

Local Government on the HoRizon

It is recognised that Local Government is changing and will continue to do so. Organisations are looking at the best ways to deliver services whether this is by sharing, buying, outsourcing or divesting.

As part of the Aspire HR Business Partnering Programme, organised by West Midland Employers (WME), the Chartered Institute of Personnel and Development (CIPD) and the Local Government Association (LGA), we are undertaking research around local government organisations and the choices they have made about becoming a commissioning organisation. Our particular focus is on the role of HR, its tools and interventions, and to understand how they have helped or hindered the success of your journey to date.

We recognise that each of you as a council will be at different stages of your journey in relation to becoming a commissioning authority. To understand that journey and the impact HR has made, the following questionnaire is based on the eight CIPD “Sustainable Organisational Performance” research themes and generic areas of HR, which for the purposes of this research, have focussed on:

- Organisational Design
- Organisational Development
- Resourcing and talent planning
- Learning and development
- Performance and reward
- Employee engagement
- Employee relations

We are aware that there may be other HR interventions and tools that you identify as being helpful or not so please feel free to include them in your responses.

The results of this questionnaire will be used to enable us to define the most powerful HR tools and interventions that will be needed in the future to support your council in its journey.

The questionnaire should take approximately 20 minutes to complete and does not need to be completed in one session. To review your answers as you go along, you can go back or continue to the next question. Please complete by 13th April 2015

Thank you.

1. Which organisation do you work for?

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2. What is your position within your organisation?

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Alignment

Perceptions of consistency, fit, links or integration between the values, behaviours or objectives of different stakeholders, both internal and external and with the organisation

purpose.

3. Rate your organisation against the statement of a scale of 1-10

1 is low, 10 is high
Mark only one oval per row.

	1	2	3	4	5	6	7	8	9	10
Rate where you are now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rate where you need to be in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What worked for you in getting to where you are now and why?

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5. What were the barriers and why?

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6. What would most help you reach where you need to be in the future?

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Shared Purpose

An organisation’s purpose is its identity, the reason why it exists and the golden thread to which its strategy should be aligned. Shared purpose takes the connection with the organisational purpose one step further to be shared by all employees and often beyond, to include external stakeholders.

7. Rate your organisation against the statement of a scale of 1-10

1 is low, 10 is high
Mark only one oval per row.

	1	2	3	4	5	6	7	8	9	10
Rate where you are now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rate where you need to be in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. What worked for you in getting to where you are now and why?

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9. What were the barriers and why?

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10. What would most help you reach where you need to be in the future?

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Leadership

Senior leaders articulate a future-oriented vision in an appropriate style that informs decision-making and empowers employees to achieve organisational effectiveness. The ability to lead, however, is not confined to senior leaders and can be demonstrated at all levels.

11. Rate your organisation on a scale of 1 - 10

1 is low, 10 is high
Mark only one oval per row.

	1	2	3	4	5	6	7	8	9	10
Rate where you are now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rate where you need to be in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What worked for you in getting to where you are now and why?

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13. What were the barriers and why?

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14. What would most help you reach where you need to be in the future?

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Locus of engagement

People can be engaged at different levels and with various aspects of the organisation or the work and their engagement can be transactional or emotional in nature.

15. Rate your organisation against the statement of a scale of 1-10

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Rate where you are now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rate where you need to be in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. What worked for you in getting to where you are now and why?

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17. What were the barriers and why?

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18. What would most help you reach where you need to be in the future?

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Assessment and evaluation

The processes that occur at different organisational levels to gather qualitative and quantitative information, to assess the impact of actions and inform decision-making

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Rate where you need to be in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. What worked for you in getting to where you are now and why?

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21. What were the barriers and why?

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22. What would most help you reach where you need to be in the future?

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Balancing short and long-term horizons

Active awareness, management and communication of both known and unknown organisational issues and pressures affecting the short term (of less than a one-year

timeframe) while maintaining an active focus on longer-term priorities (with longer than a one-year timeframe).

23. Rate your organisation against the statement of a scale of 1-10

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24. What worked for you in getting to where you are now and why?

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25. What were the barriers and why?

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26. What would most help you reach where you need to be in the future?

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Agility

The ability to stay open to new directions and be continually proactive, helping to assess the limits or risks of existing approaches and ensuring that leaders and followers have an agile and change-ready mindset to enable them, and ultimately the organisation, to keep moving, changing, adapting.

27. Rate your organisation against the statement of a scale of 1-10

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Rate where you need to be in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. What worked for you in getting to where you are now and why?

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29. What were the barriers and why?

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30. What would most help you reach where you need to be in the future?

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Capability-building

Equipping the people in the organisation with the skills and knowledge they need to meet both present and future challenges. Also identifying existing necessary and potential capabilities, ensuring they are accessible across the organisation. Capability-building applies not only to individuals, but also to teams and organisations.

31. Rate your organisation against the statement of a scale of 1-10

1 is low, 10 is high
Mark only one oval per row.

	1	2	3	4	5	6	7	8	9	10
Rate where you are now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rate where you need to be in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. What worked for you in getting to where you are now and why?

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33. What were the barriers and why?

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34. What would most help you reach where you need to be in the future?

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HR tools and interventions

There are many tools and interventions that HR has to offer, we now seek to understand which of these have worked for you so far and which you expect to help you in the future

35. What are the best HR tools you've used to get you where you are now?

Let us know which of the following have helped you get to where you are now. Choose all that apply
Check all that apply.

- Organisation Design
- Organisation Development
- Resourcing and talent planning
- Learning and development
- Performance and reward
- Employee engagement
- Employee relations
- Service delivery and management information
- Other:

36. Please explain your reasons for your answer

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37. Have any HR tools been a barrier to your journey?

Let us know which of the following have got in the way of progress. Choose all that apply
Check all that apply.

- Organisation Design
- Organisation Development
- Resourcing and talent planning
- Learning and development
- Performance and reward
- Employee engagement
- Employee relations
- Service delivery and management information
- Other:

38. Please explain your reasons for your answer

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39. What are the HR tools you need to maximise to get you to your future state?

Choose all that apply
Check all that apply.

- Organisation Design
- Organisation Development
- Resourcing and talent planning
- Learning and development
- Performance and reward
- Employee engagement
- Employee relations
- Service delivery and management information
- Other:

40. Please explain your reasons for your answer

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Final thoughts

Thank you for participating in this survey. On completion of our research, we will be happy to share a copy of our findings, it would be helpful in some cases to have a follow up discussion, please indicate your thoughts and add your contact details if appropriate.

41. Is there anything else that you would like to add that you think would be helpful for the team to know?

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42. If you have any concerns regarding sharing the feedback this please tick box below and you will be contacted by one of the team.

Check all that apply.

- Yes
- No

43. Would you be happy to take part in a follow up face to face/telephone discussion?

Check all that apply.

- Yes
- No

44. Please add your email address or contact number for one of the team to get in touch

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