Great People = Engaged People

Great Leadership

- Great leaders who are **visible, empowering & authentic**
- Provide **clarity**, **direction**, **create safe environment, create trust**
- **Strong strategic narrative:** our **purpose**
- Strong communication to organisation: our history, where we are now and where we are going (our future)

Great Communication: Employee Voice

- **Open communication** and **2-way**
- Employees kept informed and able to **feedback**
- Right questions asked, we **listen** to what people say and we **act** on what we hear. Employees are central to the solution, have genuine influence.
- Tools/methods are: **easy, mobile, employee generated** content and feedback

Great and Engaging Managers

- **Care** about employees, keep them **informed**, **trust** them and **encourage** upwards performance
- **Focus** on employees, give employees **scope**, treat employees as individuals, **coach** and **stretch** them – bring "you" to job
- Equipping managers to engage, to "be themselves" - authentic
- Managers **collaborate** with and **support** their peers as well as their teams
- Managers who **translate the strategic narrative** to their teams and help their staff establish **role clarity**, **autonomy**, ensure there is enough **challenge** in roles and set realistic expectations re **achievement**

Clear, Accessible Employment Policies and Practices

- Including performance management, appraisals, pay/reward/benefits, equal opportunities, family friendly/work life balance, corporate social responsibility and volunteering
- Diversity, inclusivity

Commitment to Employee Wellbeing

- **Healthy** & **inclusive** workforce
- **Physical, mental, financial wellbeing**
- **Great workplace:** the best work environment to help employees thrive

Great Teamwork

- Effective **co-operation** and **collaboration** between different directorates/teams
- **Clear goals:** team and organisation
- **Team recognition**

Excellent Employee Development

- Long term view of all **employees' value**
- We **invest in the development of apprentices and employees:** employees 'own' their development

Great and Fair Compensation

- **Fair pay** structures and job/market analysis
- **Fair reward and recognition** structures: individual and team potential

Organisation Integrity

- The organisation is **'keeping it real'**!
- **Values & behaviours** reflected day to day, from the top Leaders down through the organisation.
- **No say – do gap**. Promises made / kept or explanation given.