

1 INTRODUCTION

- 1.1 The Trust is committed to deliver effective staff engagement and recognise the benefits this can bring in the delivery of Trust aims and objectives.
- 1.2 Engagement is about building trust, involvement and a sense of common purpose and identify where staff are actively encouraged to maximise opportunities to influence and contribute to the Trust's success.

2 PURPOSE AND SCOPE OF POLICY

- 2.1 The development of this policy is part of the Trust's Engagement Strategy and overall commitment to build on current practice and to help foster increased levels of engagement.
- 2.2 This policy applies equally to all its employees.

3 EXPECTED BEHAVIOURS

- 3.1 Trust policies and procedures outline the rules and conduct expected from staff.
- 3.2 The 'Quality for All' values identify the conduct and behaviours required by all staff employed by the Trust.
- 3.3 All staff should adhere to the Equality Act 2010 which provides a legal framework to protect the rights of individuals and advance equality of opportunity for all.

4 DEFINITION

- 4.1 High quality two way dialogue throughout the Trust is essential for our staff to be engaged in achieving our objectives, able to contribute and feel their contribution is valued. Staff engagement is a combination of attitudes, thoughts and behaviours that relate to satisfaction, advocacy, commitment, pride, loyalty and responsibility. Staff engagement relates to the extent to which employees are fully engaged with the Trust and their work.

5 COMMITMENT TO STAFF ENGAGEMENT

- 5.1 To demonstrate the Trust's commitment to staff engagement, the following actions will be taken:
 - The Board and Executive Team will ensure that staff engagement is considered on agendas as appropriate
 - Staff with line management responsibility will be encouraged and supported to manage their teams in an engaging way, through appropriate training, listening events and providing the team with information and resources to meet both individual objectives and Trust priorities
 - Action on staff engagement will be driven by data from sources such as the staff survey and the response to issues raised in the survey shall be published on a regular basis
 - The Trust will adopt good practice recommendations in ways which support staff engagement
 - The effectiveness of staff engagement will be reviewed on an annual basis.

6 BENEFITS OF STAFF ENGAGEMENT

- 6.1 Staff engagement benefits the Trust by creating an informed, involved and productive workplace that helps the achievement of the Trust's strategic goals. Engaged employees:
- Have a stronger sense of personal wellbeing, feel more involved, committed and productive at work.
 - Have a desire and commitment to give their best
 - Generate greater productivity and higher levels of motivation
 - Will act as advocate for the Trust
 - Have lower rates of sickness and absenteeism
 - Are less likely to leave
 - Behave in ways that support the Trust's Quality for All values and behaviours
 - Have a positive impact on patient care
 - Increased job satisfaction

7 ROLES AND RESPONSIBILITIES

- 7.1 High quality leadership and management at all levels are vital to successful staff engagement. All staff have an ability and responsibility to help contribute to the success of the Trust. The expectation is that staff will take up opportunities to contribute through staff engagement.
- 7.2 The Executive Team is accountable to the Trust Board for ensuring Trust-wide compliance with this policy
- 7.3 Divisional General Managers, Divisional Matrons, Heads of Service and Clinical Leads are responsible to the Executive Team for ensuring policy implementation
- 7.4 Managers are responsible for ensuring policy implementation and compliance in their area(s). The role of managers is especially important given the clear association between engagement, job satisfaction, advocacy and performance. They play a crucial part in ensuring that staff understand how their role contributes to the overall objectives of the Trust.
- 7.5 Managers in each area should continue to develop engagement strategies by allowing staff the opportunity to feed their views upwards and ensure staff are kept informed through regular communications and feedback. Such communication can increase engagement amongst staff. Those with management responsibilities should aim to:
- Create an environment of effective two-way communication
 - Aim to demonstrate alignment to core professional management behaviours
 - Create an environment where staff are able to make suggestions for improvement and can implement their ideas
 - Provide guidance and support to enable employees to perform to their full potential and to meet their appraisal objectives
 - Value and recognise the contribution of all staff, providing praise where appropriate
 - Enable good interpersonal skills and actively managing tensions between team members, promoting Quality for All values of communication and working together

- Maintain a positive can-do attitude
- Seek to motivate their team in challenging times
- Acknowledge that different groups of staff will be influenced by a different combinations of factors

7.6 The Trust is committed to continuing its engagement with staff and will seek to improve on the scores measured in the staff survey to meet the pledge in the NHS Constitution

8 EVIDENCE BASE

- People Management
- Chartered Institute of Personnel and Development Publications
- NHS Employers
- Kings Fund Publications

9 MONITORING COMPLIANCE

9.1 Monitoring of staff engagement is undertaken on an annual basis by the Deputy Deputy Director of HR.

10 TRAINING REQUIREMENTS

10.1 Training will be provided to Managers following implementation of the Engagement Strategy and Toolkit.

11 DISTRIBUTION

11.1 The policy will be held on the Trust intranet site under HR Policies.

12 COMMUNICATION

12.1 Communication of this policy will be through Team Briefing sessions and training update events.

13 AUTHOR AND REVIEW DETAILS

Date issued: May 2015

Date to be reviewed by: May 2017

To be reviewed by: Deputy Director of Human Resources

Executive Sponsor: Executive Director of Human Resources