

Solace/IS Transformation Work

National Self Evaluation Framework

How well do we meet the needs of staff?

Self evaluation area:

3.1: Impact on staff



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Self-evaluation area 3.1: Impact on staff

Explainer

Assessing the impact on staff is vital for understanding workforce wellbeing, effectiveness, and sustainability.

Potential evidence

- Staff survey results
- Feedback from trades unions
- Absence, sickness and related data
- Retention and recruitment data
- Exit interview analysis
- training opportunities offered vs uptake
- succession planning/ workforce planning data
- Results and impact of any relevant internal self-evaluation or improvement activity e.g. PSIF and Peer Collaborative Improvement

Reflective questions

Wellbeing and Morale

- How are we monitoring and supporting staff wellbeing across all levels of the organisation?
- What does recent staff feedback (e.g. surveys, engagement sessions) tell us about morale, stress, and workload?
- Are we seeing patterns of burnout, absenteeism, or turnover that signal deeper issues?

Workload and Capacity

- Are staff resourced and supported to manage current workloads effectively?
- How often are staff required to “go above and beyond” to keep services running?
- Do we proactively manage pressure points, especially during periods of change, reform, or crisis?

Skills, Training, and Development

- Are staff given opportunities for continuous learning and career development?
- Do training programmes align with future service needs, such as digital skills or trauma-informed practice?
- Are induction and support processes sufficient for new or redeployed staff?

Voice and Involvement

- Do staff feel heard, respected, and able to contribute to decisions that affect their work?
- Are there effective mechanisms for staff engagement and two-way communication?
- How do we act on feedback from front-line workers and middle managers?

Organisational Culture

- Do staff feel proud to work for the council? Why or why not?
- How inclusive, collaborative, and values-driven is our culture?
- Are we fostering a culture of psychological safety, where people feel able to raise concerns without fear?

Change and Resilience

- How well do we support staff during organisational change or restructuring?
- Are change processes (e.g. service redesign, digital transformation) mindful of staff impact and engagement?
- Do staff feel resilient and adaptable, or overburdened and unsupported?

Recognition and Progression

- Are we recognising and celebrating staff contributions meaningfully?

- Do staff believe there are fair opportunities for progression and development?
- Are we addressing issues of pay disparity, role clarity, and perceived fairness?

Health, Safety, and Support

- Do staff feel physically and psychologically safe in their roles?
- Are there robust systems for responding to harassment, bullying, or unsafe working conditions?
- How do we support staff experiencing trauma, vicarious stress, or challenging behaviour from service users?

Equality, Diversity, and Inclusion

- Do we actively promote equality and diversity within our workforce?
- Are we addressing the specific needs of underrepresented or disadvantaged staff groups?
- How do we monitor and respond to inequalities in recruitment, progression, or workplace experience?

Performance and Contribution

- Are staff clear on what is expected of them and how their work contributes to wider outcomes?
- Do performance management systems support growth and learning, not just compliance?
- Are teams empowered to innovate and improve how they deliver their work?
- How good are we at following through on improvement plans?