

Appendix D

MANAGER OPEN QUESTIONS

Q 7

If the training was not adequate please tell us why

Answer Options	Response Count
<i>answered question</i>	10
<i>skipped question</i>	10
	39

Number	Response Date	Response Text
1	Jul 12, 2016 3:16 PM	none given The training was aimed at a specific policy which has now been amended
2	Jul 12, 2016 1:12 PM	amended
3	Jul 11, 2016 4:04 PM	Not detailed enough
4	Jul 11, 2016 8:45 AM	Training recieved has only part met my role requirements The training was only limited to back to work interviews and that is the only training regarding HR issues that I have received in the last 5 years
5	Jul 11, 2016 7:56 AM	years
6	Jul 11, 2016 7:29 AM	completed my own course as provided course too low in level
7	Jul 9, 2016 8:30 AM	no refresher training
8	Jul 8, 2016 1:14 PM	Not received
9	Jul 8, 2016 11:57 AM	Training provided nearly 2 years after appointed in role Had none since joining CDD FRS but was a senior manager in 2 other organisations prior to joining the FRS
10	Jul 8, 2016 10:59 AM	

Q 10

If they are not easy to use, what improvements would you suggest?

Answer Options	Response Count
<i>answered question</i>	7
<i>skipped question</i>	7
	42

Number	Response Date	Response Text
1	Jul 12, 2016 8:55 AM	Most are easy to follow, those that I don't understand our HR team provide me with the advise that I need.
2	Jul 11, 2016 8:46 AM	Slim down and seperate into guides (I am aware this is the direction of travel)
3	Jul 11, 2016 7:57 AM	The majoroty of the policies and procedures are currently out of date
4	Jul 9, 2016 8:32 AM	Too verbose, simplified general guides to aid delivery in appendix
5	Jul 8, 2016 1:14 PM	Some out of date and need updated This depends on when they were last reviewed as early documents were difficult to follow and conveluted
6	Jul 8, 2016 12:31 PM	make them easier to find. I tend to ask HR direct rather than waste time searching for documents
7	Jul 8, 2016 11:00 AM	

## Q 12

What support would make you feel better equipped to deal with people management issues?

Answer Options

Response Count

22

*answered question*

22

*skipped question*

27

Number	Response Date	Response Text
1	Jul 15, 2016 2:31 PM	Some employment law updates when legislation changes
2	Jul 12, 2016 3:17 PM	proper training
3	Jul 12, 2016 1:15 PM	Comprehensive training package explaining how policies/procedures interact and are applied with appropriate flexibility
4	Jul 12, 2016 12:09 PM	Shared knowledge of HR casework of peers
5	Jul 12, 2016 8:56 AM	I receive all the support i need from my line manager and HR
6	Jul 11, 2016 4:16 PM	Reduced workload, more ways to incentivise people & a faster pace for managing complex issues
7	Jul 11, 2016 3:23 PM	Training, Time, Practical support
8	Jul 11, 2016 2:22 PM	manager who 'walks the talk'
9	Jul 11, 2016 8:47 AM	A consistent approach as a service as I feel processes are adhoc at times
10	Jul 11, 2016 7:58 AM	Having regular training exspecially for disciplinary, greivence and attendance management issues
11	Jul 11, 2016 7:30 AM	None. Confident with this aspect of my role
12	Jul 9, 2016 8:39 AM	Named person support from HR ( e.g. specific District HR support for queries and help) , Supporting attitude to Managers decision to deal with issues.
13	Jul 8, 2016 9:39 PM	Full support from direct line managers above.
14	Jul 8, 2016 1:15 PM	Training
15	Jul 8, 2016 1:15 PM	We already have access to HR proffesionals and they have always proved very willing to assist when I have needed them. as a service I don't feel the need for any regular assistance just the guarentee that they are there when I need them
16	Jul 8, 2016 12:32 PM	CPD session in order to update and refresh knowledge, I also feel that case studies plat an important part of learning for myself
17	Jul 8, 2016 12:00 PM	Sometimes feel that managers personal relationship with a team member may influence her opinion on issues (may be discussed outside of work environment)
18	Jul 8, 2016 11:25 AM	Training
19	Jul 8, 2016 11:02 AM	Formal training and a defined, simple to follow process that is not open to Senior Managerment's personal bias and interpretation.
20	Jul 8, 2016 9:37 AM	I belive that our HR team are very supportive and are always approachable for advice.
21	Jul 8, 2016 9:36 AM	Support is already available from our HR team.
22	Jul 8, 2016 9:36 AM	I have great support from a knowledgeable team of HR professionals who are readily accessible.

Q 13

What do you think the role of HR is now?

Answer Options

Response Count

33

33

*answered question*

*skipped question*

16

Number	Response Date	Response Text
1	Jul 15, 2016 2:32 PM	Support and guide managers and help set policy.
2	Jul 13, 2016 9:33 AM	Supporting the wider organisation to reach its goals. Empowering managers to deal with HR related issues direct.
3	Jul 12, 2016 1:21 PM	As professionals/HR officers they are by default the experts in their field and the go-to section for advice.
4	Jul 12, 2016 12:16 PM	Support Managers/give advice
5	Jul 12, 2016 12:12 PM	To safeguard the interests of employees and the organisation - make sure that neither is exploited inappropriately
6	Jul 12, 2016 10:42 AM	Ensuring Policies & Procedures are in place to support the manager to deal with the "front line" issues and aim to resolve without the need to escalate to HR
7	Jul 12, 2016 9:53 AM	guidance & advice
8	Jul 12, 2016 9:01 AM	To advise me to make the right decision - which do assist me to do the right thing as HR understand employment law and the reasons why we have to follow process, which has worked really well in the area that i manage.
9	Jul 11, 2016 4:17 PM	To advise and support managers on specialist HR issues
10	Jul 11, 2016 3:24 PM	To advise and deliver HR Services
11	Jul 11, 2016 3:09 PM	To develop and communicate HR policies and support managers to apply them
12	Jul 11, 2016 2:23 PM	provide robust guidance and ensure consistency in people management issues
13	Jul 11, 2016 8:48 AM	Advisory
14	Jul 11, 2016 8:36 AM	To provide advice and support at the appropriate time, ideally on line, to enable me to carry out my role.
15	Jul 11, 2016 8:00 AM	To support managers and staff to carry out their HR responsibilities
16	Jul 11, 2016 7:31 AM	Advisors, though sometimes they lead when they should allow managers to lead
17	Jul 9, 2016 8:42 AM	Policy driven , organisation focused
18	Jul 8, 2016 9:41 PM	Direct help on the end of a telephone for advice on personnel issues.
19	Jul 8, 2016 1:22 PM	Support and advice in order to us to carry out staffing relating management role within the bounds of both service and leagal paramiters
20	Jul 8, 2016 1:17 PM	To monitor managers are undertaking their HR responsibilities
21	Jul 8, 2016 12:35 PM	I contact HR for advice prior to making a decsion
22	Jul 8, 2016 12:03 PM	Over-reaching across whole organisation but there to offer support in respect of legal issues/practices whereby an individual manager may not have knowledge
23	Jul 8, 2016 11:04 AM	Advisory to a limited capacity.
24	Jul 8, 2016 10:17 AM	Supporting and advisory role on HR application throughout the Service
25	Jul 8, 2016 10:14 AM	Somewhere between the old 'Personnel' who managers hand over problems to and the HR role where they advise and support managers.
26	Jul 8, 2016 10:11 AM	Support and advise
27	Jul 8, 2016 9:40 AM	Give expert advice, help guide the manger if there is a lack of experiance.
28	Jul 8, 2016 9:38 AM	Provision of professional advice, support and policy guidance.
29	Jul 8, 2016 9:38 AM	The role of HR is to provide expert advice, guidance and support to line managers to enable them to make effective decisions and deal with people issues.
30	Jul 8, 2016 9:34 AM	Support management with their knowledge and understanding of policies and procedures
31	Jul 7, 2016 8:26 AM	Guiding, assisting, facilitating, supporting managers in managing and resolving employee related issues.
32	Jul 6, 2016 1:14 PM	Professional advice and guidance
33	Jul 6, 2016 12:11 PM	critical friend

Q 14

What do you think the role of HR should be in the future?

Answer Options

Response Count

34

*answered question*

34

*skipped question*

15

Number	Response Date	Response Text
1	Jul 15, 2016 2:32 PM	As above but helping more to shape strategy.
2	Jul 13, 2016 9:33 AM	As above
3	Jul 12, 2016 1:21 PM	Provide specialist advice and enable managers to manage their staff,
4	Jul 12, 2016 12:16 PM	same
5	Jul 12, 2016 12:12 PM	Same really, ensure a safe, productive working environment
6	Jul 12, 2016 10:42 AM	Ensure Policies & Procedures are in place and regularly maintained
7	Jul 12, 2016 9:53 AM	see previous answer
8	Jul 12, 2016 9:14 AM	I think WBC HR team are very supportive and responsive to
9	Jul 12, 2016 9:01 AM	I think HR are under an enormous amount of pressure and volume of
10	Jul 11, 2016 4:17 PM	The same
11	Jul 11, 2016 3:24 PM	As above
12	Jul 11, 2016 3:09 PM	The same
13	Jul 11, 2016 2:23 PM	the same
14	Jul 11, 2016 8:48 AM	Advisory
15	Jul 11, 2016 8:36 AM	As enabler and facilitator (with the ability to be pragmatic)
16	Jul 11, 2016 8:00 AM	That will depend on how the organisation changes in the future
17	Jul 11, 2016 7:31 AM	Continue with their advisory role in supporting managers.
18	Jul 9, 2016 8:42 AM	Support and guidance. Consultative . Balanced approach to
19	Jul 8, 2016 9:41 PM	Direct help on the end of a telephone for advice on personnel
20	Jul 8, 2016 1:22 PM	As above
21	Jul 8, 2016 1:17 PM	To be more open to give advice rather than just quote policy
22	Jul 8, 2016 12:35 PM	Advice, support, direction, assistance where required, support for
23	Jul 8, 2016 12:03 PM	To keep ties with departments that close links are required - not back
24	Jul 8, 2016 11:04 AM	Senior subject professionals, who take an objective and unbiased
25	Jul 8, 2016 10:17 AM	Supportive role to assist managerial decision making and effective
26	Jul 8, 2016 10:14 AM	To provide advice and challenge to strategic teams on HR issues.
27	Jul 8, 2016 10:11 AM	Support and advise
28	Jul 8, 2016 9:40 AM	Expert Advisory Role to managers, Provide Resourse packages i.e
29	Jul 8, 2016 9:38 AM	As above
30	Jul 8, 2016 9:38 AM	Continuation of above but provide knowledge to enable links to OD to
31	Jul 8, 2016 9:34 AM	As above
32	Jul 7, 2016 8:26 AM	Empowering and enabling managers to deal effectively with
33	Jul 6, 2016 1:14 PM	Professional advice and guidance
34	Jul 6, 2016 12:11 PM	business partner

**Q 15**  
**Do you have a mechanism to feed in your future HR requirements to help you meet your business**

Answer Options

Response Count

33

*answered question*  
*skipped question*

33  
 16

Number	Response Date	Response Text
1	Jul 15, 2016 2:32 PM	Yes
2	Jul 13, 2016 9:33 AM	Yes
3	Jul 12, 2016 1:21 PM	no
4	Jul 12, 2016 12:16 PM	No
5	Jul 12, 2016 12:12 PM	Yes nothing formalised that I am aware of as a general manager being given the opportunity to contribute to the development / revision of policies and procedures
6	Jul 12, 2016 10:42 AM	
7	Jul 12, 2016 9:53 AM	yes - regular 1-2-1 meetings with HR business partner  I think HR have a good understanding of services, i believe they already know who are the services struggling and need support with sickness or capacity issues, one of their key roles i would think is to report this to Directors etc, and for Directors to act upon advice and direction that our HR team are highlighting. HR have always met the services business needs, I think they do a wonderful job.
8	Jul 12, 2016 9:14 AM	
9	Jul 12, 2016 9:01 AM	Not sure
10	Jul 11, 2016 4:17 PM	no
11	Jul 11, 2016 3:24 PM	yes
12	Jul 11, 2016 3:09 PM	Would be discussed at Directorate Management team levels
13	Jul 11, 2016 2:23 PM	yes
14	Jul 11, 2016 8:48 AM	Yes
15	Jul 11, 2016 8:36 AM	Yes
16	Jul 11, 2016 8:00 AM	No
17	Jul 11, 2016 7:31 AM	Not that I am aware of.
18	Jul 9, 2016 8:42 AM	Generally, but not always effective
19	Jul 8, 2016 9:41 PM	No Direct contact with either the HR Manager or any member of the team. This could also be progressed through the section heads in order to formalise an assistance process similar to that which is given to the stations but as yet the informakl approach for assistance has always been adequate.
20	Jul 8, 2016 1:22 PM	
21	Jul 8, 2016 1:17 PM	No I have good relations with our HR section and fell that I could email or meet face to face to discuss issues and or ideas
22	Jul 8, 2016 12:35 PM	
23	Jul 8, 2016 12:03 PM	Not sure No idea as it appears to be subject to the views of specific Senior (AM) managers
24	Jul 8, 2016 11:04 AM	
25	Jul 8, 2016 10:17 AM	Yes, a HR team who provide advice on any HR related problems
26	Jul 8, 2016 10:14 AM	Yes.
27	Jul 8, 2016 9:40 AM	Yes, pick up a phone.
28	Jul 8, 2016 9:38 AM	Yes, through our Organisation Development strategy
29	Jul 8, 2016 9:38 AM	Workforce planning meetings
30	Jul 8, 2016 9:34 AM	Don't know
31	Jul 7, 2016 8:26 AM	Yes
32	Jul 6, 2016 1:14 PM	yes
33	Jul 6, 2016 12:11 PM	yes