



CWP model employer strategy – an overview

What is the model employer strategy?

The Trust has eight strategic goals, one of which is 'To be a model employer and have a competent and well motivated workforce'. The model employer strategy provides direction for this goal, including a review of where we are starting from, where we are going, internal processes of change, and being clear what success looks like.

Why is it being introduced?

The background to this strategy includes the changing status from 'NHS Trust' to 'Foundation Trust' as well as a series of other national policy changes and new directions to which the Trust must respond to remain an 'employer of choice' as well as a 'service provider of choice'. They include: the new flexibilities of foundation trust status whilst remaining within the NHS environment; changing philosophies on improving service delivery quality eg 'world class commissioning' and the 'individualisation agenda', and internal modernisation/values.

What does being a 'model employer' mean?

In seeking to be a model employer, CWP has adopted a number of cornerstone principles within which all workforce policies, procedures and practices will be shaped. These are:

- maximising employee engagement with, and contribution to, the work of the Trust;
- supporting the business-focused learning and development of staff;
- creating the ability to grow dynamically and introduce essential changes swiftly;
- achieving 'good practice' human resource practices in line with the standards set out by the Chartered Institute of Personnel and Development (CIPD) and NHS Employers;
- management consistently promoting, encouraging and monitoring compliance;
- seeking to have effective relationships with recognised staff representatives and professional bodies ;
- being a values based employer, striving to achieve the mindful employer charter principles;
- seeking to learn from experiences at all times.

What changes might staff expect?

- Improved employee well-being, engagement and communication – achieving a healthier/happier workforce.
- Integrating the Trust's values into performance indicators.
- Improving the quality of information provided to managers at all levels.
- Achieving a more diverse workforce.
- Maximising employee performance, with routine appraisal arrangements.
- Employee remuneration: reviewing the application of Agenda for Change.
- Contributing to improving the environment.

Who has been involved in producing this strategy?

Trust Board members and executive directors; senior managers and clinicians; front line managers; staff side representatives; service users and carers; members of Workforce and Organisational Development Sub-Committee.

How will the strategy be introduced?

It will be implemented via a supporting network of strategies, policies and service plans – including working closely with service lines and their leadership structures. Lead monitoring responsibility will rest with the Associate Director of Workforce Development and progress will be reported regularly to the Workforce and Organisational Development Sub-Committee, as part of its annual work plan. A full review of the strategy will be undertaken in 2011.