

The  
Electoral  
Commission

# Our People Strategy 2022/25



# Our Culture Charter



## We are inclusive and respectful

We are open to new ideas and new ways of thinking, and valuing different knowledge and skills.

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We create a workplace where everyone feels supported and encouraged to contribute and achieve their potential.

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We stand up against bullying and harassment and have the tools and support to report behaviour of this nature.

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We create an open, welcoming and inclusive environment for all.

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## We are professional and supportive

We strive to develop professionally and personally with a focus on high quality work.

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We provide everyone with opportunities to learn and develop, prioritising and encouraging growth.

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We welcome and deliver feedback in a positive and constructive way.

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We ask for help where we need it, and being prepared to help others.

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We champion others' professional or personal achievements.

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## We are collaborative and flexible

We work collaboratively with teams across the Commission, sharing resources, knowledge and ideas, and supporting each other to achieve the Commission's goals.

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We are understanding and flexible to our colleagues' individual circumstances and needs and to different ways of working.

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We are open to change and the opportunities it brings.

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# Our values

## Making an impact

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Demonstrating our determination and shared passion for doing the best that we can for people across the UK.

By using our understanding of the big picture and stakeholder perspectives, we will shape our priorities, think ahead and anticipate change and work together creatively and flexibly to deliver outcomes that matter to voters.

## Authoritative

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Using our expertise and powers confidently, sensitively and proportionately for the benefit of voters. This will help enhance our reputation as a respected and influential body that deserves to be listened to and taken seriously.

## Engaged

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Looking outside the Commission, and proactively developing relationships that give us a deeper understanding of our stakeholders and provide opportunities for us to promote the interests of voters.

## Independent

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Taking responsibility for our role as champion of the voter, recognising and balancing the tensions that inevitably arise from our main functions, and behaving with integrity to build public trust and confidence in the way elections and the political finance system work.

## Transparent

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Demonstrating an absolute commitment to openness, ethical behaviour, and clarity, to build understanding about what we do, and trust and confidence in how we do it.

# Our ambition

Our People Strategy has been developed through conversations with our staff.

Previous People Strategy	The Corporate Plan	The Staff Survey feedback	The new Chief Executive's vision
<p>A continually developing people culture.</p> <hr/> <p>Effective people planning.</p> <hr/> <p>Developing our people and expertise.</p> <hr/> <p>Getting the best from our people.</p> <hr/> <p>Valuing our people.</p> <hr/>	<p><b>The strategic objectives are underpinned by 3 key factors:</b></p> <hr/> <p>We demonstrate independence and integrity.</p> <hr/> <p>We are a skilled organisation where diversity is valued.</p> <hr/> <p>We are a learning organisation where improvement is continuous and resources are used efficiently.</p> <hr/>	<p><b>Top 4 priorities for change:</b></p> <hr/> <p>22% of staff want more opportunity for progression/ development.</p> <hr/> <p>17% of staff want more investment in IT.</p> <hr/> <p>10% want better teamwork and collaboration.</p> <hr/> <p>15% want improved leadership and management.</p> <hr/>	<p><b>Key focus for HR and wider People issues:</b></p> <hr/> <p>Step change in our L&amp;D offer.</p> <hr/> <p>Step change in our recruitment processes from advertising to on- boarding.</p> <hr/> <p>“Reenergising” annual performance process.</p> <hr/> <p>Continue to push on EDI &amp; anti-bullying.</p> <hr/>

# All staff survey: Results

89% response rate

154 responses from 173 colleagues

The following figures represent the proportion of colleagues who agreed with each statement:

60%

“Action will be taken on the results of this survey.”

72%

“The Commission is committed to creating a diverse and inclusive workplace.”

25%

“There are opportunities for me to progress in my career at the Commission.”

87%

“I am treated with respect by the people I work with.”

81%

“I am proud when I tell others I work for the Commission.”

24%

“I feel that change is managed well.”

37%

“Different parts of the Commission communicate effectively with each other.”

67%

**Employee engagement score**

The survey was conducted between November 1<sup>st</sup> 2021 and December 3<sup>rd</sup> 2021. All colleagues were given the opportunity to complete the survey via an online survey sent by email.

# People Strategy 2022–2025

## Our commitment

### 1. Learning and development

We aim to give our employees lifelong skills by creating a positive environment for learning. This will be continuous and actively encouraged to empower and incentivise employees to learn, grow and to take ownership for developing their career.

Ensure that learning is seen as a strategic partner to enable the goals we want to achieve at the Commission.

### 2. Performance and development

We want to reshape the performance review process making it more sustainable with a long-term focus on development, through an emphasis on open, honest and constructive conversations and by integrating it with other vertical people practices.

### 3. Recruitment

Our recruitment and selection process will be user friendly, streamlined, engaging, accessible and fit for purpose ensuring the Commission's workforce is diverse and mirrors the community it serves.

### 4. EDI, dignity and respect

The Commission is committed to providing an inclusive and diverse working environment where all colleagues are treated with equality, dignity and respect.

As an organisation the Commission is committed to zero tolerance of bullying, harassment and victimisation at any level, both within the organisation and in our relationships with stakeholders.

Success is dependent on maximising efficiency throughout The Commission's people processes. We will achieve this by looking at our systems, automation and division of work and working with HR as a strategic partner and change agent.



We are a learning organisation where improvement is continuous, and resources are used effectively. We are a skilled organisation where diversity is valued. (Corporate Plan)

# 1. Learning and Development (L&D)



Underpinning Corporate Theme	What this means in principle	What we will do	Outcomes
<p><b>“We are a learning organisation where improvement is continuous and resources are used effectively.”</b></p>	<p>Our people are the core of our organisation. We will enable staff to be skilled with the diverse expertise needed to deliver our work and we will ensure they are capable, with a focus on being effective in everything they do.</p>	<ul style="list-style-type: none"> <li>• Roll out a new Leadership Development Programme</li> <li>• Complete a Training Needs and Skills Analysis</li> <li>• Produce an L&amp;D Strategy</li> <li>• Gain access to Civil Service learning opportunities</li> <li>• Introduce time-protected ‘development days’ devoted to learning and development</li> <li>• Promote equal training opportunities across the Commission through a blend of core skills as well as “nice-to-have’s” considering the hybrid working environment</li> <li>• Develop an internal talent pipeline through upskilling, development plans and succession planning</li> </ul>	<p>Offer our employees lifelong skills by creating a positive environment for learning which will be continuous and actively encouraged.</p> <p>Empower and incentivise employees to learn, grow and take ownership for developing their career.</p> <p>Ensure that learning is seen as a strategic activity to enable the goals we want to achieve in the Commission.</p>

# 2. Performance Development Process (PDP)



Underpinning Corporate Theme	What this means in principle	What we will do	Outcomes
<p><b>“We are a skilled organisation where diversity is valued.”</b></p> <p><b>“We are a learning organisation where improvement is continuous and resources are used effectively.”</b></p>	<p>We will implement refreshed working practices to reflect wider changes in our work environment and culture, while attracting, retaining and developing the people we need. We will maintain and improve high standards of leadership and management, with a focus on developing our people.</p>	<ul style="list-style-type: none"> <li>• Introduce a new all-encompassing HR System which has a ‘performance management’ add-on module aimed at automating and simplifying the current process</li> <li>• Implement a structured, regular, consistent and forward-looking process which focuses on the richness of the conversation</li> <li>• Introduce meaningful and evidence-based 360 feedback for all staff, which will be used as a constructive development tool</li> <li>• Ensure people understand the link between how their individual performance aligns with the Corporate Objectives, culture charter and commitment to EDI</li> <li>• Provide a process free from ratings, grades or performance-related pay which still provides guidance for managers on how to tackle underperformance</li> </ul>	<p>We want to reshape the performance review process making it more sustainable with a long term focus on development. We will do this through an emphasis on an open, honest and constructive conversation. and by integrating the review process with other vertical people practices.</p>



# 3. Recruitment and selection



Underpinning Corporate Theme	What this means in principle	What we will do	Outcomes
<p><b>“We are a skilled organisation where diversity is valued.”</b></p>	<p>We will attract, retain and develop the people we need. Our people are the core of our organisation and we will continue to implement our People Strategy to ensure we attract, retain and develop the best team possible.</p>	<ul style="list-style-type: none"> <li>• Develop a recruitment strategy and guidelines for managers based on the 2022 recruitment review</li> <li>• Introduce a new Applicant Tracking System (ATS) to replace iRecruit which will reduce bureaucracy, simplify shortlisting and provide candidate diversity data among other improvements identified through the 2022 recruitment review</li> <li>• Reduce internal skills gap by offering a talent pipeline and career pathway via apprenticeships, development plans and higher education opportunities. This will enable staff to compete with the external market and will increase internal appointments</li> <li>• Recruit a diverse workforce at all levels that mirrors the community the Commission serves</li> <li>• Conduct a review of the Commission’s pay structure ensuring we can compete with the external job market</li> </ul>	<p>Our recruitment and selection process will be user-friendly, streamlined, engaging, accessible and fit-for-purpose ensuring the Commission’s workforce is diverse and mirrors the community it serves.</p>

# 4. Equality, Diversity & Inclusion (EDI), dignity and respect



Underpinning Corporate Theme	What this means in principle	What we will do	Outcomes
<p><b>“We are a skilled organisation where diversity is valued.”</b></p>	<p>We will further embed equality, diversity and inclusion (EDI) in all aspects of our work. We value diversity, and are committed to being an inclusive regulator, with strategies and processes that reflect the diversity of those we serve. We celebrate the breadth of thinking, skills and experience that our people bring to the organisation.</p>	<p>Roll out and deliver a new EDI Strategy by:</p> <ul style="list-style-type: none"> <li>• building senior commitment to EDI through leadership training, raising awareness of EDI issues and providing tools for managing fairly</li> <li>• encouraging senior level sponsors and allies for diversity event.</li> <li>• introducing mandatory recruitment training for anyone involved in recruitment including unconscious bias, legal responsibilities, and how to conduct fair recruitment</li> <li>• embedding the new culture charter and EDI commitment by introducing set EDI &amp; Behaviour objectives in performance reviews, with support from the EDI group and the newly rebranded Workplace Behaviour Team</li> </ul>	<p>We will offer an inclusive and diverse working environment where all colleagues are treated with equality, dignity and respect. Where everyone is treated fairly and has equal opportunities.</p> <p>We will maximise and value the range of people in our workforce so that everyone feels respected at work.</p>

## 4. EDI, dignity and respect (continued)

Underpinning Corporate Theme	What this means in principle	What we will do	Outcomes
<p><b>“We are a skilled organisation where diversity is valued.”</b></p>	<p>We will further embed equality, diversity and inclusion (EDI) in all aspects of our work. We value diversity, and are committed to being an inclusive regulator, with strategies and processes that reflect the diversity of those we serve. We celebrate the breadth of thinking, skills and experience that our people bring to the organisation.</p>	<ul style="list-style-type: none"> <li>• establishing a selection of EDI &amp; behaviour interview questions and ensuring all training sessions are equality assessed</li> <li>• building upon our existing Level 1 commitment and aim for Level 2 of the Disability Confident scheme</li> <li>• addressing each of the seven commitments outlined in the BITC 2022 Race at Work charter to ensure that the Commission offers an inclusive and diverse workplace</li> <li>• migrating to a new HR and recruitment system and running yearly staff satisfaction surveys as well as mini pulse surveys which will help us to gather more data, track progress, measure success and establish whether bullying &amp; harassment numbers are decreasing</li> </ul>	<p>The Commission has zero tolerance for bullying, harassment, victimisation and discrimination at any level, both within the organisation and in our relationships with stakeholders. Where any such complaints are raised, these will be handled in line with the new Dignity at Work policy ensuring confidentiality and duty of care towards both parties are at the forefront of the investigation.</p>

# How you can get involved

Making the Electoral Commission a great place to work requires action from all of us. We will only achieve our ambitions if we all take an active role and get involved in various ways.

## Here is how you can get involved:

Participate in People Strategy focus groups, we need your expertise to continuously improve candidate and staff experiences.

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Speak to your manager if you have any concerns or constructively feedback directly to HR.

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Join a staff network – we have the Equality and Diversity Group, Race at Work Taskforce, Workplace Behaviour Group and the Staff Engagement Group.

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Engage with People Surveys – we need to know what matters to you so we can make changes and improvements.

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Find your Public and Commercial Services trade union representative.

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Become a Mental Health First Aider or a Diversity & Inclusion Champion.

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If you leave, please engage in the exit interview process.

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# Contact us

If you have any questions on our People Strategy, please contact [hr\\_inbox@electoralcommission.org.uk](mailto:hr_inbox@electoralcommission.org.uk)

Alternatively, head to our [website](#) for more information or get in touch with one of our local offices:

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Thank you

The  
Electoral  
Commission

The Electoral Commission is the independent body which oversees elections and regulates political finance in the UK. We work to promote public confidence in the electoral system and ensure its integrity.

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