

Corporate induction programme

01

The re-introduction of a mandatory corporate induction programme is recommended to enhance the council's new employee's onboarding experience with McCartney (2023) highlighting the importance of an employee's first impressions of an organisation, arguing that it will not only support integration. but welcomes a new recruit to help them settle and gain insight and knowledge that will enable them to perform in their roles. In addition, such a programme will set expectations, in terms pf behaviours through an understanding of the council's culture and values from the onset. A process that is not currently fully adapted. with reliance very much on managers to undertake their own induction processes under no meaningful guidance. Tsipursky (2023) argues the importance of such a process in supporting employees in not only adapting to their new work environment but providing them with an understanding of the organisation's culture and expected behaviours.

McCartney (2023) and Bohanda (2024) emphasise that an effective induction process can benefit both employees and employers. With employees able to gain an understanding of their organisation, ways of working as well as meeting colleagues to support their learning and get up to speed quickly. For employers, a well-designed programme will support increased employee commitment to encourage job satisfaction and aims to reduce turnover and absenteeism.

The induction programme will also encourage positive working relationships through the interlinkage between directorates. shifting the evident micro cultures currently within the organisation that will support the implementation of the council's shared values and beliefs set as being 'One Team, One Council' (NPTCBC. 2023).

02

What is the importance of employees having knowledge of the organisational values?

Embed values and vision

Values can be considered as the 'bedrock' of a businesses existence, which outlines expectations on how employees should operate, interact and behave on a daily basis. Organisational values should be regularly communicated at every opportunity and embedded within everyday processes (Gleeson. 2021).

Furthermore, Jaffe (2022) argues that an understanding of the organisation's values supports improved employee engagement, as it gives employees something to believe in and work towards. This makes them feel more connected to the organisation, improving engagement as well as motivation.

Hargrove (2022) highlights that *"employees will not believe a message until they've heard it repeated"*. arguing that poorly communicated values can have a detrimental affect on organisational culture. A process that is not clearly identifiable and embedded within NPTCBC processes. Schein (2016) emphasises that accrued values and beliefs will not only guide employee behaviours. but provides guidance on how work should be done as well as how situations are dealt with. A lack of knowledge and understanding could be a contributing factor to an increase in discontentment amongst workers in the public sector as highlighted within the CIPD (2023) Good Work Index report.

There is clearly no evidence to suggest that current NPTCBC practices currently promote and effectively communicate their values and visions through managers and employees. The relevance of such information is pivotal for employees in order for them to have an awareness of the organisation's culture. The adaptation of such values should be initially communicated through an induction process and furthermore, incorporated within all employees one-to-one meetings and annual appraisals.

Costs for recommendations

01 Corporate induction programme - the exact cost is currently unknown with it being dependant on which directorate representatives will attend any of the induction training programmes, however, any cost will equate to a day's salary with the aim to run all day sessions.

02 Embed values and visions - There will be very little costs associated with implementing a revised supervision process. One-to-one meetings and annual appraisals are already in place in line with the council's performance management framework. There will be a surplus cost for time taken to internally communicate through our communication and marketing team.

03 HR surgeries - HR Officers will set up surgeries that will enable them to provide sound HR advice across each four directorates to ensure consistency in decision-making processes. They will spend one hour per month on a interim basis to support accountable managers. 4 x £19.81 per hour = £79.24 per month.



03

HR surgeries

The implementation of HR surgeries will support accountable managers across all four directorates, providing them with invaluable insight and guidance on HR policies and practices. Such an approach will ensure that there is a fair and consistent approach corporately as well as reducing the affect of departmental silos which is currently a contributing factor in the establishment of micro cultures (Morgan, 2022; Walker, 2021).

Although. Walker (2021) argues that micro cultures can have a positive effect on employee wellbeing through the development of small networks, allowing enhancement of employee voice. it is clear that the current micro culture divide is seeing an increased negative effect between the four directorates - including reference to an 'us' and 'them' environment. Stickland (2024) highlights key elements of a HR profession including the need to train line managers in their HR related roles and the need to embed HR specialists within business units. The development of HR surgeries will align with these best practice recommendations from the CIPD.

Mullins (2019) states that managers play a key role in managing both ethical behaviour and relationships effectively. Inconsistent decision-making and a lack of understanding when it comes to HR practices can contribute to poor culture and challenging behaviours. HR surgeries will ensure that managers are advised accordingly to support their decision-making processes are fair and consistent.

