

## **Management Board**

### **DHRC Service Delivery**

*Note by the Director General HR and Change*

#### **Introduction**

1. The DHRC Service delivery 2014-16 consultation document (annex 1) explains DHRC's service delivery plan including specific savings proposals and their impact on resources. It also describes the role of Business Partners (BPs) and provides a timetable on next steps. A second annex shows the proposed organogram effective from April 2014. Formal consultation will end on Wednesday 20 November.

#### **Action for the Board**

2. The Board is asked to note the changes and highlight any likely impacts on individual departments.

#### **Consultation and equality analysis**

3. The consultation paper was issued to staff and the TUS on 30 October, with a deadline for comments by 20 November. Comments have been received about the numbers of posts being saved and the clarity about what is changing (see para. 7 below). A constructive meeting has taken place with TUS.
4. Diversity and inclusion issues have been considered during the development of the delivery plan and the Head of D&I has been included in both her management and professional roles. Equality analyses will follow as described in annex 1, section 9. One benefit of the proposed changes is that production and analysis of D&I management information will move to the workforce planning/ MI team to take advantage of appropriate capability.

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## Background

5. The Department's business model for HR, learning and change has been operating for 18 months and we have been reviewing its effectiveness with key customers and our staff. A report by Qedis<sup>1</sup> in the early summer confirmed the approach, and recommended a number of measures to consolidate and strengthen the department's services, while continuing to develop the BP model (recommendations from the Qedis report are attached at annex 3). The Department is committed to making budgetary savings from next April, while continuing to develop services. There have been extensive consultations and process reviews throughout the summer.
6. Our overall budget reduction for 2014/15 is some £900k, including a savings programme commitment of £536,000. The remainder relates to the closure of the HR Implementation Team.

## Key changes

7. In addition to the savings of an SCS post (already achieved) we are proposing a net reduction of 9.2 FTE which includes the cessation of the temporary HR delivery team. We have not salami-sliced, but aimed to optimise professional capabilities to best effect and considered the improvements expected from the use of technology. Changes will affect a range of paybands. A list of the main job changes is attached at annex 4. Key front line services, such as named HR Advisers for departments and recruitment campaign managers will be maintained.
8. The HR delivery team expect to complete all known restructuring support work in departments and prepare for handover to business as usual by ensuring that all 'lessons learned' are captured by the time they conclude in March 2014. In the meantime they are providing continuous feedback to HR Business Partners and other key HR professionals during the Programme's duration. Pay and Reward and Time Recording will continue.

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<sup>1</sup> Qedis: Operational and Strategic HR and Learning and Development consultants; reviewed current practices within DHRC. Advised on areas of prioritisation and services and identified potential areas for process improvements.

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9. The basic structure of the Department will remain but we will take the opportunity, following Selven Naicker's departure in February, to concentrate both personal and business development activities under one director. There are 25 individual proposals following the Qedis report, the business case and other feedback. In summary:
- **Directors:** a new Director of Development will be appointed; the Director of Change's employment will end in February 2014. The new Director's main purpose, over the next two years, will be to drive People Strategy implementation and deliver improvements in development and performance management. The Change and L&D teams will brigaded in this line to support this aim. Following the Change team's paper to the Board and BMG, feedback indicates that there is strong support for this helpful service and it should continue. It will be funded from existing resources.
  - **Reporting lines:** BPs will continue to report to the Business Management Directors in the departments they serve, but also to the Head of HR Operations in DHRC. She will be supported by an additional A2 to manage transactional teams and provide long term resource for workforce planning. This revised structure is intended to ensure that the BPs and HR advisers work more closely together. The IRIS, Diversity & Inclusion, and Employee Relations & Policy teams will report directly to me to provide support in my corporate and strategic roles.
  - **Other:** Administrative resources will be shared across teams. Most fixed term contracts within fixed term posts will cease by 31 March 2014. We will have a very small project management facility to support delivery milestones and objectives.

### Impact on services

10. The changes have been designed to improve and provide more consistent services for DHRC's customers across the House Service. A strong message from colleagues is that responsive core services are paramount and that anything else should add tangible value. Examples of actions which will support this aim include: business partners working more closely and tangibly with the Operations teams; an additional A2 managing the transactional teams; electronic tools; revised L&D plan and performance management by line managers.

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11. Customers should not discern significant changes in service levels in 2014 – for the medium term we are working to improve support through implementing electronic tools to supplement personal contact, for example: the Learning Management System; the new recruitment contract (HAVAS) and a time recording system. Over time we expect to make it easier for managers and staff to report changes directly through the system and thereby reduce manual input and cross-checking of data. The HAIS upgrade will be assessed on whether it can contribute to these aims. Teams have been designed to focus on delivering consistent HR and Change services for the majority of customers. Our aim is to optimise capability and contribute positively to the House of Commons strategic plan.
12. Most changes will be effective from April 2014 but, where practicable, some changes will begin in the New Year.

### **Financial and procurement implications**

13. There will be a limited and ring-fenced VES, using the established process, with no procurement implications. The Director of Finance has agreed funding.

### **Risks**

14. The Department's budgets will remain very tight. We expect cost pressures for exceptions during 2014/15, including: implementation of the time recording system; an extension of Occupational Health's services provided to Members; preparation for the General Election; unsighted restructures and other departmental changes. These will be mitigated by careful prioritisation with colleagues and liaison with the Director of Finance if budgets are over-stretched.

**Andrew Walker**  
**6 November 2013**

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## Department of HR and Change – Service Delivery 2014-2016 Consultation Paper

### 1. Introduction

1.1 The purpose of the document is to:

- a. Set out the proposals for change which have emerged from the Staff Opinion Survey (2012 & 2013), Investors in People Report (2012) and an external review in March 2013 (Qedis/Ringo)
- b. Invite comments, suggestions and observations, as part of the consultation process, from:
  - Department of HR and Change staff
  - Staff in other Departments who work within the HR and Change function (i.e. on secondment)
  - The Trade Union Side
  - Senior Stakeholders and customers, members of the Management Group and of the Management Board.
- c. Open a 'window' for applications for a Voluntary Exit Scheme (VES) for DHRC members of staff.

1.2 This document should be read in conjunction with the accompanying document entitled '*Resources, Structures & Reporting Lines*' and the previously published draft *DHRC Service Delivery 2014 – 2016*<sup>2</sup> (formerly known as the business case).

### 2. Background

2.1 In September 2013, Andrew Walker, Director General of HR and Change, issued a draft DHRC Service Delivery Plan (formerly referred to as a 'business case') setting out the principles of the Department of HR and Change's Service Delivery

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<sup>2</sup> The draft DHRC Service Delivery Plan 2014-2016 (formerly Business Case) will be updated and finalised following the consultation period.

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Plan 2014-2016. The Plan was intended to meet the financial commitment set by the Savings Programme and to focus and improve DHRC's service delivery. A number of activities have taken place during the build of the Plan including:

- a. DHRC Senior Leadership workshops
- b. Team meetings – attended by the DG and DHRC Directors
- c. Informal consultation and collation and publication of team feedback
- d. Face- to-face meetings with stakeholders and customers from across the House
- e. Meetings with the TUS to brief them on the nature and scope of this Plan.

### **3. Objectives of the DHRC Service Delivery Plan**

3.1 The objectives of the Service Delivery Plan are:

- a. To provide clear direction
- b. Fulfilment and completion of the desired business model to make continuous improvements and look at practical, deliverable options to reduce costs
- c. To operate more efficiently to achieve savings in 2014/15 and beyond.

### **4. Vision for the Department of HR and Change**

4.1 **Our Vision:** *We will be respected by our customers for providing excellent services in a unified, consistent and efficient way.*

4.2 The DHRC Service Delivery Plan is a proposed way of meeting the vision and expectations and providing the right level of support and capability to the wider business. The main principles are:

- a. A 'one-team' approach
- b. Get the basics right – consistently
- c. The concept of 'Plan, Do, Review' is an accepted concept
- d. Focus on the key areas of work
- e. To support the shift towards a fully embedded centralised HR model
- f. Focus on supporting the business needs of the House

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- g. To facilitate improved stakeholder engagement and customer service
  - h. To enable improved project delivery and oversight of that project delivery
  - i. To address issues raised by staff around clarity of roles and boundaries between roles
  - j. To address issues raised by staff and stakeholders/customers around channels of communication, individual accountability and escalation routes
  - k. To provide realistic savings while maintaining the service provided.

## 5. Our Proposed Approach

### 5.1 Our overall aim is to:

Implement a clearer, more coherent organisational structure which strengthens services and provides better understanding in areas such as learning and development (i.e. organisational effectiveness & change) and project/programme delivery.

### 5.2 Our key proposals have been mapped with the recommendations from the three reports (shown at Annex A) and are divided into five categories:

- Directors
- Reporting Lines
- Team Changes
- Contracts
- General

### **DIRECTORS**

#### **Proposal 1**

Appoint a new Director (Band SCS1) to deliver the substantial 'development' agenda across the House for the next two years. Proposed job title 'Director of Development'.

#### **Proposal 2**

Remove the post of 'Change Director' in February 2014, as per the contract term.

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## **REPORTING LINES**

### **Proposal 3**

Head of Employee Relations, Pay & HR Policy (ERPP) to report directly to the Director General. To enable strategic level input and horizon scanning for major pay and HR policy matters.

### **Proposal 4**

Change the DHRC reporting lines of the HR Business Partners from the Director General to the Head of HR Operations to provide senior level resilience and better allocation of work using a triage approach. The BPs' reporting lines to client departments will remain unchanged and they will continue to operate as a separate Business Partner team.

### **Proposal 5**

Change the IRIS team reporting lines from the Business Management & Delivery Director to report directly to the Director General to provide closer alignment with the responsibilities of the SIRO (DG). The Business Management & Delivery Director to continue the role of DIRO.

### **Proposal 6**

Change the reporting lines of the Learning & Development function from the Business Management & Delivery Director to the new Director of Development to emphasise the 'development/organisational effectiveness' capacity building role.

### **Proposal 7**

Retain the current direct reporting lines of the Diversity & Inclusion (D&I) function to the Director General, to ensure that the strategic input and drive continues for D&I which is a corporate priority and objective for the House Service.

### **Proposal 8**

Develop the Change Management capacity by moving the Change Team's reporting lines to the new Director of Development. Confirm the three posts in the team as permanent status (currently fixed-term post status).



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## **TEAM CHANGES**

### **Proposal 9**

Appoint 1 x full-time Band C post to the Director General's Team. To provide reception duties and secretarial support (shared with all DHRC Directors and Director of Finance).

### **Proposal 10**

Close the HR Delivery Programme, as planned, at the end of March 2014 and create some programme capability/capacity (programme management governance) within the Director of Development function. Proposal for 1 x Band B post (based on affordability).

### **Proposal 11**

Reduce the Employee Relations Pay & HR Policy (ERPP) Team by a Band A2 post. The post of HR Policy Manager is a fixed term post (two years ending on 31 March 2014). A new full time role of Pay and HR Policy Manager will be created.

### **Proposal 12**

Decrease 1 x Band C post from Employee Relations & Pay & Policy (ERPP) to 0.5 (part-time). Capacity to be utilised for Time Recording (0.5 x Band C). Link to proposal 22.

### **Proposal 13**

Create temporary, flexible resource for specialist support (proposed 1 x Band A2 pay scale and 1 x Band B1 pay scale) to fulfil the Pay & Reward statistical/pay modelling requirements for 2014/15 and any other specialist requirements across DHRC.

### **Proposal 14**

Create a shared Band C post between HR Advisory Service and PAS, to contribute to closer working relationships between the two teams in the longer term, particularly in the run up to the 2015 General Election. The second Band C vacancy in the HR Advisory Service (full time) will be filled.

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**Proposal 15**

Assign 1 x Band B1 HR Advisory Service post as a Senior Adviser to provide support for restructuring and TUPE cases. The remaining 3 x Band B1 HR Advisory Service posts to remain as 'named advisers' although they may also undertake restructuring work in some cases.

**Proposal 16**

Create a shared Band D1 post between the Central Information & Administration (CIA) and Recruitment Team with an overall reduction of one Band D1 post across both teams.

**Proposal 17**

Appoint a full time Band A2 post to provide long term resource for workforce planning, as part of a new Band A2 Head of Recruitment and CIA post to oversee process improvements.

**Proposal 18**

Recruit a permanent Band A2 within Safety, Health & Wellbeing Service (SHWS). To provide senior level specialist support, resilience and governance.

**Proposal 19**

Secure a permanent Band D1 post within Shared Services Team – currently a fixed-term post. To meet the demands of two large support functions (DHRC and Department of Finance).

**Proposal 20**

Secure a Band B1 permanent position within Diversity & Inclusion (D&I) Team – currently a fixed-term post, assuring Clerk's Apprenticeship Scheme and Nursery Scheme are maintained along with other D&I requirements, including legal compliance.

**Proposal 21**

Utilise spare capacity (Band C post) within the Diversity & Inclusion (D&I) Team (based on the removal of the statistical monitoring – proposal 25) to assist with shared administration for ERPP and HR Advisory Service - managed through planning, via the relevant management chains, with clear boundaries established.

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**Proposal 22**

Fund the Time Recording Project resource commitment (1 x T/Band A2, 0.5 x Band C) from within the 2014/15 DHRC budget but bid for central funding to off-set costs.

**CONTRACTS****Proposal 23**

Cessation of all fixed-term contracts, within fixed-term posts across DHRC for staff whose contracts are due to expire between December 2013 – 31 March 2014 (inclusive).

**GENERAL****Proposal 24**

Assess the cost benefits of the COHORT (OH System), E-Recruitment and Learning Management System (LMS) early 2014/2015 to identify staff cost savings during 2014/15.

**Proposal 25**

Remove the diversity statistical monitoring task performed within Diversity & Inclusion (D&I) to Central Information & Administration (CIA). D&I to continue to provide analytical and specialist diversity input.

**6. Proposed Operating Model**

- 6.1 In implementing the changes we will make sure that people are treated with respect and dignity throughout. We will fully consider the skills and development needs of DHRC staff and will provide support throughout this process. The DHRC Senior Leadership Team all fully support this commitment.
- 6.2 The proposed operating model covering HR, Learning & Change for DHRC is set out in the accompanying document entitled 'Resources, Structures and Reporting Lines'.
- 6.3 The evolving development of the existing BP model (Annex B) is as envisaged when the model was introduced in 2012.

- 6.4 In implementing new structures, we will apply the House's procedures for restructuring and organisational change (as appropriate) and will be preparing new job descriptions where needed. The paybands and job titles given in our proposals are at this stage, indicative. The proposed way forward aims to implement a clearer, more coherent, organisational structure.

## 7. Savings

7.1 The financial commitment in support of the Savings Programme is **£536k**.

### Financials (Hoc Only)

	Revised Budget 2013/14 <sup>i</sup>	Identified Savings	Target for savings	Budget 2014/15 <sup>ii</sup>	Savings commitment
Pay	4800	235 +177 pension adj	367	4021	365
Departmental Expenses	259	22	29	208	22
Corp	2267	120	-90	2237	149
Nursery Income	-186			-220	
<b>Total</b>	<b>7140</b>	<b>554</b>	<b>340</b>	<b>6246</b>	<b>536536</b>

*i – This revised budget for 2013/14 takes into account budget transfers for Clerk's Apprentice Scheme of 240k and an increase to the L&D corporate budget of £78k*

*ii – This revised outturn for 2014/15 takes into account the Clerk's Apprenticeship Scheme funding of £240k, an increase to the L&D corporate budget of £78k and accounting adjustments of £177k relating to the pension scheme merger.*

- 7.2 This year's forecast includes a supplementary budget for the HR Delivery Programme [of £350k], which will not be available beyond March 2014.

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- 7.3 The proposals shown at Section 5 amount to a Full Time Equivalent (FTE) of **79.4**. This demonstrates a net reduction of **9.2** (FTE).
- 7.4 The net cost of the proposals is £6,231,000 however this excludes the cost of re-deployed staff and supernumerary staff who may be displaced following the House's procedures for restructuring and organisational change.

## **8. Voluntary Exits**

- 8.1 Limited funds are available to consider voluntary exits in an attempt to meet the 2014/15 budget gap. Any such exits would be subject to business needs and assurance that there is not a risk to the DHRC Service Delivery Plan 2014 -2016.
- 8.2 A 'window' for applications will be open during the consultation phase (30 October – 20 November) and for a short period beyond (i.e. until the end of November 2013). This will allow staff the opportunity to fully consider their options and have clarity on where posts may become available, following the announcement of the final decision (week commencing 25 November 2013).
- 8.3 The Voluntary Exit Scheme (VES) will be open (i.e. targeted) to DHRC staff with a permanent or fixed term contract who have at least two years continuous service as at 31 March 2014.
- 8.4 It is anticipated that the standard VES criteria will be applied:
- What sort of post reduction will this exit enable (i.e. savings)?
  - What is the impact on the business of this exit?
  - Would this exit facilitate longer-term business flexibility?
- 8.5 Full details of the Voluntary Exit Scheme (VES), including confirmation of the criteria, will be published week commencing 04 November 2013.

## **9. Equality Analysis**

- 9.1 We will determine the level of equality analysis required for these proposals using the Equality Analysis Toolkit, and apply the appropriate level. We are also inviting our staff, customers and stakeholders to assist us with identifying any particular

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issues of concern, or any positive or negative impacts that are raised by these proposals, across the following range of protected equality characteristics:

- a. Age
- b. Disability
- c. Gender reassignment
- d. Marriage and civil partnership
- e. Pregnancy and maternity
- f. Race
- g. Religion or belief
- h. Sex
- i. Sexual orientation
- j. Any other groups or characteristics (e.g. carers or young or older people etc).

## 10. Responding to this Consultation Document

10.1 Please send responses to this consultation, preferably via e-mail, to:

[dhrcservicedelivery@parliament.uk](mailto:dhrcservicedelivery@parliament.uk)

Note: Access to this e-mail is restricted to DHRC Service Delivery Project Manager and Head of HR Delivery.

10.2 Alternatively please post any feedback in the DHRC Service Delivery 'Comments Box'. This is located by the Team Mailboxes.

10.3 Please use the list of Consultation Questions in **Annex C** as a prompt, but feel free to comment on any aspect of this document. You may not wish to provide responses to all of the questions listed, you are welcome to restrict your responses to those that you have a particular view or interest in. Please also use this opportunity to ask any individual questions about your own personal circumstances.

10.4 The deadline for receipt of responses is: **5pm - Wednesday 20 November 2013.**

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- 10.5 Full details of the Voluntary Exit Scheme (VES) will be published week commencing 04 November 2013.
- 10.6 Confidential one-to-one meetings are available during the consultation period with the Senior Leadership Team, DHRC Service Delivery Project Manager (available from 31 Oct – 08 Nov inclusive) or Head of HR Delivery (available 11 Nov – 20 Nov inclusive). Please feel free to approach the Team directly to arrange a confidential meeting.
- 10.7 The DHRC Leadership Team will be holding a full staff meeting, to answer any questions, on:
- Tuesday 05 November 2013 15.00 – 16.00 (Conference Room E)
- 10.8 Drop-in Sessions with the Directors Group have been planned for:
- Monday 06 November - 15.30 – 16.30 (Room 301)
- Monday 18 November - 11.00 – 12.00 (Room 301)
- Tuesday 19 November - 11.30 – 12.30 (Room 301)

## 11. Next Steps

- 11.1 Following consideration of the responses received to this consultation exercise, firm decisions will be made about posts during the week commencing 25 November 2013.
- 11.2 An Implementation Plan will be developed to set the timetable for what is agreed and further communication activities will be undertaken to inform staff and other interested parties of the final outcome. An indicative timetable is shown at Annex D.

## Annex A

## Recommendations (from Staff Survey, liP and Ringo) - Linked with Proposals (pages 3-6)

Recommendation	Proposal Number
It is strongly recommended that the Department work swiftly to develop a short, medium and long-term action plan for addressing and overcoming the remaining hurdles to better performance.	1
It is highly unlikely that DHRC's people will really be able to make a difference to the organisation without some substantive developments at a more strategic level in the House Service: most notably the adoption of consistently higher levels of ownership of the people piece within Departments.	1 & 8
Clarifying roles, activities and responsibilities in L&D, ERP&P, HR Advisory and HR Operations.	1, 3, 4 & 6
Clarify the role and activities of the HRBPs both inside DHRC and the organisation; optimise the split of time between advisory and administration.	4
Managers and Leaders to increase amount of informal and formal management of talent; leverage HRBPs and measure leadership on their capabilities and completion rate of performance management for staff.	1, 6 & 8
Develop a plan to raise the level of capability for managers to manage talent effectively.	1, 6 & 8
Reduce areas of duplication of effort once roles and activities clarified: - reduce headcount.	11, 12, 13, 14, 15, 16, 17, 18,19,20 & 21
Implement plan on skills and capability to formally and informally manage talent.	1, 6 & 8
Change Management: the reporting lines of this team should be clarified and increase speed of change in the organisation as certain processes/roles are discontinued.	8
Design and implement Workforce Planning approach and capability – including workforce analytics.	17
Develop and implement an approach for formal Succession Planning capability and processes.	1, 6 & 8
Reward and Retain Talent: HRBPS work with ERP&P team to develop and implement an approach that links performance management to pay and rewards; differentiate pay and/or bonus to top performers only.	3, 4 & 13
Develop and implement a positive “talent brand” and build a recruitment capability to support attracting and retaining top talent.	1, 6 & 8
In the longer term: HRIS upgrade to integrate talent management and L&D.	25



**Annex B****DHRC Business Partnering**

A DHRC Business Partner operates as a *relationship manager* on behalf of the whole of the Human Resources & Change Department.

A HR Business Partner is an HR professional who works alongside other business areas, supporting and advising their strategic and operational decision-making through insights that drive better business performance. Whilst it is important to have individuals who are identified as a HR Business Partner leads, the work required to make business partnering work is very much a team effort, it requires people right across the HRC Function to share a common focus and approach.

Human Resources Business Partnering involves:

Responsible jointly to the leadership of their designated department or business area for the delivery of HR, Capability and Change management services

Develops strong working relationships with key stakeholders in the designated department or business area, building credibility for the Department of HRC and its services

Works with other HRC Business Partners and the Head of HR Operations, as a team, to provide back-up and an additional perspective. Using a triage approach to ensure that demands are met and co-ordinated effectively.

Responds quickly to feedback from managers in the designated department or business area, working with colleagues in HRC to ensure that services are responsive to business requirements

Proactively develops own business knowledge, and participates in business planning, so as to more effectively align HRC services with the needs of their designated department or business area.

Acts as an HR consultancy service for managers in the department or business area, supporting the delivery of departmental business priorities and strategic plans, brokering services from other experts where appropriate.

Works with other DHRC staff to coordinate effective delivery of operational HR services in their designated department or business area, including for example; HR casework, absence management, performance management.

Provides departmental input and ensures compliance with HR Policy areas, including pay and reward and employee relations.

Works with senior managers in the designated department or business area to establish future staffing needs; and establish efficient systems for workforce planning throughout the year.

Attends relevant departmental leadership groups as required (e.g. Departmental Management Boards, or Directorate Leadership Groups)

Carries out other HR relevant activities, for examples bespoke projects, as required by the needs of the business area

## Consultation Guide

1. Have we correctly captured the issues which staff feel should be addressed, bearing in mind the objectives?
2. Have we correctly captured the issues of most importance to our customers and stakeholders?
3. Will our proposals address the issues identified?
4. Will our proposed way forward provide greater clarity and coherence around organisation and delivery of our services?
5. Do you have any concerns or comments relating to our proposal to bring together certain DHRC functions?
6. Will our Business Partnering Model ensure that we are able to strike the right balance between the flexibility that departments seek whilst enabling us to make progress on our objectives?
7. Does our draft description of the role of a Business Partner (**Annex B**) focus on the most appropriate activities?
8. Will our proposals be helpful in addressing the issues raised in the Staff Survey around staff morale, job satisfaction, engagement, and access to training and development?
9. Do you have any equality issues of concern or thoughts around any positive or negative impacts that are raised by these proposals (i.e. on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or any other group or characteristics?).
10. The way forward is intended to support new and more efficient ways of working. Do you have suggestions about any support that we could provide to help develop these new ways of working alongside the changes listed in this consultation document e.g. team building, skills gap analysis, coaching.

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**Proposed Timetable**

w/c 28 Oct 2013	<p><b>CS/SE:</b> Phase II consultation begins – DHRC</p> <p><b>CS/SE:</b> BMDs</p> <p><b>CS/SE:</b> Departmental boards</p> <p><b>CS/SE:</b> The Clerk and MB</p>
w/c 04 Nov 2013	<p><b>HRDP:</b> VES opens</p> <p><b>CS/SE:</b> Consult TUS</p> <p><b>CS/CE:</b> Departmental Q&amp;A Session</p> <p><b>CS/CE:</b> Drop-in-Sessions</p>
w/c 11 Nov 2013	<p><b>CS/SE:</b> Management Board (13 November)</p> <p><b>BPP:</b> lIP external review</p>
w/c 18 Nov 2013	<p><b>CS/CE:</b> Drop-in-Sessions</p> <p><b>CS/SE:</b> Phase II consultation ends (20 November)</p> <p><b>BPP:</b> Leadership group to consider feedback</p>

w/c 25 Nov 2013	<p><b>BPP:</b> Final structure approved by DG/directors</p> <p><b>BPP:</b> Recruitment for second Director</p> <p><b>CS/SE:</b> Inform DHRC</p> <p><b>CS/SE:</b> Inform business</p> <p><b>CS/SE:</b> Inform TUS</p>
w/c 02 Dec 2014	<p><b>BPP:</b> Implementation period – (selection processes, notice periods, redeployment)</p> <p><b>HRDP: VES Closes</b></p>
w/c 06 Jan 2014 – 31Mar 2014	<p><b>PR:</b> Review processes and implement improvements</p> <p><b>CS/SE:</b> Discussions with TUS</p>
w/c 10 Feb 2014	<b>HRDP:</b> Gateway Review of HR Delivery Programme
w/c 24 Feb 2014	<b>MC:</b> Director of Change leaves
w/c 03 Mar 2014	<b>CS/SE:</b> Meeting with TUS
w/c 31 Mar 2014	<b>HRDP:</b> Closure of HR Delivery Programme

**Key:**

**A:** Accommodation

**BPP:** Business Planning Process

**CS/CE:** Communications Strategy/Stakeholder Engagement

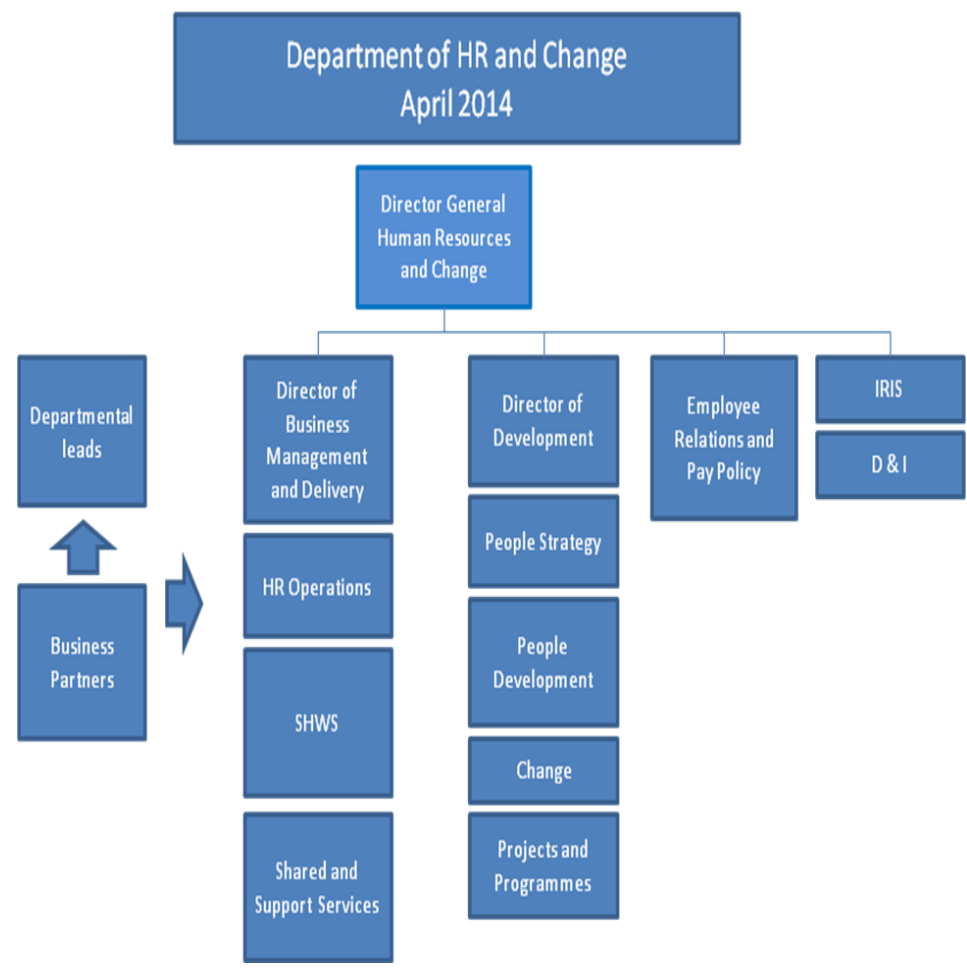
**HRDP:** HR Delivery Programme

**PD:** Professional Development

**PR:** Process Reviews

**MC:** Managing Change

Annex 2



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## Qedis Report (April 2013)

### A Roadmap for Change: Key Recommendations and Timings

The following highlights our recommended areas of quick wins and mid to long term wins that DHRC should consider.

#### Quick Win areas of DHRC focus (3-6 months):

- 1) **Governance:** Clarifying roles, activities and responsibilities in L&D, ERP&P, HR Advisory and HR Operations.
- 2) **Governance:** Clarify the role and activities of the HRBPs both inside DHRC and the organisation; optimise the split of time between advisory and administration.
- 3) **Governance and Measurement:** Managers and Leaders to increase amount of informal and formal management of talent; leverage HRBPs and measure leadership on their capabilities and completion rate of performance management for staff.
- 4) **Skills and Capabilities:** Develop a plan to raise the level of capability for managers to manage talent effectively.
- 5) **Process:** Reduce areas of duplication of effort once roles and activities clarified:
  - reduce headcount.

#### Mid-term areas of DHRC focus (6-12 months):

- 1) **Manager and Leadership Development:** implement plan on skills and capability to formally and informally manage talent



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- 2) **Change Management:** this team should report into the Director General reduce “friction” and increase speed of change in the organisation as certain processes/roles are discontinued
  - 3) **Functional:** Design and implement Workforce Planning approach and capability
  - 4) **Functional:** Develop and implement an approach for formal Succession Planning capability and processes
  - 5) **Functional:** Reward and Retain Talent: HRBPs work with ERP&P team to develop and implement an approach that links performance management to pay and rewards; differentiate pay and/or bonus to top performers only

**Longer-term areas of DHRC focus (+12 months):**

- 1) **Functional:** Develop and implement a positive “talent brand” and build a recruitment capability to support attracting and retaining top talent
- 2) **HRIS:** Integrated talent management and L&D – upgraded HRIS
- 3) **Workforce Analytics:** insights into to people data and decision making processes as well as implementation of action plans; measure benefits.

**Cost Savings and Service Improvement Options:**

- A. Take all savings from reduction in duplication of activities and reduction of headcount apply to current budget; significant reduction in costs (up to 10%), however no reinvestment into improving Value Add Services.
- B. Take a portion of savings from reduction in duplication of activities and reduction of headcount and apply to current budget (from 5-10%); take remaining savings and reinvest in resources and tools to improve Value Add Services.

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C. Re-invest all savings (100%) from reduction in duplication of activities and reduction of headcount and reinvest in Value Add Services.

Our recommendation is to consider **Option B**. This would be the optimal solution provided the 5-10% in costs savings will be adequate (assuming a £35k loaded cost for resources). After implementation of the recommendations above, the improvement in the organisations productivity will allow for further headcount reductions in 2014-15 budgets. Studies show (McKinsey's Organisational Health Study, 2011) improvements in people productivity are worth 10 times the value of straight cost reductions.

## Annex 4

**DHRC – MAIN JOB CHANGES**

<b><u>Team</u></b>	<b><u>Reductions</u></b>	<b><u>Increases</u></b>	<b><u>Comments</u></b>
<b>DG's team</b>	C		Work absorbed amongst remaining team members following retirement of post holder. Early saving from 1 November 2013
<b>HR Delivery team</b>	A1 x2 A2 (0.5 x 2) B1 x 2 B2 C (0.6)		End of project/contracts. See project/specialist increases below
<b>ERP&amp;P</b>	A2 (0.8) C (0.5)		A2 - Work absorbed amongst remaining team members C- Shared resource with projects
<b>Recruitment</b>	D1 (0.5) B1 (1)	A2 (0.5)	D1 - Work absorbed and shared resource with CIA B1 - end of project (recruitment review) A2 - new post and shared resource with CIA
<b>CIA</b>	D1 (1) A2 (0.7)	A2 (0.5) D1 (0.5)	A2 - new post and shared resource with recruitment D1 - work absorbed and shared resource with recruitment A2 - end of contract
<b>Advisory</b>	B2 C	B1 C (0.4)	B2 and C - work absorbed amongst remaining team members. B1 - new post specialising in restructuring following close of HR Delivery programme C - Shared resource with PAS
<b>PAS</b>	C (0.4)	B2	C - Shared resource with advisory B2 - Increase for General Election
<b>IRIS</b>	C (0.8)		C - End of contract. Work absorbed and shared resources from other teams to assist when needed.
<b>L &amp; D</b>	B2 C	B1 (0.2) B2	B2 - End of contract C - post replaced by B2 until July 2014 B1 - increase in hours B2 - post in place of band C until June 2014
<b>Projects/specialist</b>		A2 (1.5) B1 C (0.5)	A2 - To assist with projects including time recording and pay B1 - To assist with projects/specialist work e.g. pay and reward, people strategy implementation C - Shared resource with ERPP
<b>Totals</b>	<b>17.3</b>	<b>8.1</b>	
<b>Net change</b>		<b>9.2</b>	

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## MANAGEMENT BOARD

### Services provided by the Change Team

#### *Take-note paper from the Business Management Group*

1. This paper summarises work by the Business Management Group (BMG) and the Change Team to agree a definition of services provided by the Change Team and a 'Picture of Change' for each department.
2. Feedback from stakeholders in all departments informed this work. The team will continue to seek and respond to feedback, publicising on a six-monthly basis recent work undertaken with departments and the change management priorities for the next six months.
3. It was agreed that the team would have the greatest positive impact by focusing on practical hands-on support to help departments deliver their planned priorities for year. Figure 1 shows the agreed list of services, which will always be tailored to individual circumstances.
4. At key times during the year, the team will work closely with BMDs and programmes to gain a strategic overview of the priorities for the year ahead. Key activities are:
  - Project prioritisation for PICTAB and PEB as part of medium-term investment planning in October. The Portfolio Manager assesses projects against Parliament's agreed prioritisation criteria and produces information on priorities, balance and achievability to inform investment decisions.
  - The 'Pictures of Change': A visual representation of the main changes expected to affect each department's workforce in the year ahead (see Appendix). These will be compiled based on draft business plans (December-January) and updated midway through the year.
5. As well as supporting the planning roles of BMG and the Estates and ICT investment boards, these activities will enable the Change Team to develop and plan its services collaboratively.
6. Benefits of the change function should be:
  - Better outcomes from the House's change initiatives, programmes and projects
  - More accurate and consistent information about project and programme performance
  - Developing the skills of the House's managers and staff around managing change, through coaching, training and signposting to internal resources
  - Embedding good practice and, where possible, reducing costs by minimising the use of external management consultancy
7. The team will:
  - Collaborate with related functions and share knowledge widely
  - Draw on best practice from outside Parliament
  - Be clear, straightforward and jargon-free
  - Build-up an online repository of tools, techniques, templates and examples

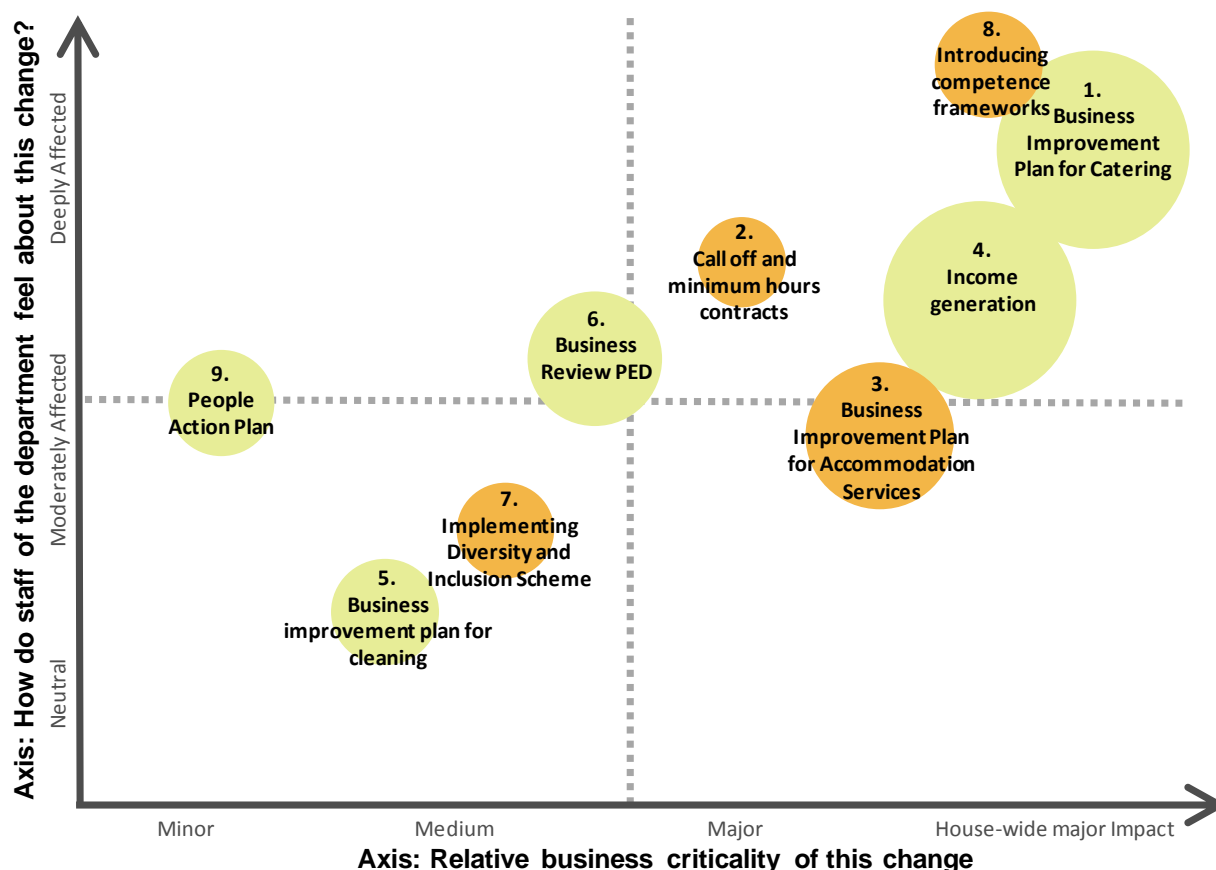
Link: <http://intranet.parliament.uk/people-offices/offices-departments/commons-departments/dept-resources/change/business-change/change-toolkit/>

	<h2 style="color: green;">Change Management and OD</h2> <p style="background-color: #e1f5fe; padding: 2px;">‘Focus on successful transition’</p> <p><b>Aim:</b> Helps to ensure that the House’s change initiatives achieve their desired outcomes.</p> <p>To do this the <b>OD</b> and <b>Change</b> will....</p>	<h2 style="color: #0070c0;">Portfolio Management</h2> <p style="background-color: #e1f5fe; padding: 2px;">‘Focus on successful delivery’</p> <p><b>Aim:</b> Helps the House to undertake the right programmes and projects and to deliver them successfully.</p> <p>To do this <b>Portfolio Management</b> will....</p>
Support to senior managers	<p>1. Support senior managers by:</p> <ul style="list-style-type: none"> <li>• Working with them to help identify business issues and to make sure that the <b>impacts of changes</b> are assessed and incorporated into business planning.</li> <li>• Providing <b>information</b> to show at a glance the main changes affecting the workforce for the year ahead.</li> <li>• With BMDs and HRBPs, <b>prioritising</b> the allocation of resources to support departments through change.</li> <li>• Helping to <b>develop approaches</b> to business improvement where appropriate.</li> </ul> <p style="background-color: #e1f5fe; padding: 2px;">This prioritisation will become the major route for accessing the support described below:-</p>	<p>1. Support the Management Board by:</p> <ul style="list-style-type: none"> <li>• Aiding the process for <b>prioritising</b> programme and project investments as part of Medium Term Investment Planning.</li> <li>• Ensuring that all major projects and programmes activity is <b>included</b> in the portfolio.</li> <li>• Providing accurate and consistent <b>information</b> on programmes and projects to inform decision making.</li> </ul> <p style="background-color: #e1f5fe; padding: 2px;">The data provided include delivery confidence, benefits, milestone tracking, costs, interdependencies and risks.</p>
Support to managers and teams	<p>2. Support managers and teams by:</p> <ul style="list-style-type: none"> <li>• Starting each new engagement with a clearly-defined <b>scope document</b> and then tailoring the approach to individual circumstances.</li> <li>• Providing one-to-one <b>coaching and introductory training</b> to equip managers in the business to manage changes effectively.</li> <li>• Providing <b>tools, advice and facilitation</b> to help teams develop their ways of working</li> </ul> <p style="background-color: #e1f5fe; padding: 2px;">Examples include documenting and analysing processes, options generation, planning for change, or team-building.</p>	<p>2. Support managers and teams by:</p> <ul style="list-style-type: none"> <li>• Providing an <b>overview</b> of expected project and programme engagement with each department for the year ahead.</li> <li>• Providing <b>advice and coaching</b> to individuals who may be undertaking a project or a project-based role for the first time.</li> </ul> <p style="background-color: #e1f5fe; padding: 2px;">With the assurance function, the Portfolio Manager will assemble a set of programme and project management guidance and templates for managers to use individually or with support, drawing on existing good practice.</p>
Support to programmes and projects	<p>3. Support programmes and projects by:</p> <ul style="list-style-type: none"> <li>• Providing <b>tools and guidance</b> around change management for programmes and projects to use independently or with support.</li> <li>• Provide a <b>facilitation service</b> where the use of a neutral facilitator is desirable.</li> </ul> <p style="background-color: #e1f5fe; padding: 2px;">Examples may include workshops to agree terms of reference, define a vision or capture lessons learned.</p> <ul style="list-style-type: none"> <li>• Run a <b>knowledge-sharing group</b> for those involved in managing change, including those stepping into a change role for the first time.</li> </ul>	<p>3. Support programmes and projects by:</p> <ul style="list-style-type: none"> <li>• <b>Increasing awareness</b> and management of interdependencies, scheduled business engagement and common risks and issues across the portfolio.</li> <li>• Working with Project and Programme Assurance to establish a <b>centre of expertise</b> around programmes and projects and the competences of Senior Responsible Owners</li> </ul> <p style="background-color: #e1f5fe; padding: 2px;">Examples may include assistance to identify benefits and to conduct benefits reviews</p> <ul style="list-style-type: none"> <li>• Establish <b>links and common practices</b> between the Estates, ICT and Business Change sub-portfolios</li> </ul>

## Picture of Change – Facilities

Changes expected to affect the department's workforce in 2013/14; led by the department or by others

Confidence that staff will make the transition (rated by department based on current plans):  High Medium Low



Changes affecting departmental workforce during this business planning year:	Estimated size of the change in terms of management time, numbers affected etc.	Business criticality of this change. How important is it? What would happen if the change is not achieved?	How emotive is the change? Do staff feel neutral, moderately or deeply affected by it?	BMD's current level of confidence that staff will be able to make the transition.
1. Business Improvement Plan for Catering	Large	House-wide major	Deeply affected	High
2. Call-off and minimum hour contracts	Small	Major	Moderately to deeply affected	Medium
3. Business Improvement Plan for Accommodation Services	Medium sized	Major to Housewide	Moderately affected	Medium
4. Income generation	Large	Major to Housewide	Moderately to deeply affected	High
5. Business improvement plan for cleaning	Small	Medium	Neutral to moderately affected	High
6. Business Review, PED	Medium-large	Medium	Moderately to deeply affected	High
7. Implementing Diversity and Inclusion Scheme	Small	Medium	Moderately affected	Medium
8. Introducing competence frameworks	Small	Deeply affected	Deeply affected	Medium
9. People Action Plan	Small	Minor	Moderately affected	High

### How will this information be used?

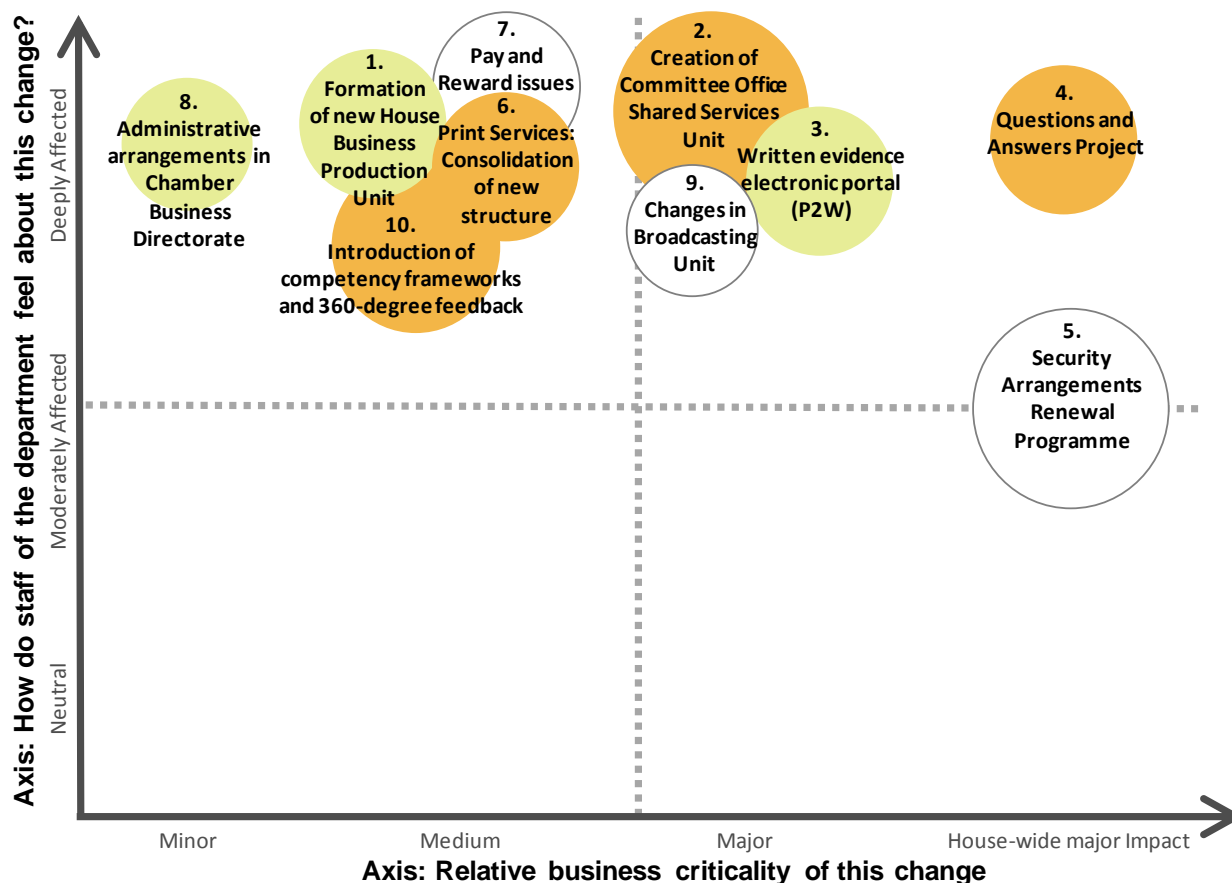
The Picture of Change is a snapshot developed by the Change Team with each departmental Director of Business Management and colleagues. It is used to assess the likely impact of changes in the year ahead and to plan for them. It is not a scientific process and not intended as a measure of performance.

The information is used to plan the change support service and to prioritise where to allocate resource. It is also used to give those delivering programmes and corporate initiatives an overview of what is happening in each department.

## Picture of Change – Chamber and Committee Services

Changes expected to affect the department’s workforce in 2013/14; led by the department or by others

Confidence that staff will make the transition (rated by BMD based on current plans ):  High Medium Low



Changes affecting departmental workforce during this business planning year:	Estimated size of the change in terms of management time, numbers affected etc.	Business criticality of this change. How important is it? What would happen if the change is not achieved?	How emotive is the change? Do staff feel neutral, moderately or deeply affected by it?	BMD’s current level of confidence that staff will be able to make the transition.
1. Formation of the new House Business Production Unit	Medium	Medium	Deeply [those immediately affected]	High
2. Creation of Committee Office shared services unit	Large	Major	Deeply [those immediately affected]	Medium
3. Written evidence Electronic Portal; dependency for Print2Web savings	Medium	Major	Deeply [those immediately affected]	Medium
4. Questions and answers project	Medium	House-wide major	Deeply [those immediately affected]	Medium
5. Security Arrangements Renewal Programme	Large	House-wide major	?	?
6. Print services: consolidation of new structure	Medium	Medium	Deeply [those immediately affected]	Medium
7. Pay and reward issues	Medium	Medium	Deeply affected	?
8. Administrative arrangements in the Chamber Business Directorate	Small-Medium	Minor	Deeply [those immediately affected]	High
9. Changes in the broadcasting unit	Small-Medium	Major	Deeply [those immediately affected]	?
10. Introduction of competency frameworks and 360-degree feedback	Medium-Large	Medium	Deeply [those immediately affected]	Medium

### How will this information be used?

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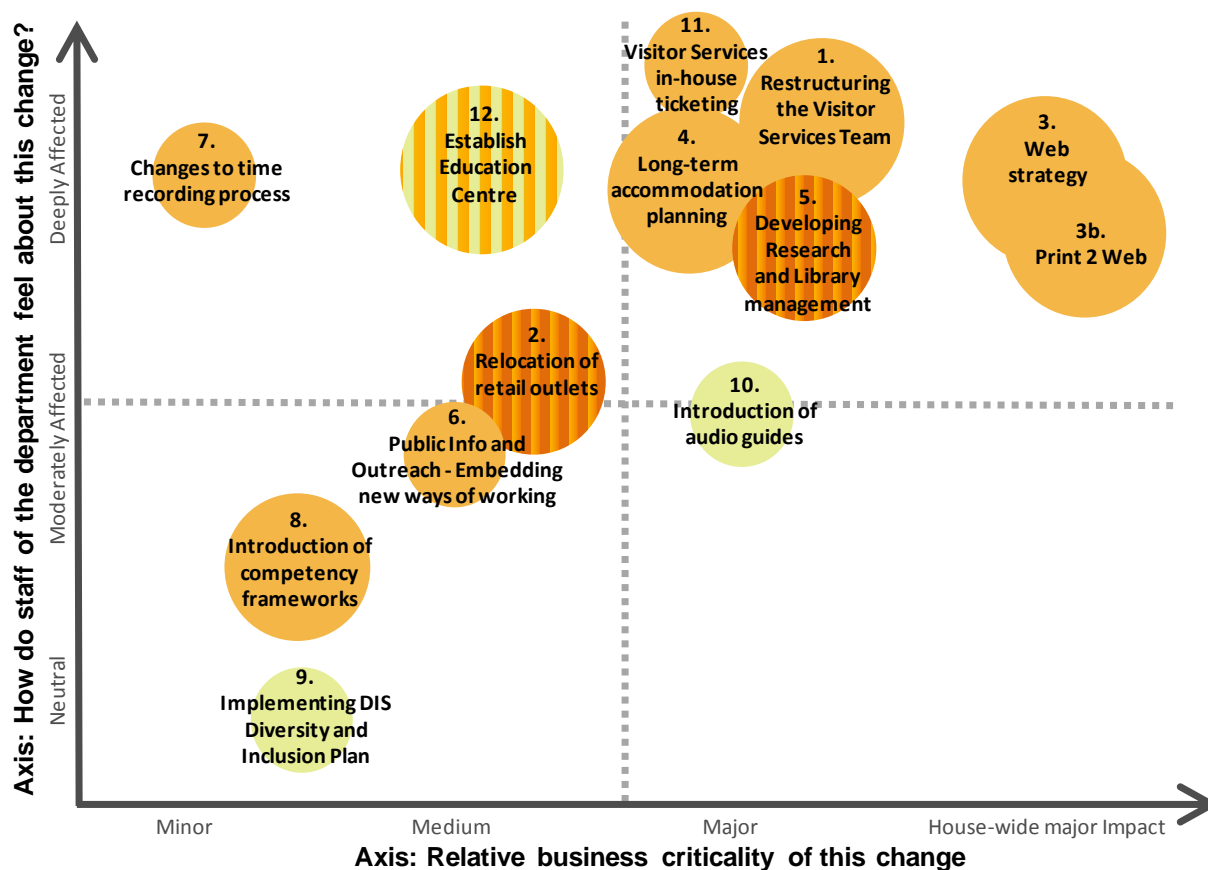
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## Picture of Change – Information Services

Changes expected to affect the department's workforce in 2013/14; led by the department or by others

Confidence that staff will make the transition (rated by BMD based on current plans ): High Medium Low



Changes affecting departmental workforce during this business planning year:	Estimated size of the change in terms of management time, numbers affected etc.	Business criticality of this change. How important is it? What would happen if the change is not achieved?	How emotive is the change? Do staff feel neutral, moderately or deeply affected by it?	BMD's current level of confidence that staff will be able to make the transition.
1. Restructuring the Visitor Services Team (includes changes to T&Cs)	Medium-Large	Major	Deeply affected	Medium
2. Relocation of retail outlets	Medium	Medium	Moderately affected	Low-Medium
3. And 3b. Web strategy / Print2Web	Medium-Large	House-wide major	Deeply affected	Medium
4. Long-term accommodation planning	Medium-Large	Major	Deeply affected	Medium
5. Developing Research and Library Management	Medium	Major	Deeply affected	Low-Medium
6. Public Information and Outreach - Embedding new ways of working	Small	Medium	Moderately affected	Medium
7. Changes to time recording process	Small	Minor	Deeply affected	Medium
8. Introduction of competency frameworks	Medium	Minor	Neutral to moderately affected	Medium
9. Implementing DIS Diversity and Inclusion Plan	Small	Minor	Neutral	High
10. Visitor services: Introduction of audio guides	Small	Major	Moderately affected	High
11. Visitor services: In-house ticketing	Small	Major	Deeply affected	Medium
12. Establish Education Centre	Large	Medium	Deeply affected	Medium-High

### How will this information be used?

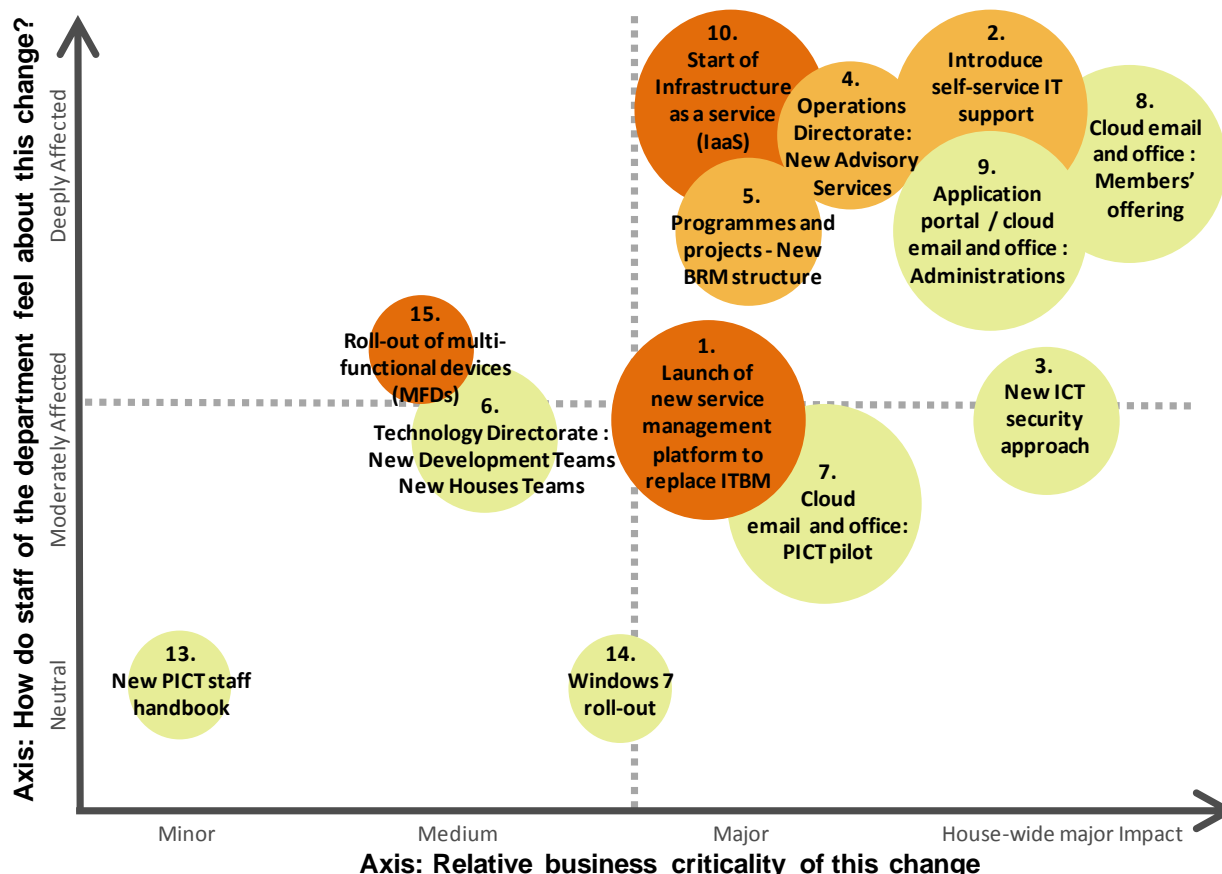
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## Picture of Change – Parliamentary ICT

Changes expected to affect the department's workforce in 2013/14; led by the department or by others

Confidence that staff will make the transition (rated by BMD based on current plans):  High Medium Low



Changes affecting departmental workforce during this business planning year:	Estimated size of the change in terms of management time, numbers affected etc.	Business criticality of this change. How important is it? What would happen if the change is not achieved?	How emotive is the change? Do staff feel neutral, moderately or deeply affected by it?	BMD's current level of confidence that staff will be able to make the transition.
1. Launch of new service management platform to replace ITBM	Large	Major	Moderately affected	Low
2. Introduce self service IT support	Large	House-wide major	Deeply affected	Medium
3. New ICT security approach	Medium	House-wide major	Moderately affected	High
4. Operations Directorate – New Advisory Services	Medium	Major	Deeply affected	Medium
5. Programmes and projects - New BRM structure	Medium	Major	Deeply affected	Medium
6. Technology Directorate – New Development Teams, New Houses Teams	Medium	Medium	Moderately affected	High
7. Cloud email and office – PICT pilot	Large	Major	Moderately affected	High
8. Cloud email and office – Members' offering	Large	House-wide major	Deeply affected	High
9. Application portal / cloud email and office : Administrations	Large	House-wide major	Deeply affected	High
10. Start of Infrastructure as a service	Large	Major	Deeply affected	Low
11. Network refresh Ph1 (managed service)				
12. Network convergence first wave				
13. New PICT staff handbook	Small	Minor	Neutral	High
14. Windows 7 roll-out	Small	Medium-major	Neutral	High
15. Roll-out of multi-functional devices	Small	Medium	Moderately affected	Low

### How will this information be used?

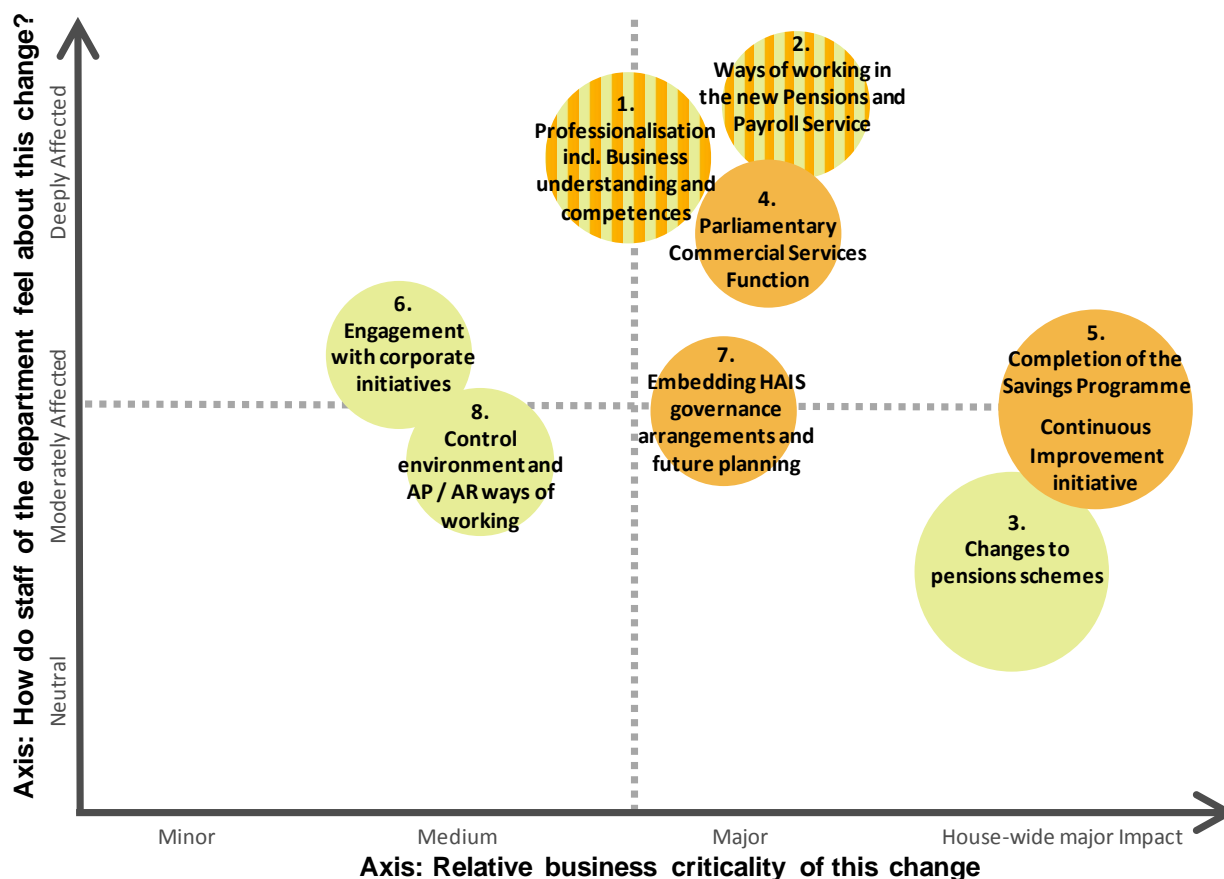
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## Picture of Change – Finance

Changes expected to affect the department's workforce in 2013/14; led by the department or by others

Confidence that staff will make the transition (rated by BMD based on current plans):  High Medium Low



Changes affecting departmental workforce during this business planning year:	Estimated size of the change in terms of management time, numbers affected etc.	Business criticality of this change. How important is it? What would happen if the change is not achieved?	How emotive is the change? Do staff feel neutral, moderately or deeply affected by it?	BMD's current level of confidence that staff will be able to make the transition.
1. Professionalisation; incl. Business understanding and competences	Medium-Large	Medium to Major	Deeply affected	Medium -High
2. Ways of working in the new Pensions and Payroll Service	Medium	Major	Deeply affected	Medium-High
3. Changes to pensions schemes	Large	House-wide major	Neutral to moderately affected	High
4. Parliamentary Commercial Services Function	Medium	Major	Deeply affected	Medium
5. Completion of the Savings Programme / Bi-cameral continuous improvement initiative	Large	House-wide major	Moderately affected	Medium
6. Engagement with corporate initiatives	Medium	Medium	Moderately affected	High
7. Embedding HAIS governance arrangements and future planning	Small	Minor	Deeply affected	Medium
8. Control environment and AP / AR ways of working	Medium	Medium	Moderately affected	High

### How will this information be used?


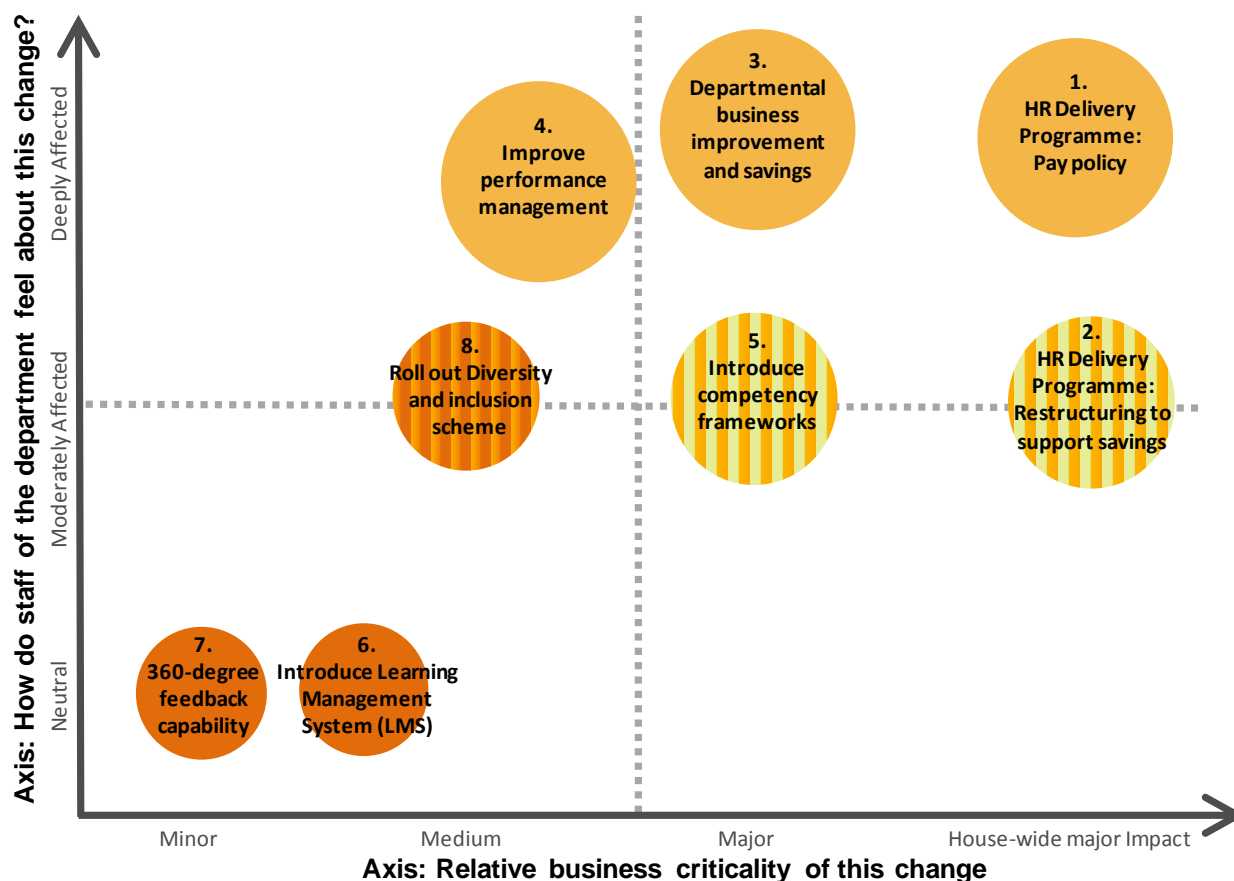
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## Picture of Change – HR and Change

Changes expected to affect the department's workforce in 2013/14; led by the department or by others

Confidence that staff will make the transition (rated by BMD based on current plans ): High Medium Low

Changes affecting departmental workforce during this business planning year:	Estimated size of the change in terms of management time, numbers affected etc.	Business criticality of this change. How important is it? What would happen if the change is not achieved?	How emotive is the change? Do staff feel neutral, moderately or deeply affected by it?	BMD's current level of confidence that staff will be able to make the transition.
1. HR Delivery Programme: Pay and reward	Large	House-wide major	Deeply affected	Medium
2. HR Delivery Programme: Restructuring to support savings	Medium-Large	House-wide major	Moderately affected	Medium-High
3. Departmental business improvement and savings	Large	Major	Deeply affected	Medium
4. Improve performance management	Large	Medium	Deeply affected	Medium
5. Introduce competency frameworks	Medium-Large	Major	Moderately affected	Medium-High
6. Introduce Learning Management System	Small-Medium	Minor-Medium	Neutral	Low
7. 360-degree feedback capability	Small	Minor	Neutral	Low
8. Roll out diversity and inclusion scheme	Medium	Medium	Moderately affected	Low-medium

### How will this information be used?

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The information is used to plan the change support service and to prioritise where to allocate resource. It is also used to give those delivering programmes and corporate initiatives an overview of what is happening in each department.