Management Board

HR Strategy

A take note paper by Director General, Resources

1. Purpose

1.1 This paper sets out the HR strategy in full for the period to March 2011.

2. Conclusion and Decisions

2.1 The Board is invited to take note of this paper, including the strategy itself and also the approach of basing it on the four themes (identified by the steering group in consultation with senior staff).

3. Background

3.1 In May 2007, a steering group was established to set out proposals for a strategic approach to human resources. The group comprised DEOs from three departments – [s.40], [s.40], [s.40] – and Paul Silk, then Director of Strategic Projects, PICT.

4. HR strategy

4.1 HRG agreed the strategy at its December 2007 meeting (see Annex A). It focuses on four themes:
- strengthening the service ethos
- continuously improving effectiveness and efficiency and demonstrating value for money
- anticipating and adapting to changing requirements
- being a diverse, outward-looking organisation, where equality of opportunity is valued.

It is for consideration—perhaps at the Board's awayday—whether these four themes or something like them might be of wider value (for example, in the context of the Board's wider priorities).

4.2 An edited version of the strategy, including indicators, was incorporated into the *Corporate Business Plan 2008*.

4.3 HRG will continue to oversee the strategy and its development. Responsibility for stewardship of the strategy lies with the Director of HRM&D, with ownership resting with the Director General of Resources.

4.4 The strategy document deliberately does not have detailed targets. The next step is for HRM&D to submit a paper to HRG's March meeting setting out the HR priorities for FY08/09 (including owners and timescales), also stating how progress would be measured in order to allow a review to be conducted at the end of FY08/09.

Andrew Walker
Chairman, Human Resources Group
February 2008

Annex A
HUMAN RESOURCES STRATEGY AND ITS FUNCTIONAL DEPLOYMENT

The purpose of this approach is to translate high-level strategic goals into statements of priority action. HR initiatives should be tested against a criterion of how they help to make Parliament more effective and their impact should be regularly monitored.

Goal Functional area	Strengthening the service ethos	Continuously improving effectiveness and efficiency and demonstrating value for money	Anticipating and adapting to changing requirements	Being a diverse, outward looking organisation, where equality of opportunity is valued

1:Recruiting the right people
 	
(Recruitment & Selection)
	• Maintain a consistent approach to recruitment and initial selection, using a shared framework that emphasises service delivery
	• Raise the weighting given to service delivery in management recruitment and internal selection
		• Develop the disciplines of work force planning
		• Build a more compelling and effective "brand" through promotion and advertising
		• Regularly benchmark current recruitment processes against best practice to ensure they are as speedy and cost-effective as possible
		• Develop and maintain the capability to recruit the specialists that the House functions require
			• Review work force plans on a current, mid-term and long-term basis to ensure they will meet changing requirements
			• Review competency profiles to ensure that they remain matched to emerging working methods
			• Open recruitment to internal candidates for all posts
			• Balance internal and external recruitment to meet changing business requirements
			• Promote flexibility and responsiveness in job descriptions
				• Recruit staff who are representative of the UK's diverse communities and can reach out to them
				  o Ensure and audit absence of bias throughout the recruitment process
				  o Use outreach methods to attract under-represented groups
				  o Achieve an internal work force that reflects the external work force
				• Explore innovative working arrangements that might facilitate the

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				employment of under-represented groups
2: Developing the skills and professional expertise we need **(Learning & Development)**	• Develop a programme of competency and attitudinal training and development that builds service delivery • Devise career paths to include experience of service delivery as a provider and manager	• Build an emphasis on the pursuit of efficiency into leadership training • Introduce techniques for enhancing efficiency and effectiveness into supervisory and management training • Launch a participative performance improvement programme, for all work groups • Monitor performance against external benchmarks	• Develop the disciplines of work force planning • Develop a cadre of experienced change and programme/project managers • Develop and implement a change management capability that addresses attitudinal and technical issues • Encourage staff to increase their knowledge and skills by performing different tasks and/or working in different functional areas	• Develop a support network to encourage targeted under-represented groups to participate in development programmes and activities • Educate managers to be open to innovative employment arrangements • Provide learning opportunities for all where valuing others is a key message

3: Managing performance	• Ensure that individual effort is aligned to business plans through individual and team objectives
	• Develop service delivery metrics at department, team and individual level and deploy them in the
		• Re-engineer the performance management schemes to raise their impact, through:
		   ○ clearer assessments
		   ○ more highly geared incentives
		• Clarify line managers' responsibilities and obligations in relation to staff
			• Build change and programme/project management experience and competence into appraisal and planning procedures	• Ensure that managers' practices and values support diversity and House values

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	performance management schemes	performance and attendance and ensure that they are applied effectively • If staff do not/no longer meet the standards required, facilitate their departure with dignity		
4: Retaining, rewarding and motivating the right people **(Reward)**	• Install reward systems that are attractive in the external labour market, and are motivating and cost effective for the business • Give service delivery performance high weighting in any reward scheme	• Ensure continuous improvement though performance management and reward • Install a common reward framework that provides a clear and fair basis for differentials based on external conditions, responsibilities and varying working arrangements • In discussion with the TUS, establish Civil Service and market rate benchmarks and regularly publish the results	• Install reward arrangements that positively encourage the adoption of flexibility and new working methods	• Develop a role/reward arrangement that is capable of accommodating people of all ages • Regularly audit pay and reward systems for equal pay and diversity proofing purposes
5: Working in partnership with staff and their	• Involve staff to the full in a continuous improvement programme	• Review the boundaries of formal TU communication, consultation and negotiation.	• Develop participative mechanisms that facilitate the adoption of new working	• Explain management's commitment and encourage the

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representatives	emphasising the pursuit of service excellence	• Monitor the effectiveness of relationships with trade unions and of staff consultation processes	arrangements	engagement of staff and their representatives
6: Communicating effectively	• Develop the range and consistency of communication channels, especially direct managerial communication • Develop effective upward and lateral communications channels that are perceived to rival those of the best employers • Ensure achievements in good practice are publicised to the various stakeholder groups	• Improve communications to explain to and convince staff of the inevitability, equity and benefit of improving effectiveness and efficiency • Regularly monitor the impact and effectiveness of communication	• Develop more effective mechanisms for explaining the case(s) for change and for preventing unnecessary anxiety • Involve staff in planning changes that affect them	• Ensure that all outward-facing staff are trained to deal positively with the public • Ensure that communication methods are appropriate for all targeted groups

7: Designing and renewing work processes and methods	• Develop working arrangements that focus on continuous improvement in service delivery	• Explore different options to current work practices and methods:
		  o Challenge process design and working methods within and between Departments and grasp opportunities for
			• Explore different options to current work practices and patterns:
			  o Explore third-party support where it could offer a complementary resource during peak loads, and/or
				• Explore innovative working arrangements that might facilitate the employment of under-represented groups
				• Offer flexible working arrangements that satisfy

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		improvement o Constantly research external best practice and benchmark where appropriate	secure long term advantage	differing work/life balances