

MANAGEMENT BOARD

HR Three Year Plan

Paper by Director of Human Resources Management and Development

Purpose

This paper provides the Management Board with a three year HR Plan, as requested at the May Management Board meeting. The paper seeks to assimilate themes from a number of sources and pull these together to set high level corporate HR priorities for the next three years.

The approach taken in this paper has been discussed with members of the Resource Management Group (RMG), who are content. As Departmental Services/ Business Management Directors, RMG remain fully involved in the evolution and implementation of the HR Three Year Plan and resulting actions.

Issues for the Board

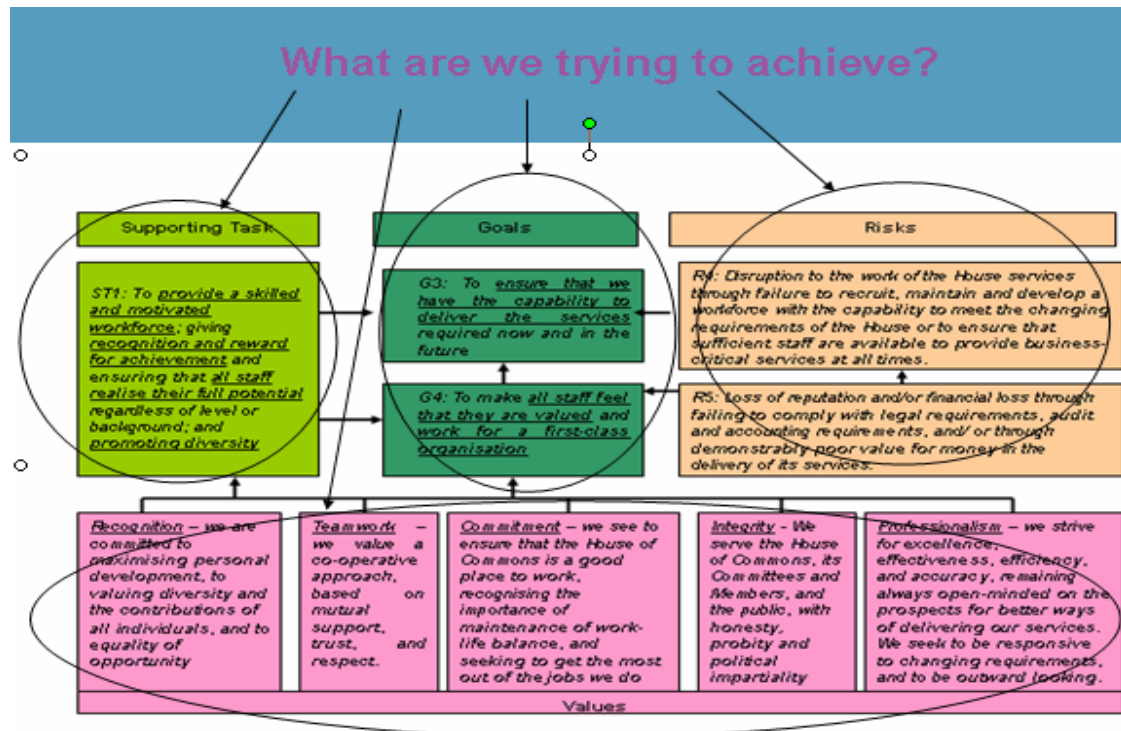
1. The Board is invited to:
 - discuss and agree the areas of priority for the coming three years, subject to any requested amendments;
 - note progress made on HR issues in the last year.

Background

House of Commons Corporate Plan and Balanced Scorecard

2. The House of Commons Corporate Plan sets the following goals for HR:
 - G3: To *ensure that we have the capability to deliver the services required now and in the future;*
 - G4: to make *all staff feel that they are valued and work for a first class organisation.*
3. The Corporate Plan also sets the following supporting task:
 - ST1: To *provide a skilled and motivated workforce; giving recognition and reward for achievement and ensuring that all staff realise their full potential regardless of level or background; and promoting diversity.*
4. Underpinning these goals and supporting tasks are risk factors and Corporate Values which also impact on what we trying to support and encourage through HR policies, procedures and practices - for instance *teamwork, commitment, integrity, and professionalism.*

Figure One: House of Commons Goals, Supporting Tasks, Risks and Values



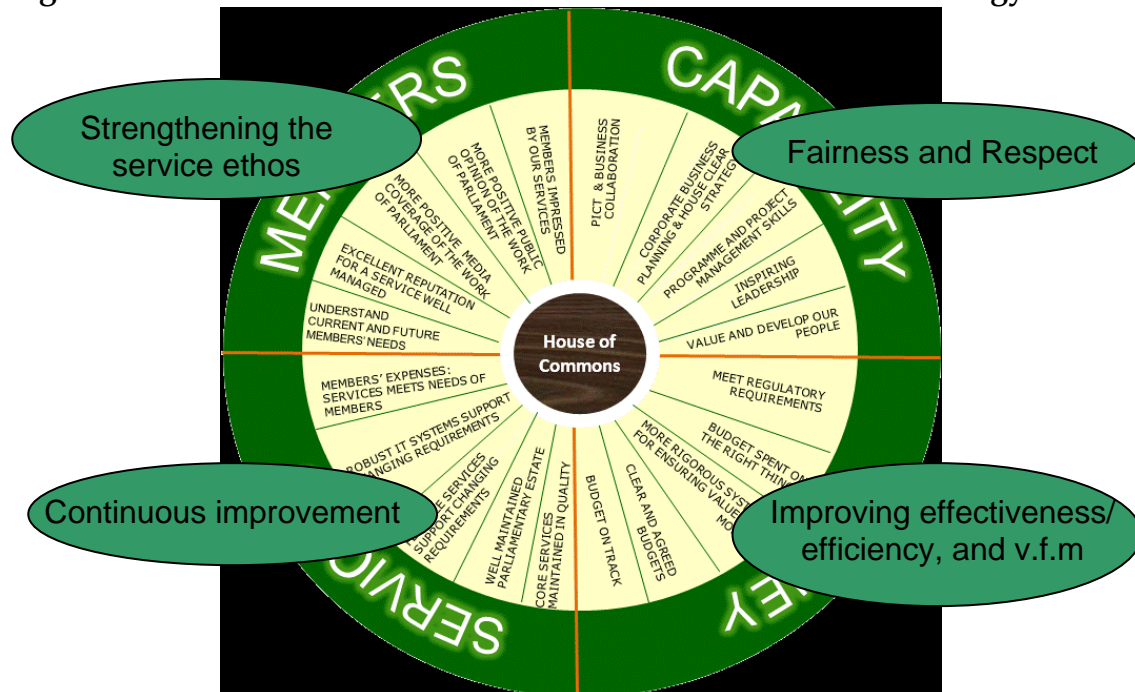
5. The actions identified in this plan are those that are deemed to have the most impact on management of the identified risk factors, and those that will provide the greatest improvement on delivery of the supporting tasks and achievement of the corporate goals. This mainstreams management of these risk factors into the on-going project and programme delivery.

HR Strategy 2008 -2011

6. In 2008 HRG produced an HR Strategy for the period up to March 2011. The HR strategy focused on four themes. These were:
- *Strengthening the service ethos*
 - *Delivering continuous and measurable improvement in the service we provide, and anticipating and adapting to changing requirements;*
 - *Improving effectiveness and efficiency, and demonstrating value for money, and environmental sustainability of the services we provide*
 - *Demonstrating fairness and respect through the services we provide and the way we provide them.*
7. The first three of these can be mapped broadly on to the House of Commons Corporate balanced scorecard quadrants, which reflect and support the Corporate Plan goals and supporting tasks. The fourth, fairness and respect, is integral to staff feeling motivated and believing that they are valued and work for a first class organisation. Fairness and respect is directly recognised in supporting task 1 of the Corporate Plan,

and a number of the Corporate Values, and can be viewed as integral in maximising the capability of the House. It is particularly important in light of the results of this year's staff survey.

Figure Two: House of Commons Balanced Scorecard and HR Strategy



Staff Survey results and liP Health Check.

8. As a result of the 2008 Staff Survey the Management Board identified four main areas they wished to see improved. These were:
 - *Leadership and Management;*
 - *Performance and Reward;*
 - *Involvement and Co-operation;*
 - *Fairness and Respect.*

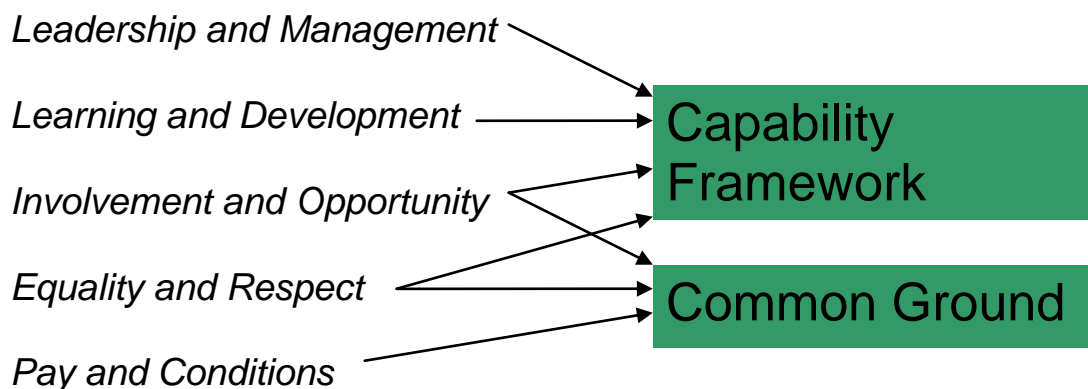
9. Overall headline results of the 2009 Staff Survey were discussed at the July Management Board, and have recently been sent to DGs and Departmental Services/Business Management Directors in departments. Departments have yet to scrutinise the full results in detail but there are a number of common areas which score poorly across all or most departments, and these should be addressed at both corporate and local levels. These are:
 - *Leadership and Management – particularly at Senior Management and Management Board level*
 - *Pay and Conditions*
 - *Involvement and Opportunity*
 - *Equality and Respect*
 - *Learning and Development*

10. These themes are the same as those identified in 2008, with the addition of Learning and Development. As noted at the July Management Board discussion, despite these remaining the lowest scoring areas, there has however been clear improvements *overall* in three of the four 2008 key action areas noted at paragraph 8 above, with questions on senior management within departments, pay and conditions of service, and involvement showing the greatest improvement on last year's scores. However, the scores for Fairness and Respect have fallen; for example, fewer staff feel that they are being treated with fairness and respect regardless of their level.
11. The findings from the Staff Survey are also consistent with the findings from the liP health check (see Annex A for results by Department, and B for results by managerial level). Departments have action plans to respond to these findings, and the staff survey results are encouraging – for instance in DF questions on involvement, are amongst the biggest improvers. However the main themes we need to address corporately are the same as those identified from the 2009 Staff Survey (see paragraph 9), particularly:
- *Learning and Development* - strategic positioning of learning and development plans and resources, and its impact
 - *Leadership and Management* - top managers need to understand the learning and development strategy and how it links to business need, and its impact is evaluated.
 - *Involvement and Opportunity* – consultation with representative groups, and encouraging staff to contribute ideas to improve their own and other people's performance
 - *Equality and Respect* – staff need to believe there is appropriate and fair access to the support they need and equality of opportunity for them to learn and develop which will improve their performance.
12. The indicators required for liP (Annex A and B) are also consistent with, and support the House of Commons stated Goals and Supporting Tasks shown in Figure One and paragraphs 3 and 4.
13. Due to technical difficulties full reports, along with the interrogation tool, have yet to be supplied to departments. As soon as they are available the staff survey team will be meeting with departmental management teams to help them consider appropriate responses. Given the close correlation of staff survey results with existing corporate plans it is envisioned that few new actions will be required, however the outcomes of discussions with the departmental management will be fed into the HR programme as appropriate, and progress will be reported to Management Board as part of this programme.

Getting the foundations of policy and practice right

14. The remodelling of HR staff across the House supports a more unified approach to HR actions across the House, and has aligned HR resources more closely with House priorities.
15. The House of Commons now considers staff management as primarily a line management responsibility, with HR there to provide professional backup and support. Management guidance, to further support line managers in their responsibilities, is now on the intranet, and is being developed and reviewed further in light of lessons learned from April.
16. HR staff across the House are now working on the business priorities identified in the MB2008.P84 in October 2008. These remain those areas considered to have most impact on the efficient and effective use of staffing resources across the House, achievement of the corporate goals and supporting tasks, management of the corporate risk factors, and organisational effectiveness as a result.
17. These priorities have been reviewed as a result of the liP Health Check in February 2009, and the 2009 Staff Surveys, and are considered to remain valid. The approach has been discussed and agreed with the Business Management Directors in departments.
18. We are taking forward two main projects, each containing a number of workstreams. Both the **Capability Framework**, and **Common Ground**, address the main issues highlighted by the liP health check, and staff surveys (see below).

Figure Three: Relationship with Projects



Capability Framework

19. One of the main findings from the liP Health Check, and Staff Survey was that, although learning and development opportunities are good within HoC, they are not perceived as being accessible to all, and not necessarily linked to business need, either now or in the future.
20. At the July meeting the Management Board endorsed the direction of the work which had begun to develop a House Capability Framework. The Framework is intended to ensure that the House Service developed the organisational capability it needed to meet the challenges of the future. Planning will now be taken forward and a business case prepared. Priorities are:
- to develop a new programme for developing senior management
 - to recognise the talent which the House Service required, and make sure staff have opportunities to demonstrate their talent and progress their careers
 - develop a House wide Fast Stream
 - to address career openness and equality.

Common Ground

21. The project aims to deliver a framework of HR policies across the House which will be flexible enough to meet varying business needs, unambiguous enough to support managers in managing their staff, and transparent enough that staff in any particular area will not feel overly disadvantaged or treated less favourably than others. This feeds into the respect agenda, but also aims to remove blockers to maximising both individual and organisational capability.
22. This will include consideration of the various allowances and overtime systems currently existing across the House, and of assimilation of Catering grades into the main A to E banding system. It will require updating the Staff Handbook and Management Guidance, and negotiations with trade unions. It may also have implications for pay negotiations for 2011 onwards.

Enabling Projects

23. There are also a number of enabling projects, which are required to deliver effective and efficient HR support services across the House, and to allow the House to proactively meet the business requirements of an increasingly challenging economic and political environment.
24. A Workforce Planning and Management Information Project is being taken forward as workforce planning and management information are both key priorities for effective and strategic management of staff resources across the House, to obtain value for money from staffing resources, and to underpin the capability framework. We need to plan recruitment more

effectively (including the balance between internal and external), and also improve our understanding of staffing numbers and costs. This will be essential work in light of any Management Board's decision on staffing numbers, and to be able to respond effectively to issues such as the setting up of IPSA.

25. Some initiatives in departments (for instance the Facilities Transformation Programme and PED organisational design) also have significant HR elements, and represent a real change of culture for the House. Staff in all Departmental HR teams are actively supporting this cultural change for instance in helping achieve the successful introduction of the new people management responsibilities and standards, including the successful embedding of the Performance and Development Management (PDM) system and Performance Award Scheme (PAS), and in working proactively with managers to resolve issues of poor performance and poor attendance.
26. A number of other HR improvements are also being taken forward to improve existing services, and better meet business needs. These feed into, and provide support services, for the main projects. These include:
- organisational design and staff review (will be required to support assimilation of Catering grades as part of Common Ground)
 - establishing the more effective recruitment service (feeds in to more effective use of staff resource)
 - improving employee relations (as effective negotiations on changes as a results of the projects will be key).

Equality and Diversity

27. The House Equality Scheme is a vehicle for delivering the House's commitment to equality, diversity and inclusion. The Scheme supports the work of the House Service, linking into the Corporate Business Plan in its objectives and should result in:
- making the House Service an employer of choice where everyone feels motivated, engaged and valued for who they are and what they bring to the organisation
 - making Parliament more accessible for the widest range of people
 - enhancing the performance and working environment of the House Service
 - delivering benefits for all those involved: Members of Parliament, staff and the public.
28. The scheme has just been through the final draft phase of consultation with the public, and a final version will be released in December 2009. The Diversity Managers are working with action owners across the House, and, by mainstreaming equality and diversity work already in progress we will make the best use of resources, deliver value for money and keep in line with best practice. This planned approach will take us forward in a more co-ordinated manner, and the scheme and action plan will be monitored

and reports provided every six months until 2011 when it will be formally reviewed.

Programme and Project Planning

29. These activities are being run on project management lines, both within HRM&D and in Departments. They are each headed by a competent manager, and have steering groups or project groups already set up and running to make sure proposed changes continue to support business needs. Where they are under the auspices of HRM&D it is proposed that they are run as one HR programme of works, with integrated programme management, negotiation and consultation arrangements. Other projects, under the direction of other departments, are being run on similar lines and where there are interdependencies across these projects these have been identified in programme and project plans and are being actively managed. Regular meetings are held with departmental Heads of HR, and HRM&D team leaders and relevant programme and project managers to help co-ordinate these activities.
30. Other interdependencies and relations such as those with the Diversity and Equality team, with the Communications team, and with PICT have been similarly identified in project plans and actively managed.
31. However there are still some examples where action is sometimes being taken in isolation which might be more effective if taken forward for the House as a whole. This is not to say action should not be instigated, and possibly led, within a particular department, as this is often how innovation starts but, where it could benefit more than one department, the organisation might benefit from, and obtain better value for money from, greater coordination of response.
32. However the main challenge is to make sure changes are internally consistent, and are supported by senior management and the Management Board, and that senior managers and Management Board remain firmly in the loop and are aware of, and endorse, decisions made for practical reasons at steering group, and project group level. As such the Management Board suggested these initiatives should be part of a 3 year HR Plan and run as a programme of works.
33. This would also draw together the plethora of project groups and steering groups and allow one overriding decision making body. It would also allow consultation and communication to be co-ordinated so stakeholders and staff in general viewed this as an integral programme rather than separate, and somewhat confusing, initiatives.
34. It is suggested that the existing Programme Board for the Capability Framework be enhanced to serve this purpose. The Programme Board would therefore continue to be chaired by Andrew Walker, and would have representatives from each department. It will also have an external change

management expert. The programme board would be responsible for pulling together the projects and work streams within the HR programme and ensuring that they continue to have a business focus. This is particularly important in terms of delivering a prioritised programme given potentially more stringent financial times ahead.

Conclusion

35. The Board is asked to:

- note progress on, and agree priorities for the forthcoming three years.
- agree the proposals to take these forward as a HR programme of works, headed by a Programme Board who will report progress to the Management Board on a regular basis.

Annex A: IiP Health Check Results – by Department

Principles	Indicators	Evidence Required	DCCS	DF	DIS	DR	PICT
Developing strategies to improve the performance of the organisation – an Investor in People develops effective strategies to improve the performance of the organisation through its people	1. A strategy for improving the performance of the organisation is clearly defined and understood.	1.1 Top managers ensure the organisation has a clear purpose and vision supported by a strategy for improving its performance	n/a	✓	✓	X	
		1.2 Top managers maintain constructive relationships with representative groups, where they exist, and consult them when developing the organisation’s strategy	n/a	part	✓	✓	
		1.3 Top managers ensure the organisation has a business plan with measurable performance objectives	n/a	n/a	n/a	n/a	
		1.4 Managers can describe how they involve people in agreeing team and individual objectives that support the organisation’s strategy	X	X	X	✓	
		1.5 People who are members of representative groups can confirm that top managers maintain constructive relationships with the groups and consult them when developing the organisation’s strategy	n/a	n/a	n/a	n/a	
		1.6 People can explain the objectives of their team and the organisation at a level appropriate to their role and can describe how they contribute to achieving them	✓	X	✓	✓	
	2. Learning and development is planned to achieve the organisation’s objectives.	2.1 Top managers can explain the organisation’s learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated	n/a	part	X	X	
		2.2 Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.	X	part	✓	✓	
		2.3 People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them.	✓	X	✓	✓	
		2.4 People can explain what their learning and development activities should achieve for them, their team and the organisation.	✓	X	✓	✓	
	3. Strategies for managing people are designed to promote equality of opportunity in the development of the organisation’s people.	3.1 Top managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve their own and other people’s performance.	n/a	✓	✓	X	
		3.2 Top managers recognise the differing needs of people and can describe	n/a	✓	✓	X	

		strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.					
		3.3 Managers recognise the differing needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance.	✓	✓	✓	part	
		3.4 People believe managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance	X	✓	✓	part	
		3.5 People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.	✓	X	✓	✓	
	4. The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.	4.1 Top managers can describe the knowledge, skills and behaviours managers need to lead, manage and develop people effectively, and the plans they have in place to make sure managers have these capabilities.	n/a	✓	X	✓	
		4.2 Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.	X	X	X	✓	
		4.3 People can describe what their manager should be doing to lead, manage and develop them effectively.	X	X	✓	✓	

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Taking action to improve the performance of the organisation – an Investor in People takes effective action to improve the performance of the organisation through its people.</p>	<p>5. Managers are effective in leading, managing and developing people.</p>	<p>5.1 Managers can explain how they are effective in leading, managing and developing people.</p>	✓	X	✓	✓		
		<p>5.2 Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate.</p>	✓	X	✓	✓		
		<p>5.3 People can explain how their managers are effective in leading, managing and developing them</p>	✓	X	✓	✓		
		<p>5.4 People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.</p>	✓	X	✓	✓		
	<p>6. People’s contribution to the organisation is recognised and valued.</p>	<p>6.1 Managers can give examples of how they recognise and value people’s individual contribution to the organisation.</p>	✓	✓	✓	✓		
		<p>6.2 People can describe how they contribute to the organisation and believe they make a positive difference to its performance.</p>	✓	✓	✓	✓		
		<p>6.3 People can describe how their contribution to the organisation is recognised and valued.</p>	✓	X	✓	✓		
	<p>7. People are encouraged to take ownership and responsibility by being involved in decision-making.</p>	<p>7.1 Managers can describe how they promote a sense of ownership and responsibility by encouraging people to be involved in decision-making, both individually and through representative groups, where they exist.</p>	✓	✓	✓	✓		
		<p>7.2 People can describe how they are encouraged to be involved in decision-making that affects the performance of individuals, teams and the organisation, at a level that is appropriate to their role.</p>	✓	X	✓	✓		
		<p>7.3 People can describe how they are encouraged to take ownership and responsibility for decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role.</p>	✓	X	✓	✓		
	<p>8. People learn and develop effectively.</p>	<p>8.1 Managers can describe how they make sure people’s learning and development needs are met.</p>	✓	✓	✓	✓		
		<p>8.2 People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role.</p>	✓	X	✓	✓		
<p>8.3 People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively.</p>		✓	✓	✓	✓			

Evaluation of the impact on the performance of the organisation – an Investor in People can demonstrate the impact of its investment in people on the performance of the organisation.	9. Investment in people improves the performance of the organisation.	9.1 Top managers can describe the organisation’s overall investment of time, money and resources in learning and development.	n/a	X	n/a	X			
		9.2 Top managers can explain, and quantify where appropriate, how learning and development has improved the performance of the organisation.	n/a	X	X	X			
		9.3 Top managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance of the organisation.	n/a	X	X	X			
		9.4 Managers can give examples of how learning and development has improved the performance of their team and the organisation.	X	X	✓	✓			
		9.5 People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.	X	X	✓	✓			
	10. Improvements are continually made to the way people are managed and developed.	10.1 Top managers can give examples of how the evaluation of their investment in people has resulted in improvements in the organisation’s strategy for managing and developing people.	n/a	✓	X	✓			
		10.2 Managers can give examples of improvements they have made to the way they manage and develop people.	✓	✓	✓	✓			
		10.3 People can give examples of improvements that have been made to the way the organisation manages and develops its people.	X	X	✓	✓			
	TOTAL			19	13	29	28		

Annex B: iIP Health Check Results – by Managerial Level

Indicators	Evidence Required		
	Top Managers	Managers	People
1. A strategy for improving the performance of the organisation is clearly defined and understood.	1.1 Top managers ensure the organisation has a clear purpose and vision supported by a strategy for improving its performance	1.4 Managers can describe how they involve people in agreeing team and individual objectives that support the organisation’s strategy	1.5 People who are members of representative groups can confirm that top managers maintain constructive relationships with the groups and consult them when developing the organisation’s strategy
	1.2 Top managers maintain constructive relationships with representative groups, where they exist, and consult them when developing the organisation’s strategy		1.6 People can explain the objectives of their team and the organisation at a level appropriate to their role and can describe how they contribute to achieving them
	1.3 Top managers ensure the organisation has a business plan with measurable performance objectives		
2. Learning and development is planned to achieve the organisation’s objectives.	2.1 Top managers can explain the organisation’s learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated	2.2 Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.	2.3 People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them.
			2.4 People can explain what their learning and development activities should achieve for them, their team and the organisation.
3. Strategies for managing people are designed to promote equality of opportunity in the development of the organisation’s people.	3.1 Top managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve their own and other people’s performance.	3.3 Managers recognise the differing needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance.	3.4 People believe managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance
	3.2 Top managers recognise the differing needs of people and can describe strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.		3.5 People can give examples of how they have been encouraged to contribute ideas to improve their own and other people’s performance.

<p>4. The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.</p>	<p>4.1 Top managers can describe the knowledge, skills and behaviours managers need to lead, manage and develop people effectively, and the plans they have in place to make sure managers have these capabilities.</p>	<p>4.2 Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.</p>	<p>4.3 People can describe what their manager should be doing to lead, manage and develop them effectively.</p>
<p>5. Managers are effective in leading, managing and developing people.</p>		<p>5.1 Managers can explain how they are effective in leading, managing and developing people.</p>	<p>5.3 People can explain how their managers are effective in leading, managing and developing them</p>
		<p>5.2 Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate.</p>	<p>5.4 People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.</p>
<p>6. People’s contribution to the organisation is recognised and valued.</p>		<p>6.1 Managers can give examples of how they recognise and value people’s individual contribution to the organisation.</p>	<p>6.2 People can describe how they contribute to the organisation and believe they make a positive difference to its performance.</p>
			<p>6.3 People can describe how their contribution to the organisation is recognised and valued.</p>
<p>7. People are encouraged to take ownership and responsibility by being involved in decision-making.</p>		<p>7.1 Managers can describe how they promote a sense of ownership and responsibility by encouraging people to be involved in decision-making, both individually and through representative groups, where they exist.</p>	<p>7.2 People can describe how they are encouraged to be involved in decision-making that affects the performance of individuals, teams and the organisation, at a level that is appropriate to their role.</p>
			<p>7.3 People can describe how they are encouraged to take ownership and responsibility for decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role.</p>
<p>8. People learn and develop effectively</p>		<p>8.1 Managers can describe how they make sure people’s learning and development needs are met.</p>	<p>8.2 People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role.</p>
			<p>8.3 People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively.</p>

<p>9. Investment in people improves the performance of the organisation.</p>	<p>9.1 Top managers can describe the organisation's overall investment of time, money and resources in learning and development.</p> <p>9.2 Top managers can explain, and quantify where appropriate, how learning and development has improved the performance of the organisation.</p> <p>9.3 Top managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance of the organisation.</p>	<p>9.4 Managers can give examples of how learning and development has improved the performance of their team and the organisation.</p>	<p>9.5 People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.</p>
<p>10. Improvements are continually made to the way people are managed and developed.</p>	<p>10.1 Top managers can give examples of how the evaluation of their investment in people has resulted in improvements in the organisation's strategy for managing and developing people.</p>	<p>10.2 Managers can give examples of improvements they have made to the way they manage and develop people.</p>	<p>10.3 People can give examples of improvements that have been made to the way the organisation manages and develops its people.</p>