

# People and Culture Working Group

## Example Terms of Reference

### 1. Introduction

Every merging organisation has cultural attributes that need to be recognised, acknowledged and considered during the review, planning and implementation stages. One single culture should not dominate and by respecting diversity, workplace transition can occur more effectively.

To deliver a consistent and effective change strategy across the amalgamating organisations, management have established a People and Culture Working Group.

### 2. Aim of the Working Group

The People and Culture Working Group (PCWG) is a representative body of the merging councils, established to drive, support and enhance the internal employee communications, engagement and change management strategies. The aim is to ensure that the merging organisations maintain the necessary focus and energy required to drive the successful integration of workplace cultures, without compromising staff satisfaction, well-being and service provision.

The PCWG is not authorised to discuss or otherwise get involved in individual staff issues such as grievances, performance reviews, reclassifications, salary reviews etc. These matters will be addressed through the appropriate human resource management channels on a case by case basis.

### 3. Objectives of the PCWG

- Drive, inspire and maintain a positive and energetic approach to the reform process
- Promote the principles of reform and values for change.
- Highlight examples of good leadership demonstrated across the organisations.
- Ensure timely and consistent communication of information, strategies, timelines and progress is maintained throughout the transition stage.
- Make recommendations to the GM and executive team on change initiatives.
- Ensure that Equal Employment Opportunity principles and practices are upheld.
- Support positive change management initiatives aimed at achieving an effective and smooth transition to the new entity and beyond.

*For the more technical-related Working Groups (i.e. Business Systems), the following objectives could be considered:*

- *Collate and review existing operations*
- *Identify inconsistencies and conflicting policies, procedures etc*
- *Determine and assess risks*
- *Develop strategies to address reform requirements*
- *Operational issues to be addressed by the Working Groups – elevate key risks/challenges to the Transition Committee if applicable*
- *Identify and document tasks that must be done prior to Changeover Day and timelines*
- *Identify and document (in chronological order) tasks that will need to be completed throughout the continuum of transition and distribute to all Working Groups for confirmation*
- *Communicate and discuss any significant changes to tasks throughout the transition to other Working Groups, to ensure continuity and integration of project planning*
- *Report progress in line with agreed Working Group reporting processes*

#### **4. Functions**

- Work closely with and support the officers tasked with internal communications and employee engagement.
- Assist officers with the development of a Change Management Plan that drives the key employee engagement, consultation and communications strategies during the transition stages.
- Raise issues, initiate discussions and make suggestions for improvements to ensure staff well-being and employee satisfaction.
- Ensure all change management strategies are implemented consistently across all Council sites and facilities.
- Make recommendations to the GM on matters relating to workload, stress levels, working conditions and work life balance.
- Highlight better practice and innovation.
- Oversee the implementation of the Staff Surveys and assist officers with the development of appropriate response strategies.

#### **5. Membership**

- The core Working Group will consist of the GM, communications officer, a HR professional / officer and a representative of management / key officer from each Division.
- The Project Manager of the reform process is the chairperson of the working group.
- In addition to the core Working Group there will be at least one representative from the general staff of administration, community services and outside workforce (these may be on fixed term rotation) with a maximum of 14 people.
- Depending upon the issues arising or the stage of reform, additional members can be appointed as appropriate with the approval of the chairperson.
- Once the inaugural appointments have been made jointly by the GMs, future appointments will be made by the Chairperson in consultation with the working group.
- Divisional Managers can nominate general staff members.

#### **6. Administration**

- The chair will nominate a deputy from within the group to cover leave or unexpected absences, and a secretariat to record minutes and co-ordinate meetings. The secretariat may be appointed from within the group or provided by the organisation if resources are available.

#### **7. Meetings**

- The group will meet monthly at a minimum with frequency increasing as the level of change activity or issues arising increases.
- The agenda will be prepared and distributed by the secretariat. Members can forward agenda items to the Secretariat no later than three working days before the meeting. Matters requiring significant time or resources to address may be dealt with outside of the meeting and reported against at the next meeting.
- Special meetings of the Working Group may be convened depending on the urgency of matters raised or included in the Agenda. Agreement on decisions shall be by consensus.
- Minutes of each meeting shall be prepared by the Secretariat, who will maintain a file of confirmed minutes.

## **8. Working Group Governance**

The following could be a generic starting point for all Terms of Reference (TOR) for the Working Groups.

- Outline the Governance framework for the Working Groups.
- Insert governance framework diagram.
- Insert the role and responsibility of key positions, such as GM and Interim GM, Project Manager, Working Group Chairperson, Working Group members, other managers and project staff (who may be tasked with some project work).

## **9. Key Deliverables**

- Insert objectives, milestones, key dates and key deliverables for the Working Group and distribute to other Working Groups for confirmation.
- Advise other Working Groups of any significant changes throughout the transition stages.
- Insert integration points with other Working Groups and key deliverables throughout the transition stages where applicable (i.e. interim organisation structure, interim staffing strategy).