Left the sector
☐ Other/comments:

9. Thinking about each of the areas below, please choose no more than 3 in total which best reflect your reasons for leaving in order of importance to you:

Job	Personal
Salary	Health
Other Benefits	Leaving the area/relocation
Terms & Conditions (flexibility/security etc.)	Taking up full/part time education
Workload/pressure of work	Caring responsibilities
Nature/variety of work	Change of career
Work/life balance	Travel – working closer to home
	Retirement
	Family/personal
Workplace	Career
Working environment	Promotion/higher paid job
Support available	Training/career development opportunities.
Conflict with work colleagues	Other:
Conflict with manager/Supervisor	
Discrimination	
Harassment and/or bullying	

Reason 1	
Reason 2	
Reason 3	

10. Please use the space below to provide any further information that will help us to understand your reasons for leaving:

G Herson 17.11.21

11. Please indicate your closest response to the following:

About PCC - Organisation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Authority valued my work.	☐	☐	☐	☐	☐
There was a good, positive working environment.	☐	☐	☐	☐	☐
I was kept up to date with organisational developments via internal communication methods.	☐	☐	☐	☐	☐
Manager/Supervisor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions and new developments/policy/regulations were clearly communicated.	☐	☐	☐	☐	☐
I received excellent support and supervision with regular opportunities to discuss performance, and received constructive feedback.	☐	☐	☐	☐	☐
My views and suggestions were encouraged and listened to.	☐	☐	☐	☐	☐
My achievements and contributions were recognised.	☐	☐	☐	☐	☐
The job itself	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There was a good team dynamic and my colleagues were supportive of one another.	☐	☐	☐	☐	☐
My skills were effectively used.	☐	☐	☐	☐	☐
I had a manageable workload.	☐	☐	☐	☐	☐
I received the training, development and support necessary to help me succeed in my role.	☐	☐	☐	☐	☐
I had the opportunity to develop professionally.	☐	☐	☐	☐	☐
Health & well-being was promoted within my workplace and I felt supported in dealing with the pressures of the job.	☐	☐	☐	☐	☐

G Herson 17.11.21

12. What do we do well in Pembrokeshire and what could we do better? If you could change one thing what would it be?

13. Is there anything that could have been done for you to have stayed with the Authority?

14. Would you be interested in joining our Casual Social Worker Bank, where you may be offered paid Social Work with the complete flexibility to accept or decline at your disposal? If yes, please leave your contact details below:

15. Thank you for taking the time to complete this questionnaire. We value any additional comments that you would like to make below and wish you well for the future.

Name:
(Optional)

Date completed:

G. Henton 17.11.21

EV4

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 19 January 2022 19:13
To: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Subject: RE: Exit Interviews

Thanks Jo,

I'll catch up with Gill and decide on questions before we meet next week. I'd like to get approval before I start so need to speak with you both.

I'm thinking just for the duration of this project at first but if the changes are helpful and results valuable then it would be good to add as a contribution.

Thanks,
Duncan

Duncan Hook
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Duncan.Hook@pembrokeshire.gov.uk

From: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Sent: 19 January 2022 17:06
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Exit Interviews

Hi Duncan

Yes happy to discuss at our catch up next week if you flesh out what you want to add. Gill Henton from SCWWDP owns this process so would be best to run any changes by her. Would this just be for the duration of your project?

Thanks
Jo

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 19 January 2022 15:37
To: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Subject: Exit Interviews

Hi Jo, I hope you're well.

I was hoping we could discuss the possibility of expanding the social worker exit interviews I'm holding to get to the root of some of the challenges we're having with retention.
For the latest module I'm hoping to apply my knowledge of engagement and I wish to include some questions which are structured around the Gallup Q12 (attached). Before I work on anything I'd like to talk through my plan.

Let me know what you think.

Thanks,
Duncan

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EV5

From: Hook, Duncan
Sent: 20 January 2022 13:37
To: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>
Subject: RE: Exit Interviews - Employee Engagement

Thanks for the chat Gill,

As agreed, I will send over a list of proposed questions next week for us to agree on.

Thanks again,
Duncan

Duncan Hook
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Duncan.Hook@pembrokeshire.gov.uk

From: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>
Sent: 20 January 2022 12:22
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Exit Interviews - Employee Engagement

Thanks Duncan, I'm always open to suggestions. Give me a call this afternoon I should be available until 4.
Many thanks,
Gill

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 20 January 2022 09:08
To: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>
Subject: Exit Interviews - Employee Engagement

Morning Gill, I hope you're well.

Following quite a few resignations and certain feedback from our social worker/social care teams over the last few months, I would like to look at gaining some additional information from any leavers. I am currently looking at measuring employee engagement so was hoping to implement some additional questions to gauge this. I'm aware that this is a process you own but I hope you are in agreement that this would be valuable information to have.

Additional questions would be based on the Gallup Q12 (attached).

I can see you're not available currently but let me know if you're free to discuss.

Kind regards,
Duncan

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EV6

You and your role	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There were clear expectations given for my role	☐	☐	☐	☐	☐
I was provided with the right equipment to do my job	☐	☐	☐	☐	☐
I felt like I was set up for success in my job	☐	☐	☐	☐	☐
I was recognised regularly for my work	☐	☐	☐	☐	☐
<u>Comments</u>					
You and your development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I felt that my manager/supervisor knew me at a personal level	☐	☐	☐	☐	☐
My manager/supervisor supported my development	☐	☐	☐	☐	☐
I have been given opportunities and experiences to develop and learn	☐	☐	☐	☐	☐

My manager/supervisor held regular supervisions to discuss my progress	☐	☐	☐	☐	☐
<u>Comments</u>					
You and your department	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My opinion was heard and valued	☐	☐	☐	☐	☐
The work I did had an impact on the department	☐	☐	☐	☐	☐
My colleagues were committed to their work	☐	☐	☐	☐	☐
I have made friends in the team	☐	☐	☐	☐	☐
<u>Comments</u>					

EV7

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 24 January 2022 16:23
To: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>
Subject: RE: Exit Interview/ Engagement Questions

Thanks for your feedback Gill, I agree with your suggestions.

Thank you also for accommodating this research into the questionnaire.

I'll make the changes and send it all back to you.

Kind regards,
Duncan

Duncan Hook
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From: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>
Sent: 24 January 2022 15:48
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Exit Interview/ Engagement Questions

Hello Duncan, I've made some comments/suggestions and sending back to you.
 Some minor things: font changes, choice of words/phrases (changed comments to 'Anything to add?') general things to make it more friendly. The bigger concern is the length of the questionnaire/interview. I know you brought it up before that it can be quite a long conversation. I've had a think and for your trial I'm happy for you to substitute section 11 in the questionnaire for these questions – I would like you to share your results though please as it is still helpful for workforce planning.
 Send me over the final version and I will add it to the questionnaire for you.
 Many thanks,
 Gill

From: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>
Sent: 24 January 2022 11:04
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Exit Interview/ Engagement Questions

Thanks Duncan, I'll take a look and get back to you later today.
 Many thanks,
 Gill

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 24 January 2022 10:56
To: Henton, Gillian <Gillian.Henton@pembrokeshire.gov.uk>
Subject: Exit Interview/ Engagement Questions

Hi Gill, I hope you had a good weekend.

As agreed, please find my list of questions attached for the exit interview survey of engagement. I wanted to structure them as an attitude survey like the questions already used which will generate some quantitative data with the optional comments box for qualitative data to give context to the results.

I note that the document you've made is locked so I wasn't able to add this to it. Let me know what you think of this structure and if there are any changes you would like to see.

Kind regards,
 Duncan

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EV8

You and your role	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There were clear expectations given for my role	☐	☐	☐	☐	☐
2. I was provided with the right equipment to do my job	☐	☐	☐	☐	☐
3. I felt like I was set up for success in my job	☐	☐	☐	☐	☐
4. I was recognised regularly for my work	☐	☐	☐	☐	☐
<u>Anything to add?</u> 					

You and your development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. I felt that my manager/supervisor knew me at a personal level	☐	☐	☐	☐	☐
6. My manager/supervisor supported my development	☐	☐	☐	☐	☐
7. I have been given opportunities and experiences to develop and learn	☐	☐	☐	☐	☐
8. My manager/supervisor held regular supervisions to discuss my progress	☐	☐	☐	☐	☐
<u>Anything to add?</u>					
You and your team	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9. My opinion was listened to and valued	☐	☐	☐	☐	☐
10. The could see my work had an impact on the department	☐	☐	☐	☐	☐
11. My colleagues were committed to their work	☐	☐	☐	☐	☐
12. I have developed friendships in the team	☐	☐	☐	☐	☐
<u>Anything to add?</u>					

EV9

From: Pugh-Davies, Joanne Joanne.Pugh-Davies@pembrokeshire.gov.uk
Sent: 25 January 2022 17:13
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Finalised Engagement Questions

Hi Duncan,

If Gill is in agreement to changes to the exit interview format then you have my approval too. What are you planning to do with the results? I would be interested to see them but I think there are other avenues you could also be exploring for employee engagement.

I'll give you a call this week to catch up and we can discuss this too.

Thanks
Jo

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 25 January 2022 11:27
To: Henton, Gillian Gillian.Henton@pembrokeshire.gov.uk;
Cc: Pugh-Davies, Joanne Joanne.Pugh-Davies@pembrokeshire.gov.uk
Subject: RE: Finalised Engagement Questions

Thanks Gill,

Yes I will definitely send my data over. Once I've gathered my responses I would like to meet with you both to discuss the results if possible.

Thanks,
Duncan

Duncan Hook
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From: Henton, Gillian Gillian.Henton@pembrokeshire.gov.uk;
Sent: 25 January 2022 09:52
To: Hook, Duncan Duncan.Hook@pembrokeshire.gov.uk
Cc: Pugh-Davies, Joanne Joanne.Pugh-Davies@pembrokeshire.gov.uk
Subject: RE: Finalised Engagement Questions

Good morning Duncan, yes I'm happy with the changes and you have my support for this trial study.
Please share the results of the survey as it will be valuable for my work as well.
Many thanks,
Gill

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 25 January 2022 09:24
To: Henton, Gillian Gillian.Henton@pembrokeshire.gov.uk; Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Subject: Finalised Engagement Questions

Hi both,

Please find the final version of the Engagement questions to be added to the Exit Interview/Questionnaire. Please both confirm that you are supportive of this work and happy for me to go ahead.

As agreed in conversation with Gill, I will be holding Emma and Kerry's interviews as well with this format so currently have 14 scheduled social worker (or related department workers) interviews over the next fortnight.

Any further questions please let me know.

Thanks,
Duncan

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EV10

Meeting Notes: Measuring Engagement

Jo Pugh Davies and Duncan Hook

25/01/2022

On surveying Social Care Leavers through Exit Interviews:

- JPD - There is a need to make Exit Interviews more consistent and valuable – data currently collected is a box ticking exercise
- DH - Good opportunity to get an insight into different teams and understand demographic data
- DH – If possible I would like to see how this trial period goes and the quality of data collected with an aim to make engagement a measure going forward
- DH – there are limitations. The period of time we are currently measuring is too short to fully understand engagement in these teams
- JPD – considering alternative measures of engagement related to employee relations role – Absence levels, performance, retention etc.
- DH – exit interview approach helpful in providing qualitative evidence but not large data measurement

On measuring Engagement through Absence:

- DH – increase in short term absence over the last year, look at which teams have had the largest increase in short term absence instances
- DH – look at possible correlations with qualitative interview data
- JPD – worth considering the impact that home working had on absence – home workers more likely to work through a cold whereas they may have not wanted to come into the office
- DH – consider the sample size – all social care roles?
- JPD - Possibly excluding housing, commissioning, business support and building maintenance as type of work very different to social workers, care providers etc.
- DH – Easily accessible data for me to capture

On measuring Engagement through Performance:

- JPD – good to track reported decline in output over time
- DH – how to get hold of this information – not easily quantifiable output from social care teams
- JPD – perhaps more anecdotal evidence from line manager interviews
- DH – the only performance issues we hear about are employees falling behind on administrative tasks which is understandable due to increase in work and smaller teams
- DH – perhaps easy for data to be misinterpreted – although this is true of all the measures looked at

On measuring Engagement through retention/ leavers:

- DH – large issue in social services with lots of leaver data available
- JPD – again supplementary data potential, we have a bigger recruitment issue which is where the pinch comes from not large numbers leaving – although many have left as the pandemic restrictions lifted although so few left in the first year that it balances out
- JPD – would need to look at pre-pandemic levels if possible
- DH – again easy data to access and confirm if leaver numbers are comparable to 2019
- DH – could be helpful as a comparison to qualitative data from exit interviews.

Next steps:

- Carry out Exit Interviews as already committed to it – good for statements
- Pull absence data – measuring short term absence – areas where this is highest
- Pull leaver data – comparing 2019 to 2021

	C	U	E	L	G	I	J	K	M	N	O	P	Q	R	S
	Level 3	Level 4	Per Ref	Fulfilment	Position	Grade	SCP Value	Contractual Hours	Absence Reason	Absence Start Date	Absence End Date	Total Calendar Days	Days Lost	Pro Rata Days	Manager
1	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	35	10P Heart/Cardiac & circulatory problems	13/12/2020	03/01/2021	21.00	1	0.945946	
2	Provider Services	Day Services			Day Care Assistant (Haverfordwest)	NJC_04	19598	20	26A Covid (confirmed)/Vaccination/Long Covid	23/12/2020	03/01/2021	11.00	1	0.540541	
3	Provider Services	Residential & Supported Accommodation			Accommodation Support Worker (Haverhurst)	NJC_04	19598	24	13P Nervous system disorders/Neurological	29/12/2020	03/01/2021	5.00	1	0.648649	
4	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	35	26A Covid (confirmed)/Vaccination/Long Covid	03/01/2021	04/01/2021	1.00	1	0.945946	
5	Family Support & Child Protection	Family Interventions Team			Integrated Family Support Worker (IFS)	NJC_07	28672	30	05P Cold/Cough/Influenza/Virus	04/01/2021	07/01/2021	3.00	4	3.243243	
6	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	20	02P Anxiety/Stress/Depression/Other psychiatric illnesses	18/12/2020	08/01/2021	21.00	2	1.081081	
7	Provider Services	Day Services (Learning Disabilities)			Support Worker	NJC_04	19598	26	01P Accidents/Injury/Fracture	04/01/2021	08/01/2021	4.00	5	3.515154	
8	Family Support & Child Protection	Family Interventions Team			Edge of Care Senior Worker (FSP)	NJC_07	28672	29.6	26A Covid (confirmed)/Vaccination/Long Covid	04/01/2021	08/01/2021	4.00	5	4	
9	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	35	17P Stomach/Bowel/Gastrointestinal problems	08/01/2021	10/01/2021	2.00	3	2.837838	
10	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	20	13P Nervous system disorders/Neurological	09/01/2021	10/01/2021	1.00	2	1.081081	
11	Provider Services	Community Well-Being & Independence Team			Support Worker - Substance Misuse	NJC_04	19598	37	02P Anxiety/Stress/Depression/Other psychiatric illnesses	10/12/2020	11/01/2021	32.00	7	7	
12	Learning Disabilities & Mental Health	Mental Health & Substance Mis-use			Edge of Care Senior Worker	NJC_07	27741	29.6	03P Back Problems	04/01/2021	11/01/2021	7.00	6	4.8	
13	Family Support & Child Protection	Family Interventions Team			Community Well-Being & Independence Team Worker	NJC_04	19598	25	05P Cold/Cough/Influenza/Virus	06/01/2021	11/01/2021	5.00	4	2.702703	
14	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	25	02P Anxiety/Stress/Depression/Other psychiatric illnesses	11/01/2021	11/01/2021	0.00	1	0.676767	
15	Provider Services	Community Well-Being & Independence Team			Team Leader - Home Carer - Community Well-Being & Independence Team	NJC_06	23080	37	05P Cold/Cough/Influenza/Virus	11/01/2021	11/01/2021	0.00	1	1	
16	Provider Services	Residential & Supported Accommodation			Night Officer (Haverhurst)	NJC_06	24491	35	26A Covid (confirmed)/Vaccination/Long Covid	04/01/2021	13/01/2021	9.00	8	7.667668	
17	Provider Services	Residential & Supported Accommodation			Admin Assistant (Haverhurst)	NJC_03	18662	30	35 Other	11/01/2021	13/01/2021	2.00	3	2.432432	
18	Provider Services	Residential & Supported Accommodation			Accommodation Support Worker (Haverhurst)	NJC_04	19598	18	23P Renal/Urinary & Gynaecological disorders	11/01/2021	13/01/2021	2.00	3	1.459459	
19	Provider Services	Day Services (Learning Disabilities)			Support Worker (The Anchorage)	NJC_04	19598	18	14P Musculoskeletal/Rheumatology issues	12/01/2021	14/01/2021	2.00	3	1.459459	
20	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	35	17P Stomach/Bowel/Gastrointestinal problems	13/01/2021	14/01/2021	1.00	1	0.945946	
21	Provider Services	Community Well-Being & Independence Team			Community Well-Being & Independence Team Worker	NJC_04	19598	35							
Absence Data															
Staff Occurrences															

EV12

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 03 February 2022 16:17
To: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Subject: RE: DH/JPD Catch Up

Hi Jo, thanks for the catch up earlier.

I wanted to document what we discussed in regards to engagement measured through Absence.

My findings:

- Short Term Absence highest in 'Community Care Management', 'Intermediate Care Services' and 'Provider Services'
- All three services are primarily providing adult hands on care
- The grade demographics are Support Workers, Care Assistants at the lower grades (3-5) and Social Workers and Occupational Therapists at higher grades (7-9)
- Children's Services absence generally lower
- There were pronounced spikes in absence around the end of 2021 lockdown (March) and at the start of summer (June).

Discussion:

- As this is excluding covid cases so any spikes in absence should not be due to mandated absence
- We can't rule out the fact that social workers in Children's for example can be unwell but continue working from their laptop at home while a support worker has to be hands on with service users
- Recognition that this is early stages of this research
 - Could go further with research over time to look at the specific roles within each service who have high absence
 - Also look at age of employees
 - Also look at reasons for sickness absence
- We know already that provider services has some of the most tenured staff and employs an older demographic – the work is physical and so they need to be at their best to deliver the service
- Short term absence not necessarily due to low engagement but patterns may be suggestive of increased absence due to fatigue. Many of the hands on roles have had a tough time over covid and not feeling as happy in their job

I will organise a meeting with yourself and Gill to look at leaver data and exit interview responses. I have already seen correlation with high absence, attrition and comments in these interviews.

Thanks again,
Duncan

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-----Original Appointment-----

From: Hook, Duncan
Sent: 31 January 2022 11:12
To: Pugh-Davies, Joanne
Subject: DH/JPD Catch Up
When: 03 February 2022 11:00-12:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
Where: Microsoft Teams Meeting

Thanks Jo,

Look forward to catching up then.

Kind regards,
Duncan

Duncan Hook
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Microsoft Teams meeting

Join on your computer or mobile app

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From: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Sent: 31 January 2022 10:57
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Absence data for engagement research

Hi Duncan,

Thanks for this, very interesting. Let's have our usual catch up on Thursday. 11am?

Thanks
Jo

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 31 January 2022 10:35

To: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Subject: Absence data for engagement research

Hi Jo, I hope you're well.

As discussed I've pulled absence data for the seven front line social care service areas from 2021. Attached is a breakdown across the service areas and a graph that shows absence month by month for each service. Some points to make about the data:

- Data is only considering short term absence data – defined as under 8 weeks in line with PCC policy
- The key data is excluding any cases related to covid as there was a requirement to be absent in most cases
- The percentage figure shown was a calculation based on number of occurrences as a percentage of the headcount in each service area - not a percentage of the workforce in each service who were absent. I can see that this could be confusing but seemed the fairest way to make the services comparable as they vary in size so much.

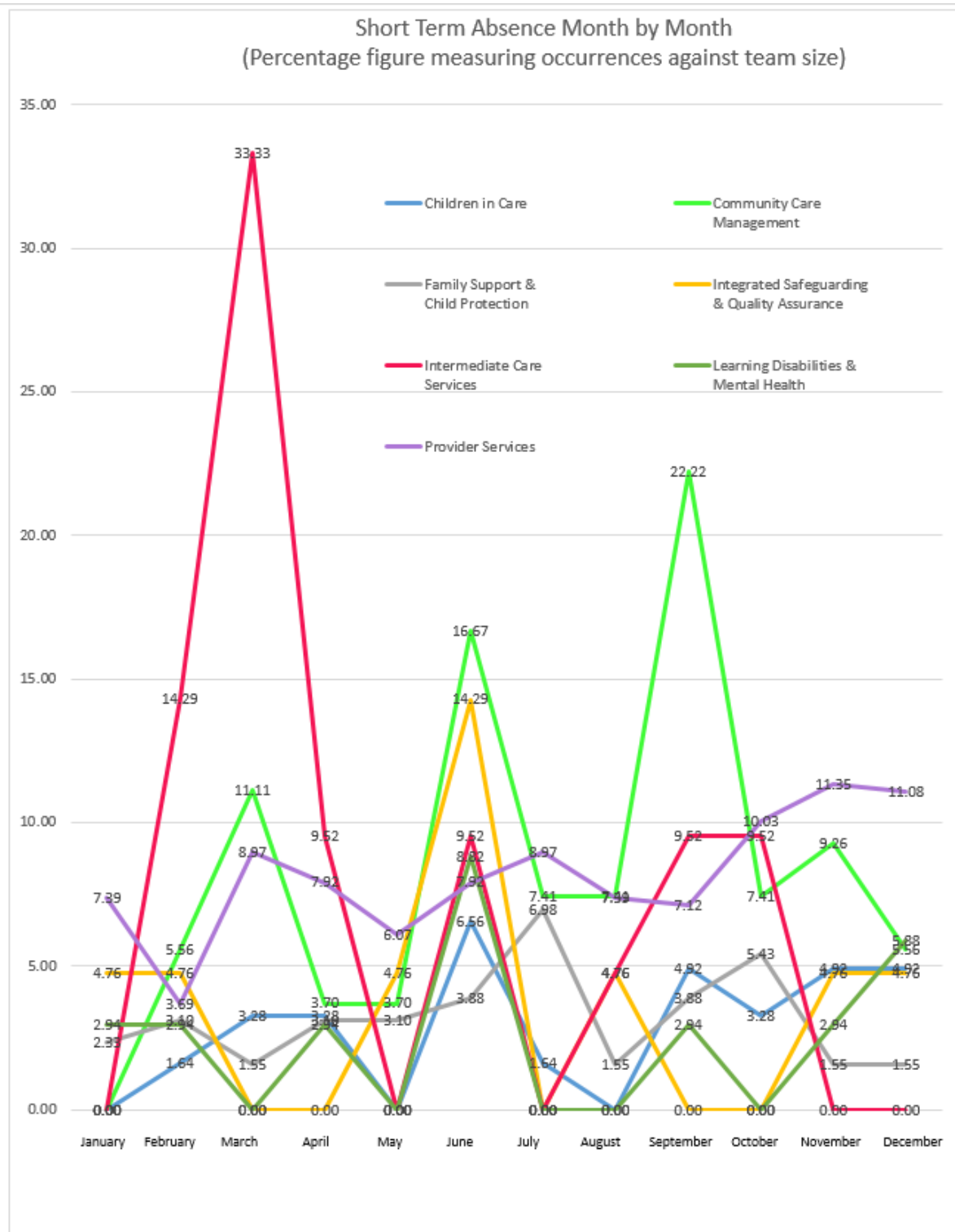
Could we meet in the next week to discuss the findings? I feel that there is already a correlation forming when compared with leaver data and the comments from exit interviews.

Thanks,
Duncan

Duncan Hook
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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
	Service Area (level 3)	Employees per service	Total Short Term Sick occurrences	Total Short Term Sickness excluding COVID	Occurrences as percentage of Service Area	Total	Excl COVID	Percentage of Service	Total	Excl COVID	Percentage of Service	Total	Excl COVID	Percentage of Service	Total	Excl COVID	Percentage of Service
1	Children in Care (61 employees)	61	23	21	34.43%	0	0	0.00	1	1	1.64	2	2	3.28	3	2	3.28
2	Community Care Management (54 employees)	54	56	54	100%	0	0	0.00	3	3	5.56	6	6	11.11	2	2	3.70
3	Family Support & Child Protection (129 employees)	129	52	49	37.98%	4	3	2.33	4	4	3.10	2	2	1.55	4	4	3.10
4	Integrated Safeguarding & Quality Assurance (21 employees)	21	10	9	42.86%	1	1	4.76	1	1	4.76	0	0	0.00	0	0	0.00
5	Intermediate Care Services (21 employees)	21	22	18	85.71%	0	0	0.00	3	3	14.29	7	7	33.33	2	2	9.52
6	Learning Disabilities & Mental Health (34 employees)	34	15	10	29.41%	1	1	2.94	1	1	2.94	1	0	0.00	1	1	2.94
7	Provider Services (379 employees)	379	411	371	97.89%	34	28	7.39	16	14	3.69	36	34	8.97		30	7.92

	A	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO
1	Service Area (level 3)	Total	Excl COVID	May Percentage of Service	Total	Excl COVID	June Percentage of Service	Total	Excl COVID	July Percentage of Service	Total	Excl COVID	August Percentage of Service	Total	Excl COVID	September Percentage of Service	Total	Excl COVID	October Percentage of Service	Total	Excl COVID	November Percentage of Service	Total	Excl COVID	December Percentage of Service
2	Children in Care (61 employees)																								
3	Community Care Management (54 employees)	0	0	0.00	4	4	6.56	1	1	1.64	1	0	0.00	3	3	4.92	2	2	3.28	3	3	4.92	3	3	4.92
4	Family Support & Child Protection (129 employees)	2	2	3.70	9	9	16.67	4	4	7.41	4	4	7.41	12	12	22.22	5	4	7.41	6	5	9.26	3	3	5.56
5	Integrated Safeguarding & Quality Assurance (21 employees)	4	4	3.10	5	5	3.88	9	9	6.98	3	2	1.55	5	5	3.88	7	7	5.43	2	2	1.55	3	2	1.55
6	Intermediate Care Services (21 employees)	1	1	4.76	3	3	14.29	0	0	0.00	1	1	4.76	0	0	0.00	1	0	0.00	1	1	4.76	1	1	4.76
7	Learning Disabilities & Mental Health (34 employees)	0	0	0.00	2	2	9.52	0	0	0.00	1	1	4.76	3	2	9.52	2	2	9.52	1	0	0.00	1	0	0.00
8	Provider Services (379 employees)	1	0	0.00	3	3	8.82	0	0	0.00	0	0	0.00	2	1	2.94	0	0	0.00	1	1	2.94	4	2	5.88
9		23		6.07	31	30	7.92	34	34	8.97	31	28	7.39	36	27	7.12	45	38	10.03	45	43	11.35	49	42	11.08



Level1:Structure	Level2:Structure	Level3:Structure	Full Name:People	Occupant	Position	Year	Leaving Reason:Posn	Age (Years):@Occupant
Social Services & Housing	Adult Care	Provider Services			Care Assistant (Hillside)	2019	Resignation	48
Social Services & Housing	Adult Care	Community Care Management			Social Worker	2019	Resignation	30
Social Services & Housing	Children's Services	Children in Care			Playgroup Leader (Flying Start) - Golden Grove	2019	Resignation - Following r	24
Social Services & Housing	Adult Care	Learning Disabilities & Mental Health			Support Worker - Mental Health	2019	Resignation	63
Social Services & Housing	Children's Services	Integrated Safeguarding & Quality Assurance Ser			Independent Reviewing Officer	2019	Resignation	58
Social Services & Housing	Adult Care	Provider Services			Community Well-Being & Independence Team Work	2019	Resignation	21
Social Services & Housing	Children's Services	Family Support & Child Protection			FTT Worker	2019	Resignation	24
Social Services & Housing	Adult Care	Provider Services			Senior Team Co-ordinator	2019	Retirement - Early	63
Social Services & Housing	Adult Care	Provider Services			Casual Community Well-Being & Independence Teai	2019	Resignation	44
Social Services & Housing	Adult Care	Provider Services			Community Well-Being & Independence Team Work	2019	Resignation	55
Social Services & Housing	Children's Services	Family Support & Child Protection			Edge of Care Senior Worker	2019	Resignation	34
Social Services & Housing	Adult Care	Provider Services			Community Well-Being & Independence Team Work	2019	Resignation	21
Social Services & Housing	Adult Care	Provider Services			Senior Team Co-ordinator (The Anchorage)	2019	Resignation	52
Social Services & Housing	Adult Care	Provider Services			Casual Project Worker	2019	Resignation	62
Social Services & Housing	Adult Care	Provider Services			Casual Accommodation Support Worker (Milford Hou	2019	Resignation	54
Social Services & Housing	Adult Care	Provider Services			Casual Support Worker (Portfield)	2019	Resignation	67
Social Services & Housing	Adult Care	Housing Management			Housing Officer (Tenancies)	2019	Retirement - Flexible	60
Social Services & Housing	Children's Services	Children in Care			Regional Safeguarding Board Business Support Co-2019	2019	Resignation	48
Social Services & Housing	Children's Services	Family Support & Child Protection			Social Worker (CIN)	2019	Resignation	52
Social Services & Housing	Children's Services	Family Support & Child Protection			TAF Worker (Domestic Abuse Specialists)	2019	BE - Voluntary Severance	59
Social Services & Housing	Adult Care	Provider Services			Support Worker	2019	Resignation	26
Social Services & Housing	Adult Care	Provider Services			Casual Support Worker (Portfield)	2019	Resignation	64
Social Services & Housing	Children's Services	Children in Care			Independent Foster Carer Reviewing Officer	2019	Resignation	43
Social Services & Housing	Children's Services	Integrated Safeguarding & Quality Assurance Ser			Independent Reviewing Officer	2019	Resignation	36
Social Services & Housing	Children's Services	Family Support & Child Protection			Social Worker	2019	Resignation	32
Social Services & Housing	Adult Care	Learning Disabilities & Mental Health			Social Worker	2019	Resignation	49
Social Services & Housing	Adult Care	Provider Services			Accommodation Support Worker (Milford House)	2019	Resignation	43
Social Services & Housing	Children's Services	Family Support & Child Protection			Group Manager - Support for Learning & Disabilities	2019	Resignation	56
Social Services & Housing	Children's Services	Family Support & Child Protection			Child Care Support Worker	2019	Resignation	20
Social Services & Housing	Adult Care	Provider Services			Casual Care Assistant (Hillside)	2019	Resignation	29

EV16

When	10 February 2022 15:00-16:00
From	Hook, Duncan
Attached	 Leavers by Service Area.xlsx 19 KB  Exit Interview Results.xlsx 16 KB

-----Original Appointment-----

From: Hook, Duncan

Sent: 07 February 2022 09:04

To: Henton, Gillian; Pugh-Davies, Joanne

Subject: Social Services Leaver/Engagement Data

When: 10 February 2022 15:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi both,

I hope that you are both able to meet this Thursday to discuss the data I've collected from Exit Interviews and through analysing leaver data for the last three years. I feel that when compared with other data sources, including absence data, it's possible to both see correlations forming and recognise potential remedies for low engagement.

Please find attached:

- Table of data sourced from 15 Exit Interview/Questionnaires held over the last two weeks
- Table of social services leaver data from 2019 – 2021

I look forward to meeting with you later this week.

Kind regards,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
County Hall
Haverfordwest
SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

Microsoft Teams meeting

Job Role	Grade	Service Area (level 3)	You and your role				You and your development				You and your team				Totals				
			Q1	Q2	Q3	Q4	Comments	Q5	Q6	Q7	Q8	Comments	Q9	Q10	Q11	Q12	Comments		
Peripartetic Playgroup Assistant (Flying Start)							I've always felt like I had everything to do my job. Recognition wasn't always possible given the time but I knew the work I did was appreciated by the families.					My manager was always supportive for me personally and professionally. Through recent personal difficulties, she's been very understanding and never judgemental.					I don't feel like I had much say but then I didn't really try. It wasn't my job to. I will miss the team. We work with all sorts of families and it's good to know you have people around you that you can rely on.	49	
		3 Children in Care	5	4	4	1	/	4	5	4	4	/	3	5	5	5	/		31
		5 Children in Care	3	2	3	1	Recognition has never been great here. Otherwise I've been happy in the job but you just take what you get recognition wise.	2	1	3	1	Development has been fairly good. I've had lots of opportunities to have promotions.	2	3	5	5	Nothing to add.		44
Social Worker - Adoption		8 Children in Care	5	4	4	1		3	4	3	3		3	4	5	5	/	21	
Social Care Assistant		5 Community Care Management	3	2	1	1	/	1	1	2	2	/	1	2	3	2	/	26	
Social Worker		8 Community Care Management	1	2	3	1	/	3	1	1	1	/	1	3	4	5	/		44
							The role changed over time. At the start I always felt supported and like I had the training I needed while over time that just hasn't been there. We've been asking for training and nothing. Recognition seems to be non-existent. I'm not talking about emails saying good job to the team - it would be nice to feel like the work you do is appreciated.					Development is non-existent. I think she was just too busy to be honest to know how we were getting on. We had supervision every month but we spent most of the time talking about the cases and not on me or my development.					The other TAF workers are incredible people. I just haven't felt supported by management. There was very little opportunity to have a say in how my job worked and that's been difficult as you feel like a child sometimes.	26	
TAF Worker		7 Family Support & Child Protection	3	2	1	1	The last two years have been very hard for all the team. There hasn't always been clear direction and the result is me being constantly stressed. I'm not that comfortable with technology so could have done with help with my laptop and during the pandemic this all felt apart.	2	1	2	2	My manager has tried his best to support me but the issues go higher up. I wasn't looking to change job just be my best at this one and I've not felt that way for a while.	1	2	4	5	I've felt cut off from the team over the last two years. Very difficult to have any input on the department as things seem to constantly change without any explanation.	26	
Personal Adviser		7 Family Support & Child Protection	3	2	2	1		1	2	1	1		1	1	4	5		24	

Senior Social Worker	9 Family Support & Child Protection	1	2	2	1	Over the last few years I have seen a change in the Social Worker best practice. There are things the managers are doing now that I just don't feel support me and ensure the best delivery of service. I don't feel like I have what I need to succeed because I don't feel that managers really care what I'm doing.	2	2	1	2	Development has not been there really. My old manager took the time to check how I was doing in supervisions whereas it's much more transactional now. I know the service is busy but standards should be kept high.	2	2	3	5	There is a good team but let down by poor leadership so they don't always achieve their best. The knock on effect of poor supervisions is social workers who don't know where they're going wrong. I've been vocal in meetings but I think this has led me to be ignored over time as they think I'm complaining for the sake of it.	25
Adult Protection Assistant	Integrated Safeguarding & Quality Assurance	3	3	3	1	I knew what I was doing but the work was tedious and long winded. Some of the tasks were laborious but I understood the need for them while others just felt unnecessary. I don't feel like I was recognised for the work as all as I think the rest of the team were busy with their own work.	2	2	2	3	Manager has tried to find new things for me to do but she can't change the function of the job and that's what I ended up not liking. I didn't have much opportunity to develop in the job as it was a 'heads down' sort of role.	2	3	4	4	Not much to add. I think I felt like I didn't have much opportunity to speak up but then I don't think I would have shared much as I was the only assistant so my point wouldn't seem relevant to the rest of the team.	32
Independent Reviewing Officer	Integrated Safeguarding & Quality Assurance	4	4	4	2	I've always been confident in the job and had some feedback but it's been rare to hear how you're doing or have it spoken about in front of others.	3	3	2	2	I've been supported by my previous manager but the manager I've had for the last year was not supportive with work or with my mental wellbeing. I feel this is an isolated incident though as other managers have been there for me.	3	4	4	4	I will miss the job and the team as it was fulfilling. I felt like for tenured members of the team there is opportunity to contribute but I can see that some would not have had this opportunity.	39
Assessor Care Co-ordinator (Joint Discharge Team)	7 Intermediate Care Services	3	3	3	1	/	3	2	2	1	/	2	3	4	5	/	32
Care Assistant (Hillside)	4 Provider Services	3	2	2	1	You don't go into this work for the glory but it would be nice to feel appreciated by managers. I think a lot of my colleagues feel the same - they've had enough.	1	1	1	1	Just focusing on the day to day	1	1	4	5	I've always like the people I work with but it is just work at the end of the day.	23
Community Well-Being & Independence Team Worker	4 Provider Services	2	1	2	1	/	1	1	2	1	/	1	1	3	5	/	21

Community Well-Being & Independence Team Worker	4 Provider Services	2	1	2	1	/	1	1	2	1	/	1	1	3	5	/	21
						We're stretched as a team. Sometimes you do feel rushed.											
Reablement Support Worker	4 Provider Services	2	2	3	1	/	2	1	2	1	/	2	2	4	4	/	26
Casual Accommodation Support Worker (Havenhurst)	5 Provider Services	2	2	2			1	1	2	1		1	2	4	5		23
		43	37	39	15		31	28	30	26		26	38	60	69		

EV18

	A	B	C	D	E	F	G	H	I	J	K
1	Service Area (Level 3)	Employees per service	Total Leavers (Resignation & Retirement)	Percentage of Service Area	2019		2020		2021		
2					Total Leavers	Percentage of Service	Total Leavers	Percentage of Service	Total Leavers	Percentage of Service	
3	Children in Care	61	8	13.11%	4	6.56	2	3.28	2	3.28	
4	Community Care Management	54	10	18.52%	4	7.41	3	5.56	3	5.56	
5	Family Support & Child Protection	129	44	34.11%	12	9.30	16	12.40	16	12.40	
6	Integrated Safeguarding & Quality Assurance	21	5	23.81%	2	9.52	2	9.52	1	4.76	
7	Intermediate Care Services	21	1	4.76%	0	0.00	0	0.00	1	4.76	
8	Learning Disabilities & Mental Health	34	9	26.47%	4	11.76	3	8.82	2	5.88	
9	Provider Services	379	118	31.13%	25	6.60	40	10.55	53	13.98	
10											
11											

EV19

Meeting Notes: Measuring Engagement – Social Services Leaver Data

Jo Pugh Davies, Gill Henton, Duncan Hook

10/02/2022

DH Findings

Leaver Data - Sample studied:

- Data includes resignation and retirement data and not transfers or dismissal
- Time range is Jan 2019 to Dec 2021
- Services included are Children in Care, Community Care Management, Family Support & Child Protection, Integrated Safeguarding & Quality Assurance, Intermediate Care Services, Learning Disabilities & Mental Health, Provider Services
- Leaver numbers were compared against team size to calculate a percentage figure from one consistent date of Jan 1st 2020

Leaver Data - Observations:

- Attrition highest in Provider Services and Family Support & Child Protection

- These numbers have increased over the years with Provider services seeing more than double the number of leavers in 2021 compared with 2019
- Both services are hit hard by the pandemic – stories in the press about the pressure of care staff with the covid restrictions and on a rise in child abuse cases through lockdown and the additional expectations on social workers

Exit Interviews - Sample Studied:

- DH although only working with Children's Services normally has worked with colleagues in HR Social Care to pick up their exit interviews to make the sample larger
- In the end 15 participants from most service areas as previous leaver data only without Learning Disabilities & Mental Health included
- Response from all 15 participants – only 8 able to meet for interview with the rest completing surveys and submitting back
- More detailed/valuable commentary from those who were interviewed with only one survey submitted with comments alongside scores

Exit Interview - Observations:

- Overall highest scores came from Children in Care Service and Safeguarding Service
- Overall lowest scores came from Community Care Management and Provider Services
- Common strengths were in:
 - Employees being given clear job/role expectations
 - Opinion of fellow colleagues work
 - Friendships within the teams
- Common weaknesses were in:
 - Employees feeling recognised for their work
 - Regular conversations about development (in supervision)
 - Employee voice – feeling like their opinion was heard
- An issue with measuring engagement through Exit Interviews is potential heightened negativity. There could be more open feedback though as staff have nothing to lose

General Discussion

- DH – Worth mentioning that recent Absence data has aligned with the data shown here. The areas with highest absence are also most likely to leave or have a negative response in interview
- JPD – was aware that there were challenges in these areas with retention but helpful to see where potential weaknesses are and the alignment with other engagement data
- JPD – feedback an issue across the authority, employees not used to being direct and receiving direct feedback
- DH – equally people don't take the opportunity to share positive feedback often which is something I've noticed since starting
- DH – possible opportunity to involve L&D with this
- GH – surprised to see supervisions not effective
- JPD – the upcoming performance and wellbeing plans are based around the supervision model so would be good to understand what isn't working
- DH – I think the issue was with the fact that supervisions tend to be much more about discussing current caseload so there is little time to discuss the individual and their development

- JPD – we do consult staff on change but perhaps concerns around employee voice were more day to day
- DH – yes this is more often about their opportunity to have an influence on how the service is run. Provider services in particular feel like they are focussed on the work and there is little time for reflection or input from them
- JPD – important to learn what the barrier is in provider services

- GH – we currently only sample Social Workers, OTs and other higher grade staff – I can see that there are opportunities with other teams and so there is value in surveying them too
- GH – would be interested to continue format of exit interview as engagement questions bring up some useful points about missed opportunities
- JPD – it would be helpful to speak with leaders in high performing areas and weaker areas to see how they are tackling the challenges
- DH – applying MacLeods enablers of engagement to these service areas
- DH – agree to keep JPD in the loop about results of these interviews

EV20

Interview Notes: Julia Allen, HR Manager

PCC Approach to Employee Engagement

13/01/2022

Q1. What does Employee Engagement at PCC mean to you?

- As HR we know the value of engagement on productivity but it has been a struggle to bring the rest of the organisation along as many see it as woolly – some departments better than others but there is always some cynicism.
- Best is to speak with Learning and Development as they have been working on various initiatives over the last few years – Julie Atkins was involved in the Health and Wellbeing plan in 2018 which was about improving relations and in turn engagement
- Over time there have also been incentives offered for staff for retention. We see it currently with retention payments and competency payments for social workers – these have helped to retain staff for the good of service users but don't necessarily improve the engagement of staff with their work

Q2. What engagement initiatives are you aware of that we are currently engaging in?

- Professional Competency Framework for Social Workers
- Work/Life balance is a focus – we know that staff have benefitted from this as a result of hybrid working
- More emphasis on supporting flexible working requests and ensuring correct process for this
- PCC are routinely surveying employees for hybrid working post pandemic – effort made to ensure staff are consulted and have a say in how they work in the future

Q3. How do you see our HR service contributing to improving Employee Engagement?

- Supportive policies: absence, flexible working etc.
- As we work with so many services we have eyes on the whole organisations so can foresee issues arising and advise leaders

- Our work supports employee engagement:
 - Employee Relations through monitoring absence or supporting grievance
 - Talent planning – working on retention initiatives and conducting exit interviews
 - Performance monitoring – support to leaders and seeing correlations with absence/retention
- Ensuring managers are equipped properly to deal with issues in team – wellbeing, performance and development

Q4. Do you feel that Employee Engagement is significant to our organisational culture?

- It has huge impact on our services but has historically not been seen as important
- New Chief Exec seems to be addressing the balance but will be challenging until we settle into new way of working
- Over the course of 2020 we saw increased number of long term absence cases attributed to burnout from staff who worked too hard under weight of expectation
- We've seen the danger of high engagement, staff see it too and I think people have changed over the last few years to realise that their wellbeing is valuable

Q5. Which of our policies or procedures do you feel contribute to improving Employee Engagement?

- Worth looking at the new retention initiatives
- Absence procedures
- Flexible working policies
- Performance and wellbeing plan - again best to speak to L&D

EV21

Interview Notes: Ruth Goymer, Learning & Development Programme Manager

PCC Approach to Employee Engagement

17/01/2022

Q1. What does Employee Engagement at PCC mean to you?

- Essential for the smooth running of our business – our people need to want to be here and doing their best work
- Since starting here I have been learning about PCCs history of micro-management. It feels like we're getting away from that
- Engaging Employees will negate the need for managers to micro-manage
- For us as a small L&D team we do struggle to reach everyone – PCC is a huge organisation where the culture varies per service and department so hard to find a solution that works for all

Q2. What initiative are you aware of that we are currently engaging in?

- Coaching launched just before the pandemic began in 2020 – 10 trainee coaches with the plan to roll these behaviours out across the authority – studies have shown a coaching style highly effective for autonomy and then engagement

- Performance and wellbeing plan – this soft launched last year. Launching April 2022 fully. Aim is to replicate the social services approach of monthly supervision – the hope is that this is focussed on development and doesn't just become a catch up about the current work

Q3. How do you see our HR service contributing to improving Employee Engagement?

- Rollout of services/structure/policies/processes through wider HR
- Training is obviously where we come in – managers have shown they want to engage their teams but aren't always confident and so we hope to prepare them. Time is a challenging factor but we offer a variety of options for managers to receive training in a way that suits them.
- We worked closely with IT to design the portal for the Performance and Wellbeing plan – designing tools is important to ensure projects land
- Julie looks after the induction process for us – this has a big influence on employees experience of the organisation – first impressions count

Q4. Do you feel that Employee Engagement is significant to our organisational culture?

- It's getting there! The behaviour standards were made around the end of 2019 but never reached full potential before the pandemic.
- The aim of behaviour standards was to ensure the culture reflected our values – didn't want them to just be on paper but lived
- Will (new Chief Exec) arriving has been helpful for this. He is an advocate of coaching and informing the organisation
- His Q&A cuppa a good way for staff to see him fairly regularly and learn what is going on across the authority – help them to feel part of the organisation

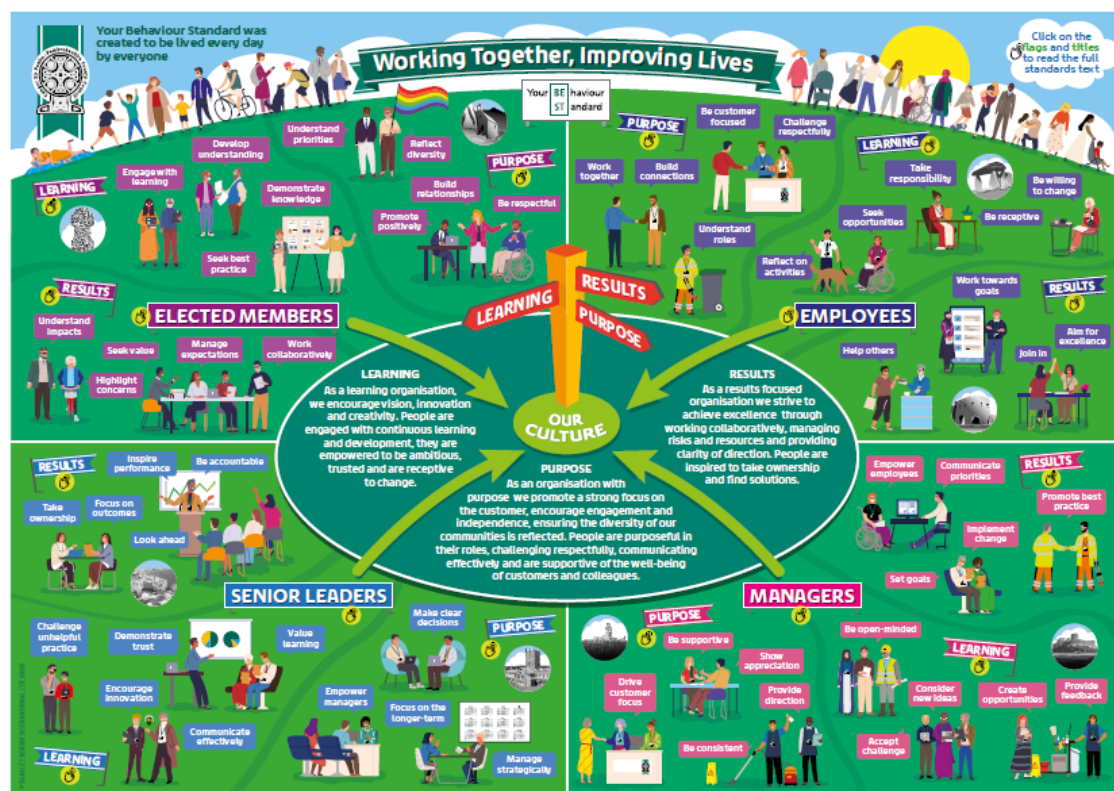
Q5. Which of our policies or procedures do you feel contribute to improving Employee Engagement?

- Look at Performance and wellbeing if you haven't
- New behaviour standards also worth looking into – may be refreshed in the near future
- Corporate welcome pack - this is how employees are first introduced to us, learn about their place in the organisation



Our second 'Q&A cuppa' with CEO Will Bramble and colleagues is taking place TODAY at 1:30pm until 3:00pm. In addition to hearing from Will, we will have an insight into our new Social Care recruitment campaign, education update and wellbeing support this Christmas.

Link to join: [Q&A Christmas Cuppa](#)



Learning



As a learning organisation, we encourage vision, innovation and creativity. People are engaged with continuous learning & development, they are empowered to be ambitious, trusted and are receptive to change.

As Employees we:

Seek and share best practice from internal and external sources, put forward and are receptive to creative and innovative ideas, suggestions and solutions.

Are proactive in seeking learning opportunities and take personal responsibility for continuous personal and professional development.

Practice self-reflection, thinking 'How can we do this better?'

Demonstrate a willingness to change, accepting and promoting new ideas, and are willing and able to challenge constructively.

As Managers we:

Empower and encourage staff to put forward their creative and innovative ideas. Enable an ongoing learning environment, creating opportunities and protected space that encourages development.

Allow and accept mistakes and provide constructive feedback in order to improve and develop.

Are open-minded to different ways of doing things, are prepared to be challenged, learn from mistakes and successes, listen to new ideas and seek to recognise and understand different perspectives.

Exhibit humility and self-awareness, actively seeking to understand staff needs.

As Senior Leaders we:

Identify experimental innovations for service delivery, challenge practice and empower people to deliver them, actively encouraging different ways of working.

Actively support and value learning & development and adopt a learn, share, apply and reflect approach in an environment where learning is valued.

Demonstrate trust and trustworthiness, equality and learning.

Effectively communicate in a clear, meaningful and positive way and challenge unhelpful practices.

Results



As a results focused organisation we strive to achieve excellence through working collaboratively, managing risks and resources and providing clarity of direction. People are inspired to take ownership and find solutions.

As Employees we:

Demonstrate proactive, productive participation in achieving individual, team and departmental goals.

Aim for excellence in the delivery of services, work with others to meet deadlines and standards to achieve better outcomes for people.

As Managers we:

Set positive challenges and achievable, realistic goals whilst communicating clear priorities.

Trust employees and empower them to make decisions, take managed risks and implement changes to achieve their targets.

Clearly communicate and role model what good practice looks like.

As Senior Leaders we:

Set an example and inspire those around them to achieve and strive for top performance.

Look ahead, plan for the long term and have a vision for their service. Formulate, understand and communicate clear and appropriate outcomes for their organisation.

Are accountable for the delivery of strategic aims and objectives of the authority by taking ownership of corporate initiatives, our services and their results.



Purpose

As an organisation with purpose we promote a strong focus on the customer, encourage engagement and independence, ensuring the diversity of our communities is reflected. People are purposeful in their roles, challenging respectfully, communicating effectively and are supportive of the well-being of customers and colleagues.

As Employees we:

Seek clarity and an understanding of our role within the organisation, understand the impact that our service has on the customer, respectfully challenge and offer creative solutions where appropriate to allow effective and efficient delivery.

Build connections and mutually supportive relationships across the organisation. Encourage and adopt long term thinking, working together to achieve common goals.

As Managers we:

Deliver consistent messages, providing direction and leadership. Offer support for our teams and peers throughout the organisation.

Show appreciation for staff to engender trust, a common purpose, and best practice, take time out to speak to staff to keep them informed.

Promote a strong focus on the customer, are able to work with stakeholders to devise clear outcome measurements, demonstrating value added and the impact made.

As Senior Leaders we:

Manage strategically, link strategy to the vision of PCC and effectively communicate this across the organisation. Demonstrate leadership by making clear decisions, which are focused on the long term, empowering and guiding managers.

Provide clarity about what is important, setting clear direction and take part in regular engagement and consistent communications.



Managing Sickness Absence

Contents

Policy Statement

1. Principles
2. Responsibilities
3. Absence Reporting Procedure
4. Conditions
5. Return to Work Discussions
6. Short Term Absence
7. Long Term Absence
8. Permanent Ill-Health
9. Occupational Health Referral
10. Appeals Procedure

- Appendix 1** Reasonable Adjustments and the Equality Act 2010
- Appendix 2** Supplementary advice on handling particular issues

Policy Statement

It is the policy of the Council to ensure and encourage the regular attendance at work of all its employees and to institute fair, effective and consistent arrangements for dealing with absence. The Authority wishes to identify the causes of absence in order to assist its employees and shall endeavour to create a healthy and supportive working environment conducive to high levels of attendance.

This will be enabled by:

- ensuring that all employees understand and follow sickness reporting rules
- conducting return to work discussions with employees
- considering 'reasonable adjustments' for employees with long term health conditions
- monitoring absence levels and taking action at the specific trigger points
- discussing work and family life balance

1. Principles

- 1.1 The policy does not confer a contractual right on the employee and any benefits under it are entirely at management discretion.
- 1.2 Employee's are eligible to Occupational Sick Pay under their national terms and conditions of employment subject to the conditions outlined in

1.3

this Policy.
"Sickness" is defined as "incapacity to carry out the duties and responsibilities which the employee is contractually obliged to do because of his or her own illness or accident." The policy therefore applies to absence caused by personal illness or accident, not to the need to take time off work because of the illness or accident of others, e.g. dependent care needs.

1.4

Medical information is data sensitive, confidentiality will be upheld by all involved in the management and dissemination of medical information, to ensure the Authority is fully compliant with the Data Protection Act 1998, the Access to Medical Reports Act 1988 and relevant General Medical Council and Faculty of Occupational Health Medicine practice guidance; to that end:-

- disclosure to a third party from sickness or injury records about an identifiable employee's illness, medical condition or injury will be disclosed where there is a legal obligation to do so, where it is necessary for legal proceedings or where the employee has given explicit consent to the disclosure for the proper undertaking of the Absence Procedure and/or line management risk assessments or judgments on reasonable adjustments in the workplace.
- the correct storage of such records is via the electronic data management system for personnel records and occupational health. Line managers will NOT store data sensitive medical information locally
- line managers - on receipt of electronic health reports - will NOT print out such information, this is to ensure that the release of medical information is effectively controlled.
- safeguards need to be put in place when arranging the forwarding of electronic mail in times of absence; such correspondence at all times will have "private and confidential – addressee only" in the subject line.¹

1. Introduction

1.1 Context

The Council recognises the importance of employees being able to balance their working lives with their social, family and caring responsibilities. This scheme is intended to provide a framework that allows flexibility in when hours are worked whilst at the same time safeguarding standards for the Council's services.

The Council considers that flexible employment practices provide benefits for employees that work towards raising morale and aiding employee recruitment and retention. If properly used and managed flexible working can improve the provision of services by facilitating a more responsive service delivery.

1.2 Statement of Intent and Principles

The Council supports flexible working hours as one method of assisting employees to achieve a balance between home and work and as part of its overall commitment and strategy to improve equality of opportunity in employment, by recognising the different needs of a diverse workforce.

Managers and employees have a joint responsibility to discuss and agree workable individual, team and service work patterns that best meet the specific needs of the service and its employees, having regard to fairness and consistency and the need to provide and maintain quality, flexible services.

In recognition of the need for the Council to meet changing and increasing customer demands and expectations to access services outside the traditional 9.00am to 5.00pm structure, the introduction of the option of more flexible patterns of work may facilitate a reasonable extension to service provision. This is achievable by the spread of agreeable differing working hour patterns - it does not mean employees are working more, or longer, hours.

Flexible working operates on a voluntary basis. Individual employees may prefer not to take up a flexitime option and instead work fixed hours (except where shift patterns are in operation). Whilst no employee has an automatic (or contractual) entitlement to flexible working hours, this scheme sets out a framework for introducing flexible working hours on a mutually agreed basis.

EV25

1. Introduction

1.1. This document explains our approach to performance management. It describes the systems, structures and supporting arrangements we have established in order to identify and respond to performance issues and drive continuous improvement.

1.2. Our performance framework applies to all services directly managed by the Council. However, it can also be applied to those services we deliver in partnership with other organisations: statutory partner organisations and regional delivery bodies.

1.3. Effective performance management will help us achieve the following objectives:

Help improve services and outcomes for people	Goals are prioritised and resources are allocated effectively
Empower managers and staff	Staff are motivated, aware of their own targets and goals and understand their contribution to achieving the Council's key outcomes
Ensure the Council and its partners achieve what we have set out to do	Provide early warning of, and an opportunity to rectify poor performance
Drive future improvement	The framework provides an evidence base for improved decision making and the efficient use of resources

1.4. While it is important that this framework remains flexible, its basic elements will not change. This framework describes those elements in greater detail. It covers:

- the culture that underpins our approach to performance management,
- how our approach to corporate planning drives improvement,
- the role that indicators and targets play within our performance management system, how we monitor actions, and
- the infrastructure and resources we use to acquire, collate and analyse performance information.

1.5. Since 2010 we have responded to the duty to secure continuous improvement as set out in the Local Government Measure 2009. The Wales Audit Office assesses our performance and compliance with this duty as part of their Annual Report. Following enactment of the Wellbeing of Future Generations Act 2015, the council is also required to demonstrate how its priorities contribute to local Wellbeing Plan Objectives and National Wellbeing Goals.

EV26

Professional Competency Framework for Social Workers

The scheme will use the Professional Competency Framework alongside an agreed local pay agreement for qualified Social Workers.

The pay agreement will have 2 factors:

Revised starting Salary Scale-points for qualified Social Workers

NQSW grade 8 social workers – to commence at 25 with annual increments to SCP 26

Grade 8 Social Workers – to commence at SCP 27 with annual increments to SCP 30

Grade 9 Senior Practitioners and specialist Social Workers – to commence at SCP 34 with an annual increment to SCP 35

Grade 10 Social Work Assistant Team Manager – to commence at SCP 38 with an annual increment to SCP 39

Professional Competency Payment (PCP)

The Professional Competency Payment is an additional annual payment awarded to Qualified Social Workers who meet the required eligibility criteria.

To make an application as a Grade 8 Social Worker, you must have a minimum of 3 years post qualifying experience working within a Social Worker role.

To make an application as a Grade 9 Senior or Specialist Practitioner, you must have a minimum of 2 years' experience working at a Senior Practitioner level and 5 years' experience post qualification.

Full details of the competencies that will need to be evidenced are contained in the Professional Competency Framework.

Grade 8 Social Workers, if eligible will receive an annual payment of £3,000, which will be paid monthly (pro rata for FTE).

Grade 9 Senior Practitioners, if eligible will receive an annual payment of £2,000, which will be paid monthly (pro rata for FTE).

Approval Process

Social Workers and Senior Practitioners will be required to develop and submit a portfolio of evidence as contained in the Professional Competency Framework. This portfolio will be reviewed and approved by the Team manager and Service Manager. A progression Panel will be convened to consider and approve submissions.

Maintenance of payment

Practitioners will be expected to continue to undertake the responsibilities agreed with their line manager for ongoing payment of the allowance. If responsibilities are not maintained without reasonable justification, the line manager can recommend removal of the allowance.

Practitioners and line managers are to document and evidence the responsibilities and achievements as part of the Performance and Wellbeing Appraisal with documentation made available for audit as required.

EV28

From [Hook, Duncan](#)

-----Original Appointment-----

From: Hook, Duncan

Sent: 14 February 2022 15:53

To: Williams, Heledd

Subject: Service Approach to Employee Engagement

When: 17 February 2022 10:00-10:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Good afternoon Heledd, I hope you're well.

As we discussed yesterday, I'm working on a project to understand the level of engagement across the social services directorate and some of the factors which are impacting it.

As part of this I was hoping to interview you to understand how you approach some aspects of engagement within your team. It shouldn't take long and I hope the above time works for you.

In order for this to be as effective as possible, please see the questions below which I will look at with you:

- *How valuable do you feel engagement is to the function of your team?*
- *How do you ensure you share successes with your team and individuals?*
- *How involved are you with your team member's development?*
- *How do you ensure members of your team feel their opinion is valued?*
- *Do you have any best practices that you implement with your team to improve engagement?/*

Thanks for your support,

Kind regards,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
County Hall
Haverfordwest
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Duncan.Hook@pembrokeshire.gov.uk

EV29

Interview Notes: Service Approach to Employee Engagement

Heledd Williams, Team Manager, Family Placement, (Children in Care Service)

17/02/2022

1. How valuable do you feel engagement is to the function of your team?
 - We need the team to be on board with everything we do and to trust that what we are doing is the right course of action
 - Service users, families and children are relying on the service and the team know that
 - You have to care about the job to go the extra mile
2. How do you ensure you share successes with your team and individuals?
 - We have a team meeting every week. This was online during start of pandemic but as soon as we could we moved this to be face to face. Good time for the team and me to connect
 - I do praise the team in these meetings but I could do more
 - More specific feedback to individuals when they do something great

3. How involved are you with your team member's development?
 - Supervision is meant to be an opportunity to talk through cases and work on development
 - As we're so busy it does become difficult to make time for development – tends to get overshadowed talking about caseload
 - Social workers don't always encourage conversation about their development as they want to avoid discussing anything negative about their work – they also see it as use of time that need to get on with work
4. How do you ensure members of your team feel their opinion is valued?
 - In the team meetings I do like to hear their input
 - I'm not the longest standing member of this team so I do appreciate their advice and ideas for bettering the service
 - It can be challenging to action suggestions from the team. Sometimes it feels like we have a tall management structure but I do feel Darren has tried to pre-empt this by being accessible to staff
5. Do you have any best practices that you implement with your team to improve engagement?
 - It's been tough to keep morale high – we did some team building last summer by meeting outside where we could
 - I spend a lot of my time in supervision – I'll see staff who aren't my direct reports if it helps them feel like they are supported
 - I've put more work into supporting with stress and mental health over the last two years. Where possible I've aimed to meet staff when they show first signs of it being too much for them – also ensuring the team know they can tell me when they're struggling
 - I wouldn't say the work we do in FPT is easy at all, there's a lot to do, but the team do enjoy the work. For social workers this is the nice side of social work as it is more positive on the whole. I have a full team and they all seem engaged in their work

EV30

Interview Notes: Service Approach to Employee Engagement

Tony Mezzetta, Service Manager, Family Support and Child Protection Service

17/02/2022

1. How valuable do you feel engagement is to the function of your team/service?
 - A disengaged social worker is a bad social worker so we need to focus on this
 - Engagement is crucial in both their standard of work but also in keeping them in the team - retention is a big issue
2. How do you ensure you share successes with your service and individuals?
 - I meet with Team Managers regularly and feed back to them – I expect them to filter feedback down through their teams
 - In the past we've also had team comms which I'd like to see return after the restructure
 - Social workers are not thanked enough, we hear when things go wrong but need to hear when we're getting it right too

3. How involved are you with your team member's development?
 - I don't supervise social workers directly (unless under rare exceptions)
 - I mentor the managers in the service and will be there to support them with challenging situations whenever it's needed
 - The supervisions are our bread and butter. In the past they've been too much about cases, where the team are focussed on having support at every turn/with every decision. I think it's still a challenge within this service as there is so much risk and we are high profile – reflection is important though and I have been working to get our managers to build that reflection time back into supervision
 - The restructure should help with by spreading the load a little
4. How do you ensure members of your service members feel their opinion is valued?
 - We consult on big decisions. We met with all staff for the competency payment rollout and restructure so they could voice their opinion on the changes
 - Social workers don't always feel like we understand what they are facing but every manager in this service was a social worker at some point in their journey – we know the job but we also see the pressures on the service from the other side
 - We need to get better at communicating the challenges we have with budget and caseloads. Again, the restructure was meant to be a reboot of the service – changing expectations of what they should be doing which is what I think they needed
5. Do you have any best practices that you implement within your service to improve engagement?
 - Recently there have been financial incentives – competency payments and a further £2k retention payment
 - The competency payment scheme is important as it encourages good social work – by improving their work we aim to get them to reconnect with the role

EV31

Interview Notes: Service Approach to Employee Engagement

Amy Carey, Registered Manager - Community Well-Being & Independence, (Provider Services)

18/02/2022

1. How valuable do you feel engagement is to the function of your team?
 - It's essential. Care staff need to care about people or it's really hard to keep motivated
 - It's a tough job with unsociable hours and the work isn't everyone's cup of tea. The team we have who are committed to this job find it rewarding and that's what we want from the teams.
2. How do you ensure you share successes with your team and individuals?
 - This is difficult. Some of the homes have team meetings but when it's a round the clock job it's hard to catch everyone
 - This is probably something we've fallen short on – especially as the teams are stretched
 - The aim is for every residence to be a happy, supportive environment and I know the managers I work with aim to keep up the positive reinforcement of good work

3. How involved are you with your team member's development?
 - With my direct reports we regularly talk about how they're getting on and any challenges they have. I haven't been directly involved in developing their skills but I would support any team member who is looking to progress.
 - I try to mix teams up and play to peoples strengths
 - All people from the senior leadership team have worked in this service before so there are good examples of people developing their career.
4. How do you ensure members of your teams feel their opinion is valued?
 - I will always listen to any criticism or feedback on the service.
 - There are some negative influences in some of the teams and I think managers get frustrated so criticism is not always useful
 - Perhaps we need another way to hear from staff on what they like and dislike
5. Do you have any best practices that you implement with your team to improve engagement?
 - It's been challenging over the last couple of years. I've encouraged staff to take time when they can to relax away from work.
 - Losing staff has put pressure on the teams who are committed
 - I've worked alongside the teams in the care homes in the past year just out of necessity but it was a good way of seeing what the teams are dealing with and I think they appreciated it
 - We know there's high absence in these teams so we work consistently to address this – to both offer support when needed but also to deliver the message that high absence will be handled with a formal process

EV32

Interview Notes: Service Approach to Employee Engagement

Karen Panter, Team Manager, Adult Integrated Safeguarding, (Integrated Safeguarding and Quality Assurance)

22/02/2022

1. How valuable do you feel engagement is to the function of your team?
 - In my understanding of what it is – very important in social work
 - It's public money that's all the motivation I need to work to the best of my ability
 - I expect the same from my team
2. How do you ensure you share successes with your team and individuals?
 - I'm always talking – too much probably
 - Supervision is the foundation of social work – not hand holding, just ensuring that every social worker knows how they're doing
 - Also informal chats – I'm lucky that during the pandemic the safeguarding team have continued to work in the office together most of the time, we all need that informality you don't get with supervision
3. How involved are you with your team member's development?

- Very involved.
 - I'll mentor any NQ Social workers and ensure they know what's expected. There are values they need to learn as well as the ins and outs of the role
 - I don't believe that engagement comes from giving staff an easy time – anyone in the team is given a challenge so they can keep learning
 - In my experience, once I stop learning I move on – it's what motivates me to keep going
4. How do you ensure members of your team feel their opinion is valued?
- I keep it all very informal
 - People should be able to come to me and make suggestions – I've been doing this work for over 30 years but I know things need to change, evolve
 - I've made it clear to new social workers joining the team that they are fresh eyes so they should tell me what is and isn't working
5. Do you have any best practices that you implement with your team to improve engagement?
- I want the team to feel united – we're a team at the end of the day and we support each other
 - I also want people to feel like they're still learning. Nothing worse than standing still.

EV33





1. Context

As an organisation Pembrokeshire County Council has a clear sense of purpose and vision on working together and improving well-being. We are committed to ensuring that staff are effectively managed, supported and developed to fulfil their responsibilities and achieve the best outcomes for the children and adults we work with. Supervision is central to this process.

This policy defines the standards to be followed by managers and staff, supports the annual corporate Performance Appraisal process and forms an essential part of continuing staff development, retention and progression.

It aims to ensure that the individual and the organisation are congruent in terms of values, aims, task and function.

2. Policy Statement

This policy applies to all employees working within Pembrokeshire County Council's Social Services Directorate. It reflects a move towards a more strengths based approach when working with service users and individuals across the authority. This move supports the corporate aims and objectives that are underpinned by the principles of the Social Services and Wellbeing (Wales) Act 2014. These principles highlight the importance of putting the individual at the centre of their care by giving them a stronger voice and control over services they receive, building on individual strengths to achieve their well-being outcomes, earlier intervention with more preventative services and working together. These principles are reflected in the authority Mission Statement: Working Together, Improving Lives.

3. Purpose of the Policy

The purpose of this Policy is to ensure strengths based practice is integrated throughout the Social Services Directorate. It will ensure a consistent approach to supervision by all staff using the same Signs of Safety strengths based approach used in the assessment and risk assessment of individuals. (Please see Appendix 1: Strengths Based Supervision Guide Practice Framework.)

4. Aims

The aims of this policy are to:

- Establish a clear policy on supervision for all levels of Social Services staff;
- Ensure that the voice of the individual and a focus on outcomes for that individual are at the centre of all of our work;
- Ensure appropriate standards of support, personal and professional development needs and performance are consistently managed;
- Ensure staff and workers across the department receive regular supervision with appropriate guidance and direction;
- Ensure registered staff are supported to meet professional supervision requirements.

5. Purpose of Supervision

Supervision is the process through which managers and staff communicate with each other to ensure that they are properly equipped and supported to meet organisational, professional and personal objectives to discharge their duties and responsibilities to the required standard in Pembrokeshire.

This should include:

- Assessing experience, competence and development needs to undertake planned or allocated work within the resources available;
- For social work supervision - making sure that the voice of the individual is actively sought and recorded on the electronic case record and is regularly revisited in supervision;
- Providing a confidential and supportive setting for a two way exchange of information;
- Clarifying tasks, roles and responsibilities, ensuring work is purposeful and that all decisions are recorded given the multi-agency nature of our work. Particular attention should be paid to issues of joint working, investigations and joint decisions;
- Reviewing progress against agreed plans and ensuring actions are being carried out within agreed timescales;
- Reviewing electronic case files and discussing any audit findings;
- Ensuring performance issues are identified at an early stage so that clear targets for improvement with timescales can be put in place, in line with Pembrokeshire's Performance Appraisal process;
- Acknowledging and recording any good practice;
- Reviewing progress, training needs and linking to annual performance appraisal objectives;
- Ensuring staff are clear about their role and responsibilities;
- Ensuring staff are meeting the organisation's objectives;
- Ensuring work is planned and purposeful, and that progress is regularly monitored;
- Providing a supportive opportunity for critical reflection on practice.

Good supervision should result in positive outcomes for people who use services as well as similar outcomes for the worker, the supervisor and the organisation as a whole. An example of a positive outcome would be an improvement in the quality of life for a person, while for the organisation a similar outcome would be an improvement in the quality of the service.

6. Supervision Standards & Process

- Supervision should be on a one to one basis, in private, and apart from urgent reasons, free from interruption. Both supervisor and supervisee need to be mindful of this at all times;
- Supervision should be viewed as a priority. It should only be cancelled in an emergency and with agreement of both parties. If it is agreed that supervision should be cancelled, the supervisor should arrange a new session at a mutually agreed date;
- Supervision sessions will be based on an agreement between the supervisor and supervisee. All supervisees must have a supervision agreement, which will be covered in their first supervision session, and should be reviewed annually or earlier if amendments need to be made;
- Each supervision should be planned for, in order to ensure the maximum benefit and opportunity for reflection can be achieved. In the event that a supervisor is not available supervision should be carried out with a familiar supervisor who has a familiar relationship with the supervisee;
- Supervision is an opportunity to discuss any issues that a supervisee is wrestling with, reflecting on or worried about. It is the responsibility of the supervisor to ensure that anything of an urgent nature is discussed with their supervisor in the first instance, however in the absence of a

supervisor, a supervisee should bring any urgent concerns to the attention of the Team Manager and/or another supervisor;

- f) Supervisors have a responsibility to ensure they are providing supervisees with a reflective space where cases and issues can be explored “systemically”. The supervisor needs to be prepared to lead and encourage a strengths based approach to supervision discussions which includes discussing strengths within any situation, considering what opportunities may be available to create a change in the situation, encouraging the supervisee to consider what an improved situation would look like and how they would know this. Additionally, a supervisor must also be mindful of the law, policy, relevant professional codes and practices, research and development relevant to their area of work;
 - g) Supervisors should be provided with appropriate training to gain confidence in adopting the strengths based approach to supervision including Signs of Safety, Motivational Interviewing and Appreciative Inquiry training and the Code of Professional Practice – What this means for Supervision (Appendix 3);
 - h) The aim of supervision should be to encourage reflective thinking and solution focused discussion highlighting strengths without ignoring the challenges that may exist also. A supervisee should consider prior to supervision how they would wish to best use their supervision session and may wish to create an agenda. Topics for discussion may include reflective case discussion, testing hypothesis, prioritising workload tasks, identification of learning and developmental needs. The supervisor needs to be prepared to be flexible with supervision and therefore supervision may focus on specific issues, specific cases or it may evolve as a more process led session. This should be led by the needs of the supervisee. Social workers should use the Signs of Safety three columns which can be utilised for case discussions;
 - i) Supervisors should make the most of opportunities to observe and record good practice and to encourage and facilitate individuals to share this with the rest of the team and other teams;
 - j) Supervisors should get into the habit of noticing things that the supervisee does well, and comment on them.
-

EV34

When 25 February 2022 13:30-14:00
From [Hook, Duncan](#)

-----Original Appointment-----

From: Hook, Duncan

Sent: 22 February 2022 13:45

To: Pugh-Davies, Joanne

Subject: Social Services Engagement

When: 25 February 2022 13:30-14:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi Jo,

Following our meeting earlier this month with Gill, I've been looking further at some of the potential barriers to communication that were brought out of the surveys.

As you know, I met with some of the managers including Tony to look at their service's approach as well as doing some research into methods other organisations took to raise engagement through tackling barriers like this.

As a result I've come up with some solutions which I would like to run by you. It's my intention that they are all cost effective and use resources that we already have. I'll send them ahead of the meeting so we can talk through them.

I'm hoping we can catch up on Friday to go through these ideas for social services engagement.

Thanks,
Duncan

Duncan Hook

Employee Relations Adviser

Human Resources

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

Duncan.Hook@pembrokeshire.gov.uk

Microsoft Teams meeting

Join on your computer or mobile app

Improving Engagement in Social Services**Pembrokeshire County Council**

Identified areas of improvement which would enable engagement	• <i>Specific recognition for staff - to ensure they know they are valued and their work has impact</i> • <i>Clearer manager involvement in personal development and wellbeing - to ensure employees can see a path for improvement with bespoke experiences intended to stretch them</i> • <i>Mechanisms to promote employee voice – with clear follow up on issues raised</i>
Impacts of low engagement for the service	• <i>High short term absence in affected teams – increasing daily stress levels in employees and managers</i> • <i>Increased attrition in affected teams – knock on spend of retention payment</i> • <i>Difficulty attracting talent – knock on spend of public money using agency workers to plug gaps</i>
Drivers which support engagement	Factors which hinder engagement
• <i>Supervision – regular contact between manager and staff</i> • <i>Professional Competency Framework – encourages development with financial incentive</i> • <i>Supportive measures such as flexible working</i> • <i>Personal motivation to provide care</i>	• <i>Pressure of the work itself – teams stretched with increased workload</i> • <i>Focus on the service provision over employee development – supervision focusses on caseload over performance or wellbeing</i> • <i>Teams who are still working remotely or hybrid with reduced contact between manager and employee</i>

Proposal One: Performance and Wellbeing Plan	
<i>To utilise the new infrastructure of the Performance Wellbeing Plan being rolled out this year (not in Social Services as Supervision already in place). To enhance Supervision with the online portal which sets personal goals and enables communication between manager and employee on progress between monthly meetings.</i>	
Benefits	• Open communication channel for feedback and recognition • Promotes coaching style and autonomy for employee to create solutions for their development • Manager and employee can identify areas of development and brainstorm experiences which would cater for them • Enables manager to see how employee is engaging with activities – to see what is effective • Focus is on development rather than caseload • Distinguishes development from progression – employees can track how they are growing over time within their current role • Caters for wellbeing requirement – opening communication around support options
Risks	• More admin for staff already under pressure • Might not be seen as a supplement to supervision and rather a replacement • Could go too far the other way and hinder employee conversation around caseload
Actions to implement	• L&D to provide training on manager portal – 1 hour session • Employees to be given time for POD training on using performance and wellbeing portal • Update supervision policy to reflect use of portal • Review cadence of supervision to factor in additional time requirement
Costs	• Low cost (no additional infrastructure required) • Time for training of managers – 1 hour each • Time for POD training staff – 1 hour each • Time for staff each month to utilise portal – 1-2 hour p/month (estimate) • Time for managers to respond to staff entries on portal – 3-5 hours p/month (estimate)
Time	• Could be implemented within one month

Proposal Two: Survey Staff to Lead Transformation	
<i>To survey staff regularly (proposed twice yearly) to gather suggestions for improvements to services and follow up with report on where feedback has been utilised.</i>	
Benefits	• Enables employee voice • Allows employees to see the impact of their feedback • Employee engagement from having a personal stake in success of action • Ensures that future transformation is employee led with justification of action • Could be beneficial model for other directorates within the council
Risks	• Could create disengagement if employee suggestions are impossible to implement • Employees may use it as an opportunity to vent – unconstructive feedback • Large project to launch which may not be as impactful as hoped
Actions to implement	• Create survey questions • Liaise with IT to work on distribution method for survey • Launch survey on specific date • Collect responses • Identify themes • Communicate with staff outcomes
Costs	• (High costs if conducted through survey – large time investment and development of survey) • IT costs in developing data collection method – potentially using existing software • IT time in developing data collection method • Employee Time to complete survey – ~~est~~ 1 hour • Senior Management/HR Time to collect data and analyse – ~~est~~ 20 hour • Management Employee Time to present data – 1 hour •
Time	• Could take time to develop platform and survey • Could be launched by Summer at earliest

Proposal Three: Leadership Communications	
<i>To introduce quarterly communication channel between director of Social Service directorate and employees. Allowing the sharing of vision and information for the directorate and opening up for questions or feedback. Modelled on Chief Executive's 'Q&A Cuppa'</i>	
Benefits	• Allow senior leadership to inform staff on the latest developments in the directorate • Ensures staff feel connected with long term plan/vision • Allow for leaders to share success • Allow for leaders to recognise teams and individuals for their work • Creates a sense of united team through communication if everyone's online at the same time • If using same tech as Q&A Cuppa staff can attend after the livestream to watch it on demand
Risks	• Opens up to negative questions – could be misinterpreted by staff
Actions to implement	• Liaise with ~~comms~~ team to develop platform for Director to deliver messaging • Director to arrange presentation information and potential guests • Schedule event
Costs	• (low cost as tech is already in use) • Up to one hour for each employee in attendance • 2-3 hours for director (and guests) to prepare for presentation and deliver
Time	• Could be launched within 1-2 months

Meeting Notes: Proposals to Improve Engagement

Jo Pugh Davies, Duncan Hook

25/02/2022

- DH: Plan to discuss each proposal in detail and why they will be of benefit
- DH: Am aware that some of my findings could be investigated further as they are based upon the limited data I have been able to collect
- JPD: Worth looking at potential fixes as we know issues with absence and retention exist – senior managers are desperate for solutions – hence, money spent on retention payment for social workers

Proposal 1

- DH: Looking at other healthcare providers, development was the major factor in improving engagement within teams
- DH: The plan utilises something that L&D have already worked on to match what supervision provides but surpasses it by providing interactive portal for development
- JPD: Performance and Wellbeing Plan hasn't launched yet so it remains to be seen if it will be successful. Otherwise, this would enhance supervision and makes sense to bring social services in line with other areas
- JPD: How do you see this working with provider care services?
- DH: Currently the plan for lower grade roles is handle this in a group setting and quarterly – we could follow one or both of those factors
- JPD: A lot of the work already done on this so would make sense – staff would benefit from the wellbeing focus

Proposal 2

- DH: Similar to what we did in previous employer, surveying all staff to understand themes for improvement and delivering them
- DH: NHS proposed similar thing to allow staff to shape their future
- DH: This is the ideal scenario to have a platform or survey to gather feedback, could be held much more informally
- DH: Large time investment may not be plausible for an already stretched service
- JPD: Yes this would be difficult to implement in this form but would be valuable – employees need an opportunity to feedback and see impact of what they've raised
- JPD: Perhaps easier to implement within individual service areas – so that feedback is always relevant.
- DH: The main thing for me was an opportunity for staff to have a stake in their service – so they feel they made a difference

Proposal 3

- DH: Echoing what Will (Chief Exec) is doing at quarterly Q&A Cuppa – getting closer to staff so they understand him and what he's trying to do
- DH: All staff should know the vision and current strategy – same within social services
- JPD: I can see Jon doing this. Rather than emails he has an opportunity to celebrate wins.
- DH: Relatively low risk – staff have felt isolated during the pandemic so good opportunity to embrace as many staff as possible whether in the office or at home

General Discussion

- JPD: I think it would be helpful to talk through all 3 proposals in time as they all make sense – meeting with Jon Griffiths next week so can suggest some options to him – think he will be interested in communication options and an evolved approach to surveying.
- JPD: Perhaps worth trialling Performance and Wellbeing plan in Children's Services first as you are close to this area and Darren is always keen to try different solutions
- DH: I know this service needs support and I'm working with managers more regularly so easier to manage. Perhaps focus even closer on 'Family Support & Child Protection' as this area was flagged as low engagement.
- JPD: I'm due to meet Darren next Friday so could present your proposal for 'Performance and Wellbeing' or invite you to talk through the work you've been doing
- DH: Agree to attend meeting and present proposal
- JPD: Talk through data sources for the conclusions you've drawn along with case studies
- DH: Should we invite Tony as well as his area
- JPD: We'll seek approval from Darren first.

EV37

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 04 March 2022 10:47
To: Mutter, Darren <darren.mutter@pembrokeshire.gov.uk>
Cc: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Subject: RE: DM/JPD Children's catch up

Hi Darren,

Thanks for your time today to go through my findings and proposed ideas for social services engagement.

I'm excited to hear how it goes with implementing the performance and wellbeing plan into supervision and any future changes we can put in place to address the concerns I raised today. I've attached the presentation I showed today for some top line information.

If there's any support I can offer going forward please let me know.

Thanks,
Duncan

Duncan Hook
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Human Resources
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Haverfordwest
SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

From: Mutter, Darren <darren.mutter@pembrokeshire.gov.uk>
Sent: 28 March 2022 18:21
To: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Cc: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: DM/JPD Children's catch up

Hi Jo,

Yes of course, it sounds interesting. See you both Friday.

Thanks
Darren

Darren Mutter
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Mae'r llofnod hwn hefyd yn cadarnhau bod y neges e-bost hon wedi cael ei harchwilio am fodolaeth frysau cyfrifiadurol a chod maleisus.
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Rydym yn croesawu gohebiaeth yn Gymraeg a Saesneg a byddwn yn ymateb cyn pen 15 diwrnod gwaith fan bellaf. Byddwn yn ymateb yn yr un iaith â'r ohebiaeth a dderbyniwyd (oni bai eich bod yn gofyn i ni wneud yn wahanol).

Os am gopi mewn print mawr, fformat hawdd ei ddarllen, Braille, sain neu mewn iaith arall, cysylltwch â'r person a anfonodd yr e-bost hwn.

From: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>

Sent: 25 March 2022 15:47
To: Mutter, Darren <darren.mutter@pembrokeshire.gov.uk>
Cc: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: DM/JPD Children's catch up

Hi Darren,

As we discussed last week, Duncan has been working on some initiatives to raise engagement levels within social services. We met today to look at his work and he has some ideas which could be useful, initially working with Children's Services teams.
Can we fit him in at the beginning of our monthly catch up next Friday?

Thanks
Jo

Employee Engagement

PCC Social Services

Short Term* Absence by Service Area (2021)

*defined as occurrences under
8 weeks as per PCC Policy

Service Area (Level 3)	Employees per service	Total Short Term Sick occurrences	Total Short Term Sickness excluding COVID	Occurrences as percentage of Service Area
Children in Care (61 employees)	61	23	21	34.43%
Community Care Management (54 employees)	54	56	54	100%
Family Support & Child Protection (129 employees)	129	52	49	37.98%
Integrated Safeguarding & Quality Assurance (21 employees)	21	10	9	42.86%
Intermediate Care Services (21 employees)	21	22	18	85.71%
Learning Disabilities & Mental Health (34 employees)	34	15	10	29.41%
Provider Services (379 employees)	379	411	371	97.89%

Leaver Data by Service Area (2019-2021)

Service Area (Level 3)	Employees per service	Total Leavers (Resignation & Retirement)	Percentage of Service Area	2019		2020		2021	
				Total Leavers	Percentage of Service	Total Leavers	Percentage of Service	Total Leavers	Percentage of Service
Children in Care	61	8	13.11%	4	6.56	2	3.28	2	3.28
Community Care Management	54	10	18.52%	4	7.41	3	5.56	3	5.56
Family Support & Child Protection	129	44	34.11%	12	9.30	16	12.40	16	12.40
Integrated Safeguarding & Quality Assurance	21	5	23.81%	2	9.52	2	9.52	1	4.76
Intermediate Care Services	21	1	4.76%	0	0.00	0	0.00	1	4.76
Learning Disabilities & Mental Health	34	9	26.47%	4	11.76	3	8.82	2	5.88
Provider Services	379	118	31.13%	25	6.60	40	10.55	55	14.51%

"Development has not been there really. My old manager took the time to check how I was doing in supervisions whereas it's much more transactional now."

"There was very little opportunity to have a say in how my job worked and that's been difficult as you feel like a child sometimes."

"Recognition seems to be non-existent. I'm not talking about emails saying good job to the team - it would be nice to feel like the work you do is appreciated."

"There hasn't always been clear direction and the result is me being constantly stressed"

Exit Interview Commentary (Family Support & Child Protection)

"We had supervision every month but we spent most of the time talking about the cases and not on me or my development."

"I wasn't looking to change job just be my best at this one and I've not felt that way for a while."

"I don't feel like I have what I need to succeed because I don't feel that managers really care what I'm doing."

"Very difficult to have any input on the department as things seem to constantly change without any explanation."

Identified Factors to Enable Engagement

Improved
Recognition
for staff

Enable
Employee
Voice

Focus on
Personal
Development

Proposal: Implementation of Performance and Wellbeing Plan

To utilise the new infrastructure of the Performance Wellbeing Plan being rolled out this year (not in Social Services as Supervision already in place). To enhance Supervision with the online portal which sets personal goals and enables communication between manager and employee on progress between monthly meetings.

Benefits	• Open communication channel for feedback and recognition • Promotes coaching style and autonomy for employee to create solutions for their development • Manager and employee can identify areas of development and brainstorm experiences which would cater for them • Enables manager to see how employee is engaging with activities - to see what is effective • Focus is on development rather than caseload • Distinguishes development from progression - employees can track how they are growing over time within their current role • Caters for wellbeing requirement - opening communication around support options
Risks	• More admin for staff already under pressure • Might not be seen as a supplement to supervision and rather a replacement • Could go too far the other way and hinder employee conversation around caseload
Actions to implement	• L&D to provide training on manager portal - 1 hour session • Employees to be given time for POD training on using performance and wellbeing portal • Update supervision policy to reflect use of portal • Review cadence of supervision to factor in additional time requirement
Costs	• Low cost (no additional infrastructure required) • Time for training of managers - 1 hour each • Time for POD training staff - 1 hour each • Time for staff each month to utilise portal - 1-2 hour p/month (estimate) • Time for managers to respond to staff entries on portal - 3-5 hours p/month (estimate)
Time	• Could be implemented within one month

How Performance and Wellbeing portal works:

Create goals/experiences

Learning Plans

- Manage plans
- Unapproved Plans
- Knowledge of PCC Performance Management

Record of Learning

- All Learning
- Active Learning
- Completed Learning

Plan: Knowledge of PCC Performance Management

Overview Objectives Courses

Below is a short summary of your learning plan.

▼ Plan details

Plan name

Knowledge of PCC Performance Management

Plan description

To build knowledge of Performance and Wellbeing framework in PCC in order to promote with managers and staff in HR and my areas of responsibility.

To achieve this:

- Attend a PAW Training session
- Complete e-learning
- Meet with L&D to understand more and gain additional information

Date started

12 August 2021

Track progress

Objective Name	Status	Courses	Evidence	Priority	Due date	Comments
Behaviour Standard	In Progress	0	0	Low	31 10 2021	0
Golden Thread	In Progress	0	0	Low	31 07 2021	0
Partnership working	Not Started	0	0	Low	31 10 2021	0
Team Management	In Progress	0	0	Medium	30 09 2021	0
Wellbeing	Completed	0	0	Low	31 08 2021	0

EV39

From: Mutter, Darren <darren.mutter@pembrokeshire.gov.uk>
Sent: 07 March 2022 09:59
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Cc: Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>
Subject: RE: DM/JPD Children's catch up

Hi Duncan,

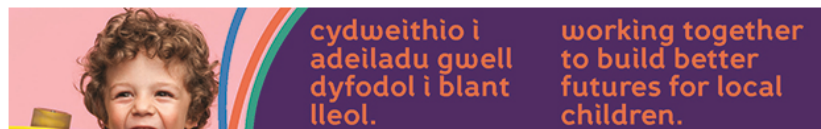
Thanks for sharing and for all your work on this. I'm meeting Ruth from L&D on Thursday to look at how we can roll this out for the teams. As you suggested I'd like to start small so just Tony's teams to start us off. I'm meeting Tony this week so we'll look at this.

Thanks
Darren

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