



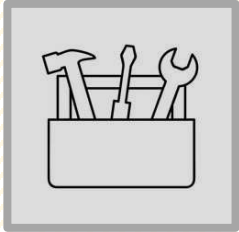
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# Have Your Say

## Cultural Assessment

# Toolkit

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# What is a toolkit?

Have Your Say Engagement Toolkits are designed to support you and the development of your plans after you've received your survey results.

The toolkits contain a variety of useful items including templates, how-to guides and links that can assist you when thinking about post-survey action.

The toolkits have been designed with each survey question in mind.

The toolkits also provide supporting media for survey scores that might indicate room for improvement (improvement toolkits) and for survey scores that indicate things are working well (maintenance toolkits).

Our toolkits contain helpful icons representing the format or media each item is presented in.

Learning, Education and Development hope you enjoy this Cultural Assessment Engagement Toolkit.



# Toolkit Icons



**This icon means the item is in the format of a video or webinar**



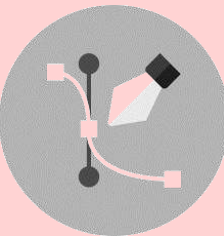
**This icon means the item is in the format of an article or paper**



**This icon means the item is in the format of guidance notes**



**This icon means the item is in the format of a podcast**



**This icon means the item is in the format of a template**



**This icon means the item is in the format of a training course**



# Culture – Why it Matters

Understanding workplace culture has become more important over recent years. You could say it's become part of the culture.

The modern working world is a very different place than the one many of us entered into and it continues to evolve. One of the reasons for this is the changing expectations of those entering into work. Research suggests that employees now look for more than just a good salary or job security.

They're looking for a workplace that fosters a culture of engagement and uses new, appealing

strategies to retain them, making them feel valued.

Culture is a mix of beliefs, behaviours, attitudes, values, approaches and practices amongst other things. If these components aren't in alignment with the individual, they're not likely to want to remain a part of that culture.

The Cultural Assessment survey is one way to understand how our people feel about our culture so we can continue to learn and improve.

Read [this](#) comprehensive free guide by Gallup to learn more about workplace culture.

# Explore The Kit

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Work-Life  
Balance

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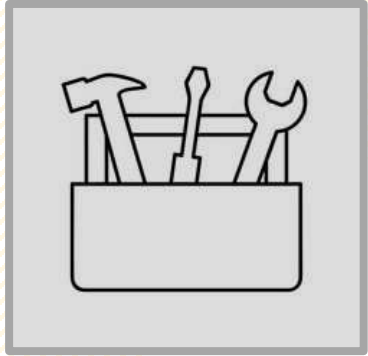
Clearly  
Defined  
Roles

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Access to  
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Happiness



# Work Life Balance

## Why it Matters

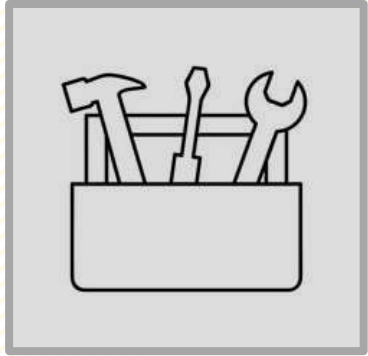
The Public Service delivers a range of essential services to the Isle of Man. The reason we are able to deliver such high quality services is due to the hard work of our people.

However, work is only one facet of our lives and whilst it is important, balancing this with other areas of our lives is *more* important in order to remain happy, healthy, and focussed when we come to work.

If staff can be supported to find an equilibrium that suits their lives, they can feel more engaged in the work they do.

If the message is that 'my job cares' this offers a greater appeal for staff to remain, to want to commit, to want to contribute and to want to help the organisation succeed.

Learn more about why work-life balance matters [here](#).



# Improvement Kit

## Work-Life Balance



Now more than ever, flexible working has become an important part of working culture. Flexible working opportunities are a way to empower staff to incorporate work into their lives in a way that works for them and the needs of the business.



Read [this](#) CIPD Factsheet about work-life balance for more information and ideas.

[Here](#) the Guardian talks about how to apply flexible working in local Government.



Explore [these](#) useful tips by Insights for Professionals to help you support your staff in achieving better work-life balance.



# Improvement Kit

## Work-Life Balance



See 'High Performance Essentials: People' on page 88 of the [LEaD Prospectus](#) to learn more about how to support your staff to perform at their best.



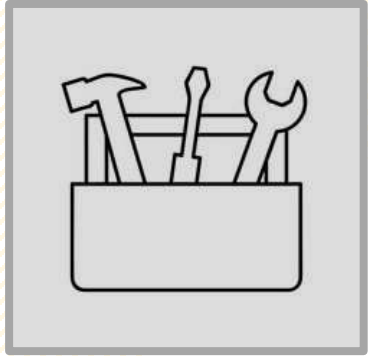
Empower your staff to improve their workplace wellbeing with this LEaD offering 'Healthy Worker' on page 45 of the [LEaD Prospectus](#).



Book a place on these courses through [eLearn Vannin](#)

Visit our own Workplace Wellbeing page with lots of helpful resources to support better workplace wellbeing [here](#).





# Maintenance Kit

## Work-Life Balance

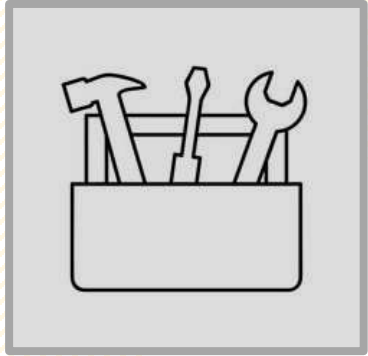
Maintaining the good health and wellbeing of employees is so important in creating a good work-life balance. This includes the development of strategies that focus on supporting good physical and mental wellbeing amongst staff, helping to foster engagement and creating a place where staff feel happy to come to work.



Click [here](#) for a helpful link by the Mental Health Foundation offering advice around stress management and how the workplace can offer support.



[This](#) insightful guide by Unmind discusses the mental health trends we can expect to see in the workplace in a post pandemic world.



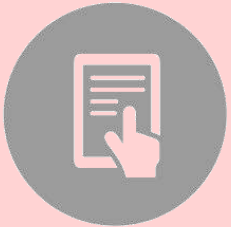
# Maintenance Kit

## Work-Life Balance

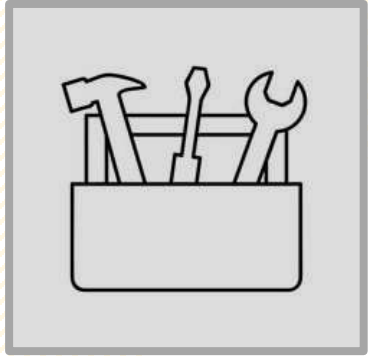
Creating an environment where employees feel comfortable, energised and focussed is also an important component in wellbeing at work to help maintain better work-life balance.



Do your staff have a comfortable work space? Are they taking regular breaks? Click [here](#) for advice by the NHS to help maximise the comfort of your staff working in the office and click [here](#) for advice for those working from home.



You might enjoy [this](#) compelling paper produced by Walden University 'Employer Strategies for Improving Employee Work-life Balance'.



# Better Autonomy

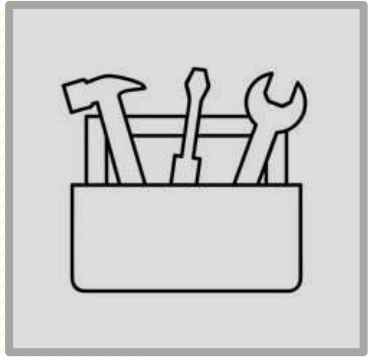
## Why it Matters

The benefits of relinquishing control, placing more trust in others and cultivating an environment that offers staff more freedom are well documented.

Autonomy is being given ownership of our work. It communicates a level of trust by our managers, in our abilities, skills, knowledge and professionalism.

Providing staff with more chances to flex their creativity, to take accountability and to demonstrate their decision making skills, even allowing the opportunity to take risks and learn from mistakes can be one of the greatest development opportunities we can afford our people within the Public Service.

Learn more about the value of autonomy [here.](#)



# Improvement Kit

## Better Autonomy

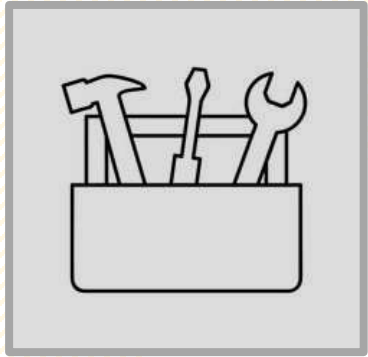


Learn what trust in the workplace means, why it's essential in successful engagement and how you can model behaviours that foster a culture of trust in this short podcast by the Chartered Institute for Personnel Development (CIPD). Grab your earphones and a cuppa. Click [here](#) to listen.



Also, see 'Scrutiny, Accountability and Responsibility' on page 106 of the [LEaD Prospectus](#) to learn how to help staff feel more trusted through accountability

Book a place on this course through [eLearn Vannin](#)



# Improvement Kit

## Better Autonomy



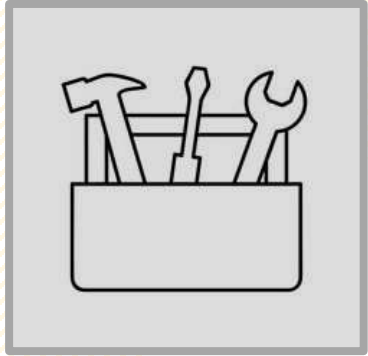
You might enjoy [this](#) Ted Talk highlighting the importance of empowering decision making capabilities in employees.



For a list of useful tips you can introduce autonomy into the workplace click [here](#).

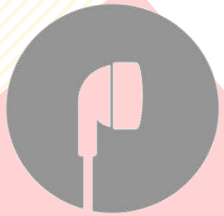


[This](#) insightful CIPD webinar 'Understanding Professional Values: CIPD Profession Map Webinar' provides some great information around the components required for better decision making capabilities using their own Profession Map model. This webinar lasts around an hour so make you're sitting comfortably.



# Maintenance Kit

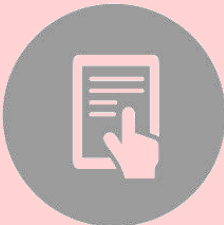
## Better Autonomy



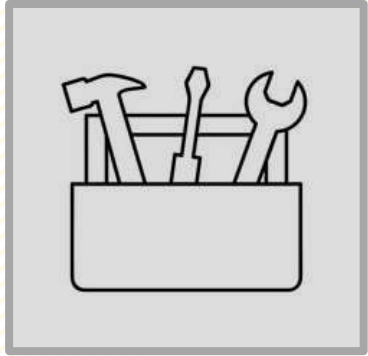
Worried about how to maintain the balance between autonomy and accountability for your people? Listen to [this](#) short podcast by Decision Wise offering some helpful advice.



A study published on Harvard Business Review discusses when empowerment works and when it doesn't. You can find this [here](#).



[Here](#) McKinsey discuss how different management styles can either enhance or impede employee decision making capabilities. Are you helping or hindering?



# Feeling Valued

## Why it Matters

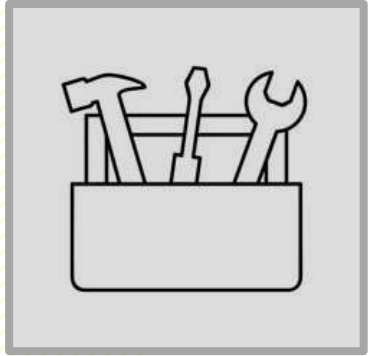
We all like to know we're doing a good job. It gives us confidence, validation, reassurance and the motivation to want to keep doing well.

Taking the time to make sure your people feel valued as individuals, as team members and members of the wider organisation is another great way to maintain a good level of engagement within the workforce.

Exploring different strategies to recognise and reward the contributions of your people can create an endless list of benefits, not least better employee satisfaction.

A culture where staff feel valued is great for the organisation as a whole, particularly when it comes to recruitment and retention.

Read about the value of feeling valued [here](#).



# Improvement Kit

## Feeling Valued



It's important to make time for your people. Giving praise, feedback and recognition through one to one meetings and appraisal meetings is one of the best ways we can create a space for, and dedicate a period of time focussed on our staff as individuals. Learn how to get the best out of your one-to-ones [here](#) and [here](#).

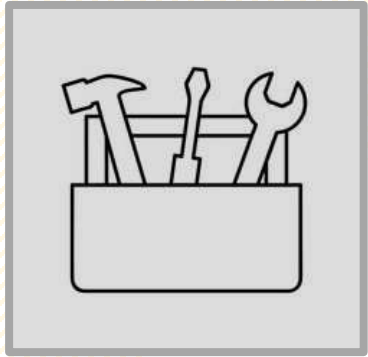


Improve the soft skills required to deliver a great appraisal. See 'Communicating Face to Face' on page 70 of the [LEaD Prospectus](#).



How do your people *want* to be recognised? Read [this](#) interesting piece by Forbes that encourages leaders to ask the question.





# Improvement Kit

## Feeling Valued



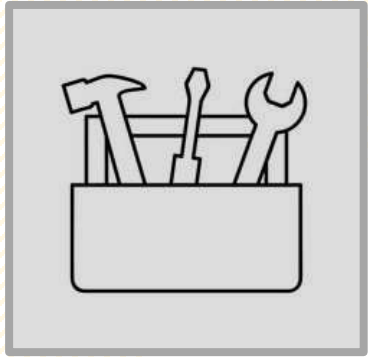
Feedback comes with the territory in the Public Service. This *can* feel critical however if feedback is delivered in the right way, it can offer validation, praise and an opportunity to learn and develop. The CEDAR model is a great way to learn how to give feedback constructively. Click here to read our [handout](#).



Create a culture where feedback is not only accepted but sought out. See 'The Value of Feedback and Reflection: The Power of Feedback' on page 63 of the [LEaD Prospectus](#)



Described as one of the most powerful Ted Talks, watch [this](#) compelling talk 'Missing the Obvious in Employee Recognition' by Claire McCarty.

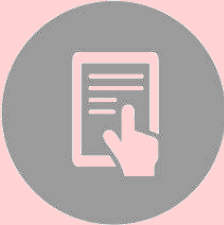


# Maintenance Kit

## Feeling Valued



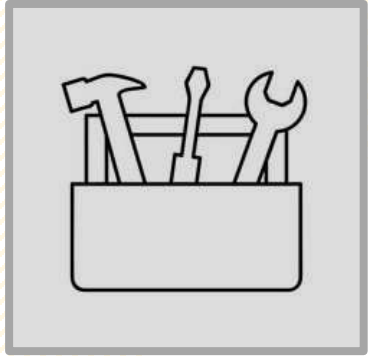
Recognition for a job well done can go a long way when it comes to staff satisfaction and engagement. Learn about the value of recognition and ways you can demonstrate it through [this](#) engaging webinar 'The Power of Authentic Appreciation' via Blueboard.com.



Explore 100 different ways to recognise by Rice by clicking [here](#).



Do you know what really matters to those your work with? Learn about their values with [this](#) short but effective Sessionlab.com team activity which includes easy to follow guidance notes.



# Maintenance Kit

## Feeling Valued

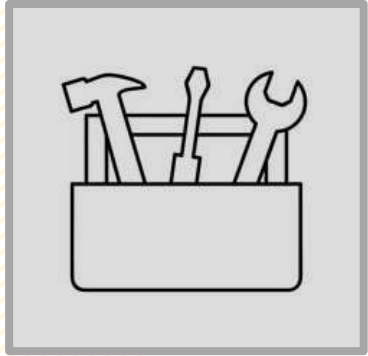
Psychometrics are assessments designed to learn more about the make up of an individuals personality and preferences regarding different behaviours. Using a psychometric assessment is a great way to learn more about individuals which can help others understand how they prefer to operate at work.



Learn more about what psychometric testing is all about with Thomas International [here](#). Or watch [this](#) explanatory video by the Myers-Briggs Company. Contact LEaD for more information about psychometric assessments.



Learn more about 'Insights' with LEaD. See 'Understanding Insights Discovery' on page 134 of the [LEaD Prospectus](#)



# Feeling Listened to

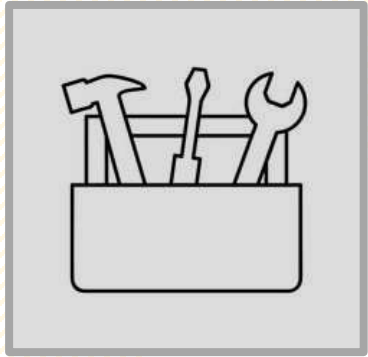
## Why it Matters

An essential component in the engagement of staff is to ensure they are feeling heard. This goes beyond just one-to-one meetings and appraisals. It is important that leaders within our organisation opens up the lines of communication with its people to ensure they are given the opportunity and a platform to have a voice.

Staff should be empowered to challenge,

to share ideas with confidence, to offer solutions, to ask for opportunities, to raise concerns and importantly, they should be given the platform to do so.

Consulting with staff, involving them in decision making, seeking out their expertise and innovative ideas and acting on their input is beneficial for both staff and successful business outcomes.



# Improvement Kit

## Feeling Listened To



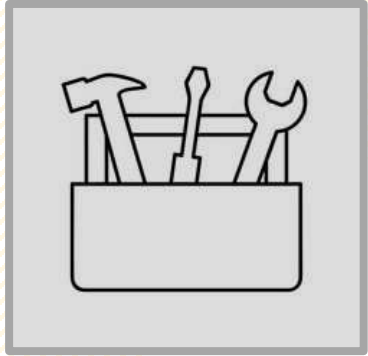
Learn to enhance your listening skills. See page 'Effective Listening' on page 69 and 'Communicating Face to Face' on page 70 of the [LEaD Prospectus](#).



[This](#) short LinkedIn article offers some effective strategies to help staff feel heard. It talks about the value of Emotional Intelligence which can help you understand the behaviours and communicative styles you experience.



See 'The Role of Personality and Emotional Intelligence on page 132 of the [LEaD Prospectus](#).



# Improvement Kit

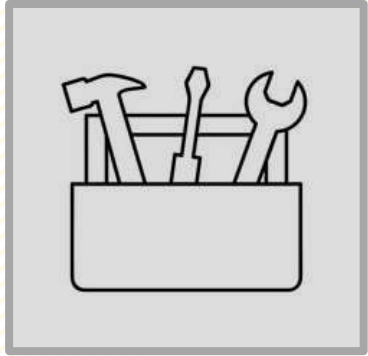
## Feeling Listened To



Empower your staff to feel confident in their ability to challenge people or process and help foster a culture of openness with this LEaD offering 'Skills for Challenging Positively'. More information about the modules within this course can be found in the [LEaD Prospectus](#):

- 'The Power of Self' (page 52)
- 'Having Difficult Conversations with The CEDAR Model' (page 53)
- 'Overcoming Personal Barriers' (page 54)
- 'The Positive No' (page 55)

Book a place on these modules through [eLearn Vannin](#)



# Maintenance Kit

## Feeling Listened To



Improve the visibility of leadership and management and create opportunities to connect with operational staff through the introduction of lunchtime catch ups. This is a great way to give staff a platform to ask questions and offer up ideas to leaders who struggle to find that valuable interaction time. Read [this](#) article for more ideas.



Another great way to offer a way for staff to share ideas, offer feedback or challenge processes and decisions anonymously is to introduce a staff suggestion scheme. Don't forget to communicate thanks for any suggestions and importantly, any actions taken. Read [here](#) and [here](#) for information about how to implement your own suggestion scheme.



How are you going to involve your people in making changes following the survey? See [these](#) tips to ensure your people know you have heard them in their res



# Maintenance Kit

## Feeling Listened To



Understand the power of the employee voice and why organisations should create platforms as part of a 'speak up' culture through [this](#) informative CIPD factsheet.

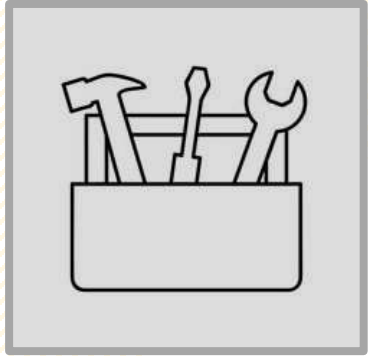


How can you empower the those within your workplace who have a preference for introversion? [Here](#) are some great ways you can make sure the quieter voices are heard.



See [this](#) informative article by Forbes '11 Ways to Develop a More Inclusive Communication Style At Work' for more ideas about engaging with all staff through more inclusive communication.





# Learning Opportunities

## Why it Matters

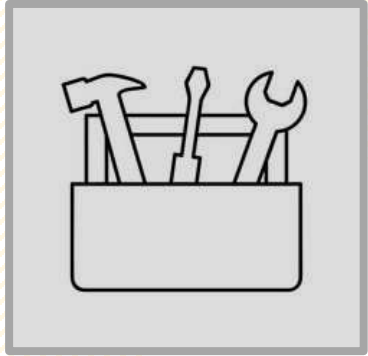
*“What if we train them and they leave?”*

*“But what if we don’t train them and they stay?”*

Encouraging and promoting learning and development opportunities not only increases the knowledge and skills of staff, but also increases retention. When people are happy with their development and feel challenged and that they’re learning and improving then they are more likely to stay.

Organisations where managers talk to staff about their career progress and encourage opportunities to learn and improve have lower turnover and better productivity than those who don’t.

People want to learn new skills and understand how their work contributes to the organisation’s success. Without training opportunities you could deprive employees and your organisation of their potential.



# Improvement Kit

## Learning Opportunities

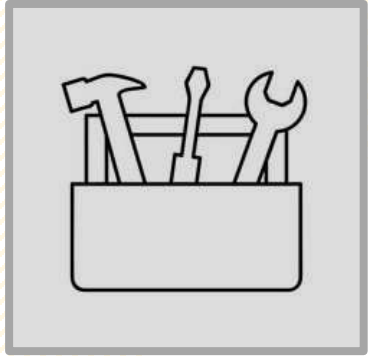
Appraisals are an excellent chance to discuss and plan learning and development opportunities. The Office of Human Resources website is a great resource to learn more about them.



Learn about the variety of appraisals we have in the Public Service [here](#).  
For detailed information about performance review in the Public Service [here](#).  
Learn more about performance development in the Public Service [here](#).

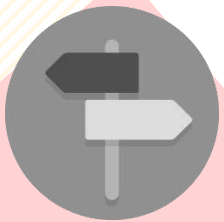


Our new online Appraisal Portal is now available to be completed on eLearn Vannin. Find it in the Working in the Public Service section of the Prospectus or go directly to it here: [Online Appraisal Portal](#)



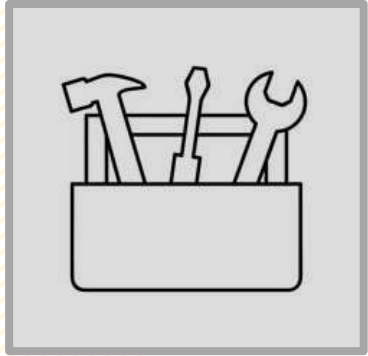
# Improvement Kit

## Learning Opportunities



It's important that all staff have an [eLearn Vannin](#) account set up to be able to access our learning and development opportunities. Ideally accounts are set up by managers as they can answer all the questions.

<b>Who to contact?</b>	Email <a href="mailto:ellearnvanninhelp@gov.im">ellearnvanninhelp@gov.im</a> or Call 687546	
<b>Information needed</b>	<ul style="list-style-type: none"><li>• Username</li><li>• First name and Surname</li><li>• Email address</li><li>• Job Title</li><li>• Manager</li></ul>	<ul style="list-style-type: none"><li>• Department/Division/Service Area</li><li>• Start date</li><li>• New starter or moving from another department?</li><li>• Do they have more than one role? (i.e. Bank staff)</li></ul>



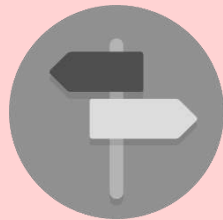
# Improvement Kit

## Learning Opportunities

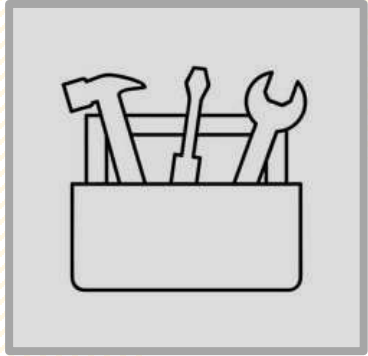


[eLearn Vannin](#) is a great place to start when looking for learning opportunities in the Public Service. Have you seen our [learning pathways?](#)

All learning content developed by LEaD can be viewed in our [Prospectus](#), which can also be located on eLearn Vannin by clicking on the Prospectus icon on the Prospectus tab.



Ensure you and your staff are confidently able to use our learning platform to manage their own development plans, to access eLearning courses and to book onto courses. Help on this can be found [here](#).



# Maintenance Kit

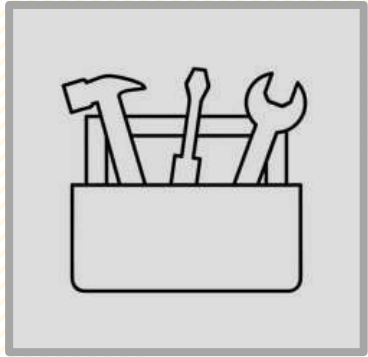
## Learning Opportunities



An organisation with a strong culture of encouraging learning and sharing of knowledge is rewarded by increased productivity and efficiency, improved staff morale and retention. Read about the benefits and how can you create a learning culture with [this](#) great article by Trainingindustry.com with further reading [here](#) by Learnupon.com



[This](#) engaging webinar with Degreed CEO David Blake offers ideas to help you develop a learning culture.



# Maintenance Kit

## Learning Opportunities



Learning opportunities go beyond attending training and development courses. There is learning to be had in every day working life. This can be through experiences, interactions, challenges and reflecting on mistakes.

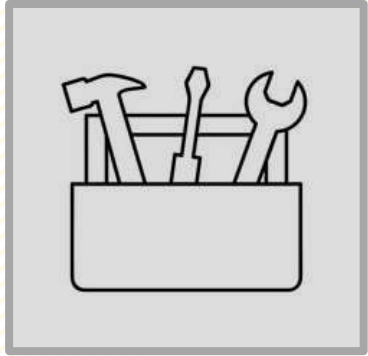


Learn how you can challenge your people further to foster their learning [here](#).



Learn more about embracing and encouraging risk to develop your people [here](#). If you appreciate more depth and detail see this compelling paper 'Empowering Leadership, Risk-Taking Behaviour and Employees' by Jung et al (2020).

See 'Respond, Recover, Thrive' a new offering by LEaD exploring the benefits of risk taking. More information for this course can be viewed on [eLearn Vannin](#).



# Career Progression

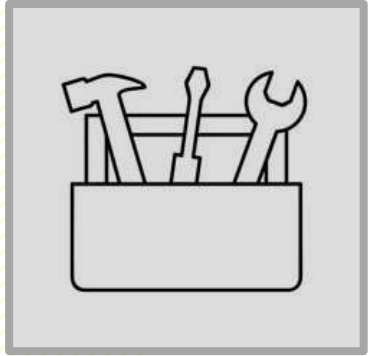
## Why it Matters

The Public Service offers a great many career pathways thanks to the unique diversity of our many Departments, Boards and Offices. This makes it a great place to work to develop a career for life.

Successful engagement has many critical factors and career progression is a big one. Research indicates that organisations with better retention and better staff satisfaction

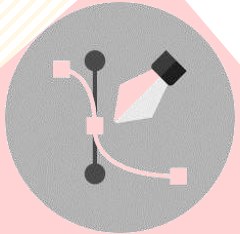
tend to make learning, development and career progression opportunities an important part of a future-focussed culture that places more focus on the drivers and aspirations of their staff.

Simply put, by actively helping our people navigate their career pathways within the organisation, they happier they are likely to be which is great for succession planning.



# Improvement Kit

## Career Progression



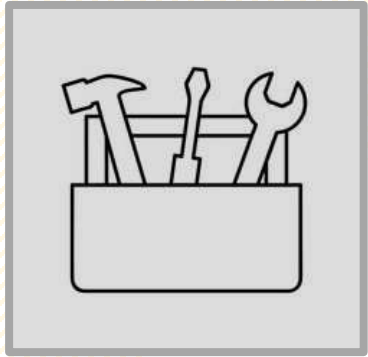
Connecting with your people, learning more about their career aspirations and helping them plan their career pathways through regular one-to-one meetings should form part of staff appraisal conversations. But do you have the information you need to help them progress? Find the paperwork you need for appraisals [here](#).



Consider developing a career pathway for the roles within your area. How does someone elevate themselves to a senior leadership role? What skills, training and experience do they need to gain to get there? How can you support your staff to gain them?

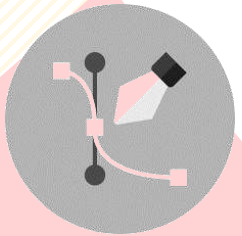
Start the process by conducting a skills audit to identify what skills, experience and knowledge are required for each role. Learn about skills audits [here](#).





# Improvement Kit

## Career Progression



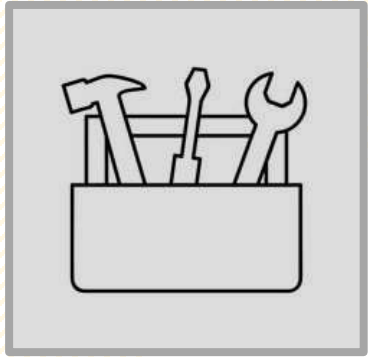
Skills Base have developed a free skills assessment app to enable organisations to collate the information they need to understand what staff roles entail and to help identify any skills gaps. You can find this [here](#). Or complete [this](#) free skills matrix.



Watch [this](#) informative webinar about career pathing by Talent Guard to learn about the value of supporting your staff to forge and navigate their career path within the organisation.



Now you have the information you need, how can your employees view this in clear, user friendly format? Consider developing a visually appealing skills map. Read about this [here](#).



# Maintenance Kit

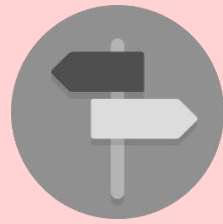
## Career Progression



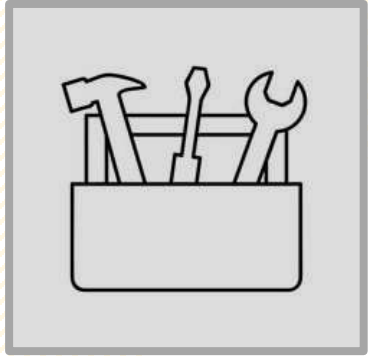
What skills do your people feel should be developed to succeed in their area of work? Consulting with those working in the roles may have valuable information in the development of a career/skills pathway plan. Consult with your people by developing a training needs analysis suggestion scheme.



Read [this](#) useful article by AnalyticsinHR.com about conducting your own training needs analysis. Or watch [this](#) short video by Business Depot.



LEaD are constantly working to develop new and exciting learning opportunities for our people. Have you seen our ILM offerings on page 140-143 in the [LEaD Prospectus?](#) Our Development Centres are a great learning experience for those seeking progression. Keep an eye out for exciting new development initiatives coming this year.



# Feeling Inspired

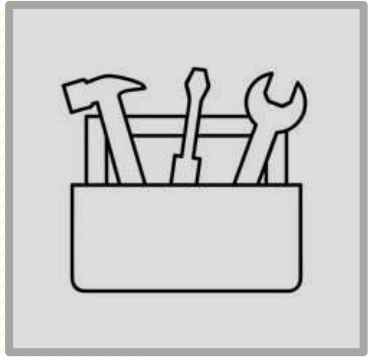
## Why it Matters

Employees who are engaged, enjoy their jobs and know how their role contributes to the organisation's goals will be inspired to be innovative and be higher performers.

Employee engagement is about creating an environment where people want to offer more of their potential and increase their capability.

As a manager it's important that you lead by example as you will play an important role in helping staff to feel inspired and engaged in their work.

[This](#) CIPD factsheet explains employee engagement, its benefits and how to build a motivated and inspired team or read [this](#) article to learn the importance of feeling inspired at work.



# Improvement Kit

## Feeling Inspired



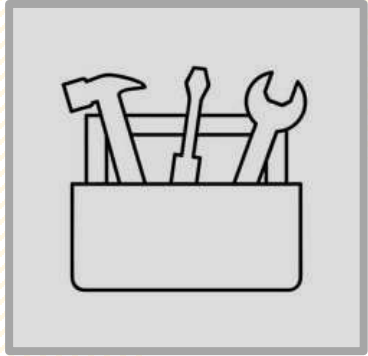
If you're looking for help to improve engagement within your team take a look at the 'Engagement at Work' course that can be booked through eLearn Vannin. You can read more about it on page 8 of the prospectus [here](#)



[This](#) podcast from CIPD looks at the connection between productivity and engagement and discusses the ways that engagement, whether high or low, can impact an organisation.



Read [these](#) ten tips by Forbes for ideas to inspire your people. Ask them – what inspires you to do your best?



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# Improvement Kit

## Feeling Inspired

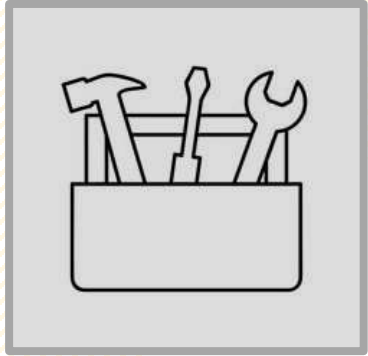
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How can you implement motivational strategies when you don't know what motivates your people? Ask them – what inspires you to do your best? Engage with your people and learn what motivates them to want to succeed. Learn more about this [here](#). In [this](#) article by Harvard Business Review learn five questions to help your people find their purpose.

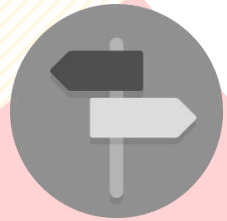


Share with them what inspires *you* to do your best work. Allow your people to get to know more about you, your own career pathway and what inspires you to want to succeed for yourself, your people and your organisation. Get some ideas [here](#).



# Maintenance Kit

## Feeling Inspired



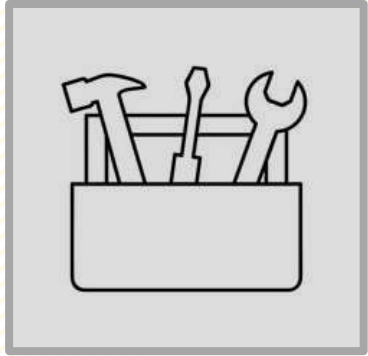
Inspire your team with these great idea generating workshops by Sessionlab.com that could be completed within a team meeting. [Walking brainstorm](#) is a great way to engage more introverted staff members in idea generation. [Bad Idea Brainstorm](#) is a fun way to start a planning meeting by highlighting ways NOT to achieve the goal.



How to great leaders inspire? Watch [this](#) inspiring Ted Talk to learn more.



What is your vision for the future? What is your mission statement? Developing and communicating a vision can create a feeling of excitement and inspire your people to want to get involved in ensuring its success. Making sure your strategic narrative speaks to your people is important is inspiring them to want to get on board. Read [this](#) great article by Gallup explaining how to create an engaging strategic narrative.



# Feeling Committed

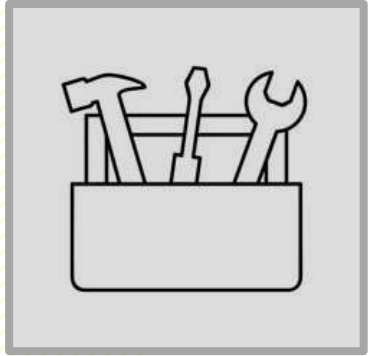
## Why it Matters

Commitment is the connection that employees feel with their organisation, when people they feel that they fit in and understand how they contribute to the overall strategy.

Employees will find it difficult to feel committed if they don't understand where they fit within the organisation and how they are important to its success.

Its unsurprising to learn that in order for staff to feel a sense of commitment to the organisation, their customers, colleagues and importantly, achieving the aims of the organisation, they need to feel engaged.

This includes sharing the values and believing in the vision of the organisation. Learn more about the value of commitment [here.](#)



# Improvement Kit

## Feeling committed



If your department doesn't have a clear strategy staff may struggle to understand how they fit in and contribute?

Learn more about how to think strategically or what needs to be considered when formulating strategy with these LEaD offerings:

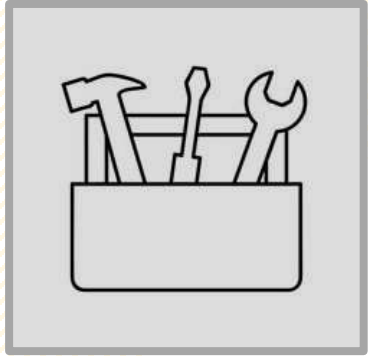
'The Role of Strategy and Development'- you can read more about it in the prospectus [here](#)

'Strategic Thinking'- see more information on this course [here](#)



These papers produced by [CIPD](#) and [The Society for Human Resource Management](#) provide some great insights into the links between commitment and engagement at work.





# Improvement Kit

## Feeling committed

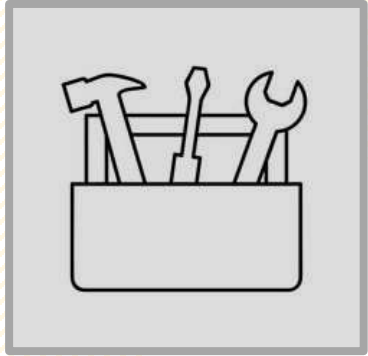
Once you have developed your strategic plans then you need to communicate these across the department and ensure that all staff are clear on what is expected and how they contribute to the department's overall vision.



[This](#) article discusses the importance of communicating strategy and methods to put it into practice



Understanding how strategy fits into everyday roles can be difficult. [This](#) article gives ideas on how you can help staff to see how their individual roles can make a difference to the organisation:



# Maintenance Kit

## Feeling committed

Employees will feel more committed when they can see the value of their work and the contribution it makes. Consider introducing a 'My Job Matters Scheme' in your area of work. This involves spot lighting individuals within your area of work and creating a profile about them, their role and why it matters. Showcasing a variety of 'My Job Matters' profiles provides great examples of how different people contribute to the organisation in different ways.



See these examples of 'My Job Matters' of Isle of Man Government employees talking about why their job matters:

<https://www.youtube.com/watch?v=4AWaaVx9RHM>

<https://www.youtube.com/watch?v=L4W5X1zwdVI>

<https://www.youtube.com/watch?v=kU5mO1qPPzI>



# Job Requirements

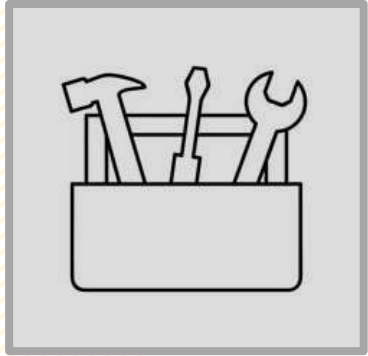
## Why it Matters

Knowing what is expected of us at work plays a major part in our level of engagement. See [here](#) for more on expectations and engagement by Gallup.

There are a variety of workplace strategies that help inform staff expectations which can include things like behaviours, aims and objectives.

Helping staff understand what is expected of them as individuals, as team members and as members of the wider organisation has a long list of benefits.

Understanding cultural expectations (through values) can promote inclusion and performance expectations (through competency frameworks) can promote motivation and focus.



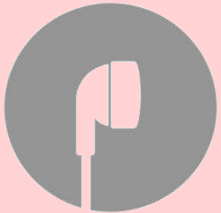
# Improvement Kit

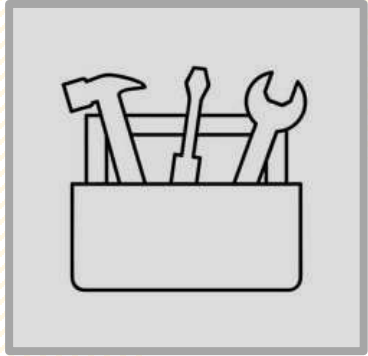
## Job Requirements

Here in the Public Service we welcome newcomers with a Corporate Induction. This includes a series of modules including all the things you need to know to work within the organisation. But what do newcomers need to know about the Department, Board or Office they're joining?



With an organisation as diverse as ours, developing an induction process unique to the area you represent is a great way to ensure all staff know what life is like there and what is expected of them. Consider creating your own induction process. Read more about this [here](#) or listen to [this](#) interesting podcast 'Rethinking Staff Inductions' both by CIPD.





# Improvement Kit

## Job Requirements

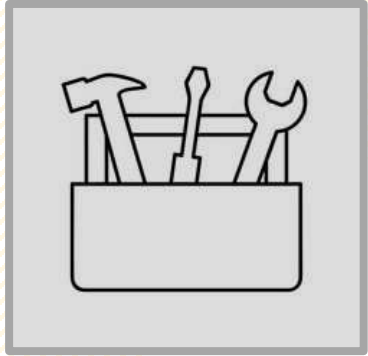
Understanding our values helps staff understand the qualities important to us. Values communicates the attitudes and behaviours we need from our people to ensure we're providing the highest quality services we can.



The People Qualities is a competency framework we use within the organisation. It communicates to staff what is expected of them in relative to their position. Do your staff have a good understanding of the People Qualities and how to access a copy them? Find more information [here](#).

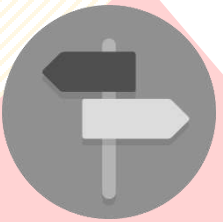


Learn more about the importance of aligning staff with your values [here](#).



# Maintenance Kit

## Job Requirements



Ensure staff have clear information and understanding of what is expected of them when engaging in projects by developing a well written Terms of Reference paper with [this](#) helpful how-to guide and free template by Mymanagementguide.com.



You can further enhance understanding of role requirements by developing a Departmental or Divisional competency framework. Our People Qualities Framework offers a great foundation to build on for this. It could be beneficial to consider adapting this to the specific qualities and requirements pertinent to your area of work. This can offer greater clarity to staff of what is expected of them. Read [this](#) helpful CIPD factsheet for more information.



# Improvement Kit

## Job Requirements



LEaD offer training to those seeking to learn more about how to set good, clear aims and objectives for their people. Help create a clear pathways of achievement of individual, team and wider objectives to give staff purpose and focus.

See ‘Setting Goals: Aims, Objectives and Deliverables’ on page 93 of the [LEaD Prospectus](#)



Do your people know everything they need to know to be able to work well within the Public Service? Have they completed their induction training modules in full? Learn more about ‘Working in the Public Service Pathway’ [here](#).



# Feeling Informed

## Why it Matters

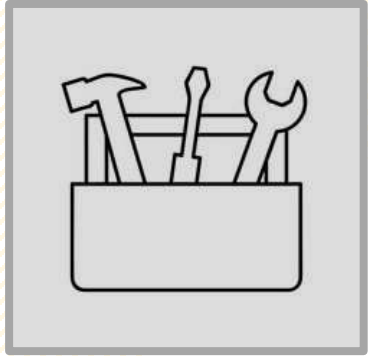
Communication is often one of the most highlighted areas for improvement. It is a powerful tool and getting it right is critical for many reasons, not least for engagement of staff.

It means more than just distributing information to staff, it is a way to demonstrate openness, transparency

Authenticity and trust. Consulting with your people, involving them in proposal, ideas, planning and change helps them remain connected with the organisation.

The Public Service has people working in all environments, not only office based, so being inclusive in your approach to communicating is critical in engaging staff from all corners of the organisation.





# Improvement Kit

## Feeling Informed



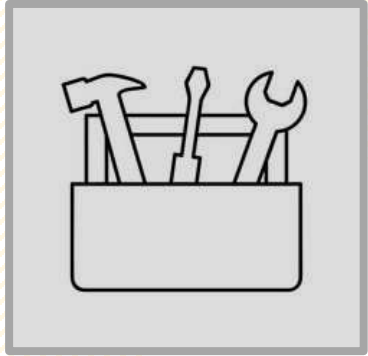
Understanding the value of communication in engaging employees with [this](#) useful CIPD factsheet.



Think about developing your communication strategy. A great example of a communications plan by NHS Tayside can be seen [here](#).



Learn more about the challenges of today and strategies for a post-Covid internal communications [here](#).



# Improvement Kit

## Feeling Informed

Develop your strategic thinking and planning skills with these LEaD offerings from our [learning prospectus](#):



- Strategic Thinking (page 129)
- Project Management (page 94-95)
- Consultations (page 105)

Enhance your communicative and influencing skills with these LEaD offerings:



- Augmentative communication (page 72)
- Supporting Change (page 90-92)
- The Art of Influencing (page 128)



# Maintenance Kit

## Feeling Informed



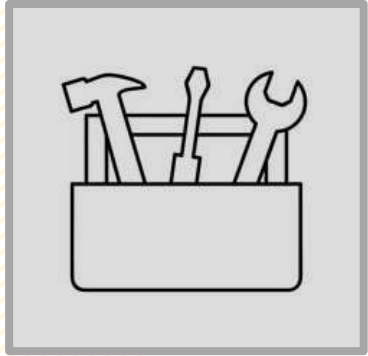
Communicate your decisions to your people using decision making process maps. [Here](#) is a useful guide to creating a flowchart by Microsoft.



Creating the time and space to inform your people of any important changes and opening up avenues of discussion through consultation can be valuable in building relationships and in gaining trust and respect. Watch [this](#) informative webinar for some great ways to communicate through change.

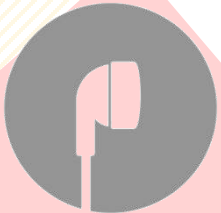


Have you considered what you might do with your survey results? Read [this](#) great article by Greatplacetowork.com for some ideas.



# Maintenance Kit

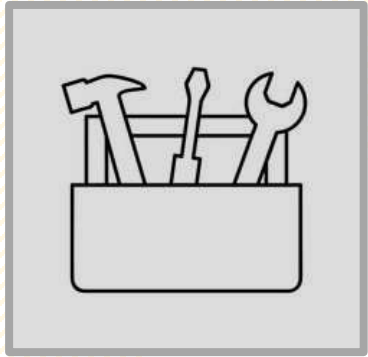
## Feeling Informed



Inspiration is out there! If you enjoy your podcasts, have a look at [this](#) list of fun, engaging, insightful and informative podcasts with a hosts from a variety of professions.



As we return back to the office post lockdown, consider your communicative approach to support those who may be anxious about life back in the office. Read [this](#) article by McKinsey and Co regarding communication as we return to 'normal' working life.



# Clearly Defined Roles

## Why it Matters

In the early stages of the job application process, the development of a job specification offers applicants a clear explanation as to what the role will entail.

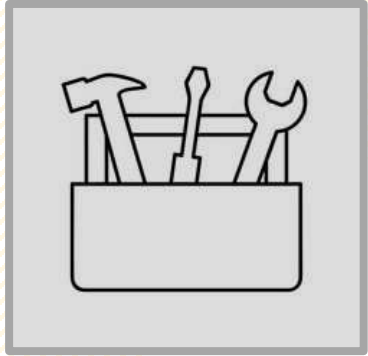
Over time changes to this can occur as the organisation continues to restructure, grow and adapt.

Ensuring employees remain informed about

their roles and responsibilities is critical in promoting engagement.

We all need to know what is expected of us in order to remain focussed, motivated and driven to achieve the aims and objectives that form part of our roles.

Learn more about the importance of clear job requirements [here](#).



# Improvement Kit

## Clearly Defined Roles



Understanding how to write a job description is an important part of the recruitment process that ensures those joining the organisation understand their role, responsibilities and reporting line. Learning how to create a good job description for a role within the Isle of Man Government is an important in recruiting the right people to deliver the essential services we provide.

Our very own intranet webpage offers a lots of helpful information to help you create job descriptions. Click [here](#) for information.



# Improvement Kit

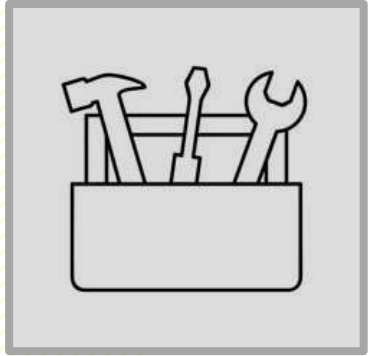
## Clearly Defined Roles



In collaboration with the Office of Human Resources, LEaD offer training around recruitment and selection which includes learning about the importance of job descriptions and how to design them.

See 'HR Essentials for Managers: Recruitment and Selection Module 1 – Preparing to Recruit' on page 86 of the [LEaD Prospectus](#)

Book a place on this course through [eLearn Vannin](#)



# Maintenance Kit

## Clearly Defined Roles



The Team Canvas is an engaging, practical team activity. The aim of the Team Canvas is to work together to explore different components of the team, understanding the role and contribution of each team member and importantly understanding what the team is working towards. Below you'll find practical resources by Sessionlab.com

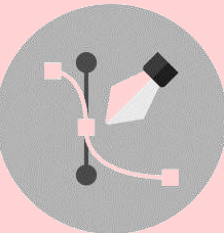


Learn more about the Team Canvas [here](#)

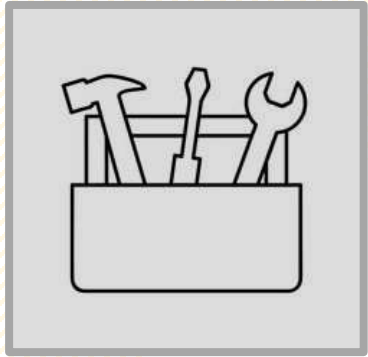
For Team Canvas guidance notes click [here](#)

For Team Canvas templates click [here](#) for a basic version and [here](#) for a full version

For a helpful 'how to use' video click [here](#)





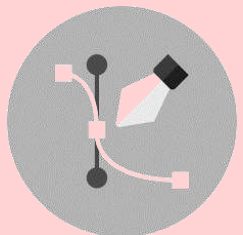


# Maintenance Kit

## Clearly Defined Roles

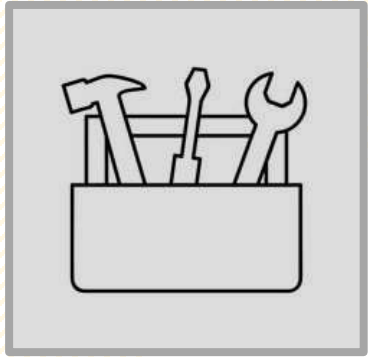


Job descriptions are a clear way of communicating the role and responsibilities of an individual. Regularly reviewing job descriptions with staff members to discuss any changes to their roles keeps staff informed of their job requirements and offers relationship building opportunities if reviews are conducted by consulting and collaborating with staff.



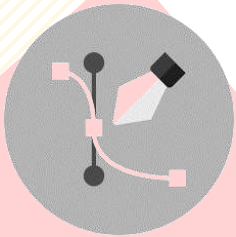
Click [here](#) for a useful article by Workology.com explaining how and when to think about conducting a review of job descriptions.

Click [here](#) to access the job description template used within the Public Service.



# Maintenance Kit

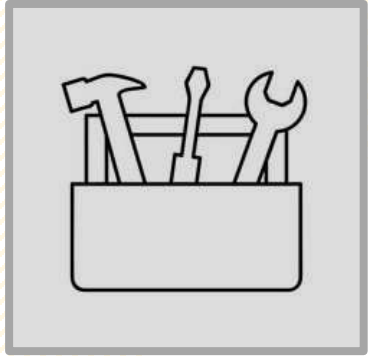
## Clearly Defined Roles



Consider using organigrams to explain roles and how these roles link in with each other. Helping employees understand where they fit into the bigger picture can be a great motivator. Learn more about organigrams [here](#). Create a simple organigram in PowerPoint. Find out how with [this](#) video or [this](#) help page.



The 'Golden Thread' is a framework that helps align people with organisational aims and objectives. Help staff understand how their role fits into the bigger pictures with the 'Golden Thread' theory. Learn more about this [here](#) or watch [this](#) informative webinar by Duran (50 mins).



# Access to Resources

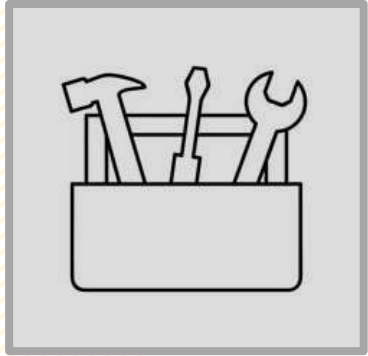
## Why it Matters

Having access to the right tools and resources to be able to do the job well is a common challenge at all levels of an organisation.

Knowing what resources, skills and knowledge are available within your organisation and how to access them reduces repetition, improves efficiency and saves time.

Making sure that employees know how to access resources should start as soon as they start a new role.

A well planned and comprehensive induction program will ensure that new starters receive a positive first impression and have the knowledge and support to confidently perform their role.



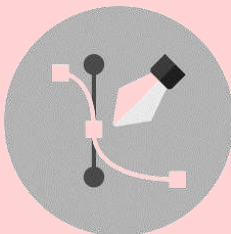
# Improvement Kit

## Access to Resources

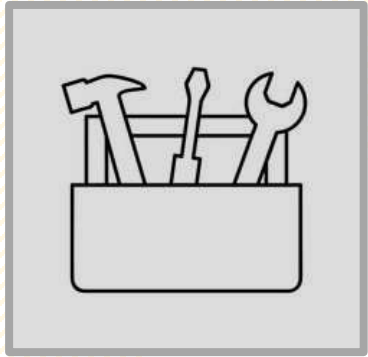


Induction training is an important, but often overlooked, part of the recruitment process and can create a positive or negative first impression of an organisation. It helps new employees to understand the structure of the organisation, what resources are available and how to access them.

The starting point of our induction programme is for new starters to book onto the Isle of Man Government – Welcome and Induction. There will be dates that they can choose from and book on eLearn Vannin



The Welcome and Induction gives a broad overview to the Isle of Man Government, however you'll need an induction plan specific to your department too. If your department doesn't already have one [this document](#) gives you some ideas of what can be included.



# Maintenance Kit

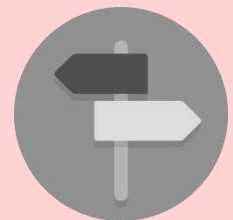
## Access to Resources



Understanding the lines of reporting ensures that employees know how and where to raise issues when they occur.

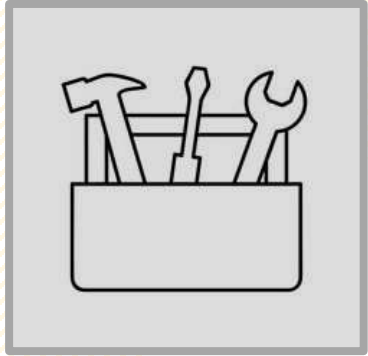


A simple organigram to show to the line of reporting within your department can help, keeping it simple with job titles rather than specific names stops the document becoming out of date. Learn more about organigrams [here](#).



You can create a simple organigram in PowerPoint. Find out how with [this](#) video or [this](#) help page.

Identify any resource gaps by conducting a resource audit. Learn how to conduct a resource audit [here](#).



# Maintenance Kit

## Access to Resources



Learn how to request funding for resources with this LEaD offering 'Treasury Processes' on page 96 of the [LEaD Prospectus](#).



Learn more about the best practice of resource management [here](#).



Is it possible to deliver with minimal resources? Read [here](#) about common resource issues and ways to solve them.



# Overall Happiness

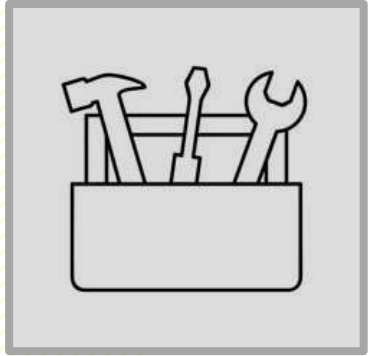
## Why it Matters

Work and happiness are two words you may not always find in the same sentence. Finding a career, a working environment and a culture that we enjoy and gain a sense of satisfaction from is what we'd like to experience in our working lives.

Conducting surveys like this with a view to continued improvements can help us as organisation achieve these things for our people.

So what can we do to maximise the happiness of our people and shape the Isle of Man Government into a place where people enjoy working?

Increasing happiness through engagement strategies and exploring strategies to improve resilience in our people can help weather the storms of more challenging times with a feeling of preparedness and support from peers. Read this



# Improvement Kit

## Overall Happiness



What does workplace happiness actually look like? Read about this [here](#).

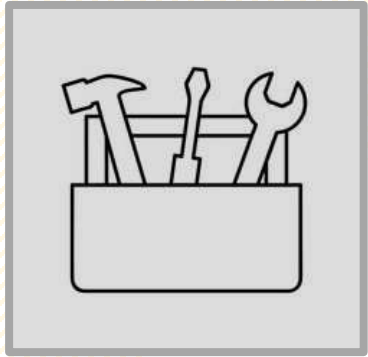


In [this](#) article Forbes discusses ways you can actually measure happiness in the workplace.



Learn what makes these Government Organisations some of the happiest in the world by the development of workplace policies with [this](#) interesting article by the Chief Happiness Officer Blog.





# Improvement Kit

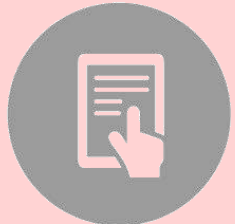
## Overall Happiness



Read about the 'Science of Satisfaction' with [this](#) great article by Workology.com for some ideas as to how to improve workplace happiness.



Watch these inspiring Ted Talks with about achieving happiness in the workplace. ['The Pursuit of Happiness in the Workplace'](#) and ['What Makes Us Feel Good About Our Work?'](#)



Always mindful of the public purse, initiatives that create happier workplaces need to be cost friendly. [This](#) great article by social psychologist Dr Ron Friedman shares ways you can promote happiness without spending money.

HAVE YOUR SAY

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# Need Support?

LEaD Can Help

Email: [lead@gov.im](mailto:lead@gov.im)

Call: 685724

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