**Action plan**

There needs to be a joined up action plan using all sources of data and any other sources: These could include:

* Survey results
* Focus group results
* Work related heath questions from survey
* Other surveys
* Other action plans
* Other action groups

**Step 2 Results**

Number of staff within department: **500**

Number of respondents to the well being survey: **300** (this represents 60% of total number of staff.)

Number of staff attending focus groups: **90** (27% managers, 63% non-managers). This represents 18% of total (90/500).

Main Management Standards to improve from the survey were:

* **Demands**
* **Relationships**
* **Change**

**Step 3 Results**

Main issues that have arisen from the focus groups:

* **Change –** Lack of communication regarding changes

Organisational **Change** and the lack of communication was a source of worry and uncertainty for many participants. The lack of communication has led to some staff fearing that they might lose their job. Participants reported that there is constant change within the organisation, which means that they are not given time to adjust. There was understanding from participants that change is often needed. However, they would like to receive more communication regarding the changes and also be consulted, with their views and opinions taken on board by the organisation.

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| ***Solutions offered by participants***   * Road shows should occur more frequently, as this would allow people to raise issues and find out about changes occurring. In this way, all people would be given the same message. * Weekly newsletter/e-mail to summarise changes that week. * Face to face meetings with senior management to communicate all changes. |

* **Relationships –** Poor relationships between teams.

With regard to **Relationships** at work, it was noted that they tend to exist between individuals but less do across or within teams. Participants reported that there were poor relationships between teams.

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| ***Solutions offered by participants***   * Some suggested the use of ‘go see’ meetings to enable teams to get a better understanding of each other’s processes. * Some participants suggested the use of team building exercises to encourage people to talk to one another. * Other solutions to improving relationships between the different teams were suggested such as providing staff the opportunity to sit with people from other teams, shadowing the work they do. Not only will this improve relationships amongst the teams it will also provide a learning opportunity. * Some managers explained that they have been holding regular meetings with the different teams members, i.e. all managers meet with each individual team. This has worked to break down barriers and enable people to speak their minds and get their point across. They suggested this is something that is rolled out across the whole department. |

* **Manager Support –** Lack of senior management visibility and line managers attending too many meetings.

Whilst a small number of staff were happy with Manager’s Support, staff noted that their management was not available due to too many meetings. Senior management was also said to be not visible.

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| ***Solutions offered by participants***   * The managers should remain at their desks one day a week, so people can approach them if needed. * A manager should be available at all times should problems arise. * Daily floor walks by all senior managers. |

**Action Plan**

**Key things to think about deciding on actions to take:**

* Focus on primary interventions
* Include both participants’ and steering group suggested actions
* Implement 2-3 short interventions and 3-4 long term interventions
* Include quick wins
* Think about actions at the corporate and team level
* Remember, you don’t always have to reinvent the wheel!
* Think SMART!

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| **Management**  **Standard** | **Issue** | **Solutions** | **Who will**  **take the**  **work**  **forward?** | **When?** | **How will**  **staff**  **receive**  **feedback?** | **Action**  **Completed?** |
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