

HRM BVR ACTION PLAN

KEY ISSUE	Priority	Improvement Action	Measurable Outcome	Target Date	Lead Officer
<p>Issue 1 - Clarification & Communication of role of Personnel & Devt., including areas of overlap with other service providers</p> <p>Also improves customer focus - issue 6</p>	MEDIUM	To clarify and communicate the level of our service provision to our customers, including areas of overlap shared with other service providers. To positively promote the service and improve its profile.	<ul style="list-style-type: none"> ❖ Provision of marketing brochure outlining the Division's role, and areas of service to employees. ❖ Effectively communicated, through attendance at team briefings and use of core brief. ❖ Improved customer feedback results through follow up focus groups ❖ Involvement of Divisional Managers in formal consultation processes ❖ Approve a follow up review as to the feasibility for a move to a 'gold star' service 	<p>June 2004</p> <p>July 2004</p> <p>September 2004</p> <p>September 2003</p> <p>January 2004</p>	<p>Trg & Devt Officer</p> <p>All P&D Staff</p> <p>P & D Manager</p> <p>Pers. Officer</p> <p>CMT</p>

<p>Issue 2 – Democratic Processes – do existing arrangements support/add value to HRM function and the Ethical standards Agenda. Issue 2 contd.</p>	<p>LOW</p>	<ul style="list-style-type: none"> ❖ To evaluate whether existing formal Staff Consultation mechanisms i.e. JNG/JCC/Craft Group, are still effective /appropriate ❖ To review and report on existing arrangements in terms of the levels of delegated power in relation to staffing issues, and their effectiveness. 	<ul style="list-style-type: none"> ❖ Review complete with clear, informed conclusions and recommendations reported. ❖ Review complete with clear, informed conclusions and recommendations reported. 	<p>September 2004</p> <p>March 2004</p>	<p>P & D Mgr</p> <p>P & D Mgr</p>
<p>Issue 2 – contd. Effective provision of Employee & Member Development</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> ❖ To continue to build the capacity of our managers <i>(Also supports Issue no. 5)</i> 	<ul style="list-style-type: none"> ❖ To procure Management Development Programme to address key competencies ❖ CMT members to identify any other individual mgt training needs with Div Mgrs through PDR process, linked to mgt competencies ❖ Individual needs incorporated into annual training budget 	<p>September 2003</p> <p>January 2004</p> <p>May 2004</p>	<p>Trg & Devt. Officer</p> <p>CMT</p> <p>Trg & Devt Officer</p>

<p>Issue 3 Implementation of transparent, and responsible Single Status Agreement, which includes the Single Status Job Evaluation Scheme</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> ❖ Implementation of transparent, and responsible Single Status Agreement. 	<ul style="list-style-type: none"> ❖ Continue the implementation of the Single Status project in line with the project plan. ❖ To undertake negotiations through the Single Status Steering Group to conclude a Single status agreement 	<p>October 2004</p>	<p>P & D Manager</p>
<p>Issue 4 – Recognition of the importance of People Issues, and dynamic impact legislation has on the service area</p>	<p>HIGH</p>	<ul style="list-style-type: none"> ❖ To effectively deliver and train on the significant employment legislative requirements 	<ul style="list-style-type: none"> ❖ Requirements identified in the 2002/03 service plan implemented effectively. ❖ Continue to undertake evaluation of future legislation in the service plan each year 	<p>October 2004</p>	<p>P & D Manager</p>
	<p>MEDIUM</p>	<ul style="list-style-type: none"> ❖ Health & Safety Commission Pilot (complete end 2002) 	<ul style="list-style-type: none"> ❖ Revised Stress Management procedure, drafted, consulted upon, approved, trained and communicated on. 	<p>March 2004</p>	<p>Trg & Devt. Officer</p>
	<p>HIGH</p>	<ul style="list-style-type: none"> ❖ Discrimination Legislation 	<ul style="list-style-type: none"> ❖ Review existing procedures in line with advice on sex discrimination legislation changes 	<p>December 2003</p>	<p>Pers Officer</p>

	HIGH	<ul style="list-style-type: none"> ❖ TUPE 	<ul style="list-style-type: none"> ❖ Review guidance to managers re: outsourcing, and service provision changes. 	December 2003	Pers Officer
	MEDIUM	<ul style="list-style-type: none"> ❖ Data Protection Act 1998 	<ul style="list-style-type: none"> ❖ Introduction of Policy on Access to Personal Files and guidance for managers on keeping information, planning to introduce rules for staff on legitimate/unlawful use of personal information. Policy drafted, consulted, approved, trained and communicated on. 	March 2004	Pers Officer
	MEDIUM	<ul style="list-style-type: none"> ❖ Employment Act 2002 	<ul style="list-style-type: none"> ❖ Undertake a review of the Grievance Procedure 	March 2004	Pers Officer
<p>Issue 4 contd. Need to understand and manage high levels of Sickness Absence & Ill Health Retirements</p>	MEDIUM	<ul style="list-style-type: none"> ❖ To develop a procedure for managing capability of under performing employees. 	<ul style="list-style-type: none"> ❖ Procedure developed, consulted upon, trained and communicated upon. 	March 2004	Pers. Officer

	MEDIUM	❖ Provision of further improved information and support	<ul style="list-style-type: none"> ❖ Further improvements to absence reports & briefings provided to CMT & members on a regular basis. Reports to include items such as levels of return to work interviews, absence monitoring interviews, ill health dismissals, retirements, and phased returns. Trends of Short and Long Term Absentees by Division. ❖ Review feasibility of insurance cover for employees for minor operations treatment, to fast track them up waiting lists & back to work ❖ Improved PI results, which progress towards government targets. ❖ To address fear of new Absence Management system through proactive promotion involving Occ. Health 	September 2003	Pers. Officer
	MEDIUM		<ul style="list-style-type: none"> ❖ Review feasibility of insurance cover for employees for minor operations treatment, to fast track them up waiting lists & back to work 	January 2004	P & D Mgr
	MEDIUM		<ul style="list-style-type: none"> ❖ Improved PI results, which progress towards government targets. 	March 2004	CMT
	MEDIUM		<ul style="list-style-type: none"> ❖ To address fear of new Absence Management system through proactive promotion involving Occ. Health 	October 2003	Pers. Officer

	MEDIUM		<ul style="list-style-type: none"> ❖ Investigate the exceptions to low / improved levels, in those specific Divisions ❖ More training for managers on policy application ❖ Review level of involvement of Occupational health advisor. ❖ Review application of phased returns to work 	<p>October 2003</p> <p>December 2003</p> <p>December 2003</p> <p>October 2003</p>	<p>Pers. Officer</p> <p>Trg & Devt. Officer</p> <p>Pers. Officer</p> <p>Pers. Officer</p>
<p>Issue 4 contd. Ensuring People are treated fairly & equitably in employment</p>	HIGH	<ul style="list-style-type: none"> ❖ Develop and implement employment policies for promotion of equal opportunities ❖ To address requirements of the Race Relations (Amendment) Act 2000 in relation to employment matters. 	<ul style="list-style-type: none"> ❖ Supporting the PBVM to strengthen the employment section of corporate policy for promotion of equal opportunities in employment, with a view to improving PI performance. ❖ Results published ❖ To publish annually the results of ethnic monitoring relating to grievances, disciplinary action, performance appraisal etc. 	<p>As per corporate guidance & PBVM timetable</p> <p>January 2004</p>	<p>Pers Officer</p> <p>Pers. Officer & Trg & Devt. Officer</p>

	HIGH		<ul style="list-style-type: none"> ❖ To work to guidance and timetable from PBVM on the Codes of Practice ❖ To commission independent research of views of prospective candidates to try and understand how the Council is perceived is an employer, and the barriers to employees from minority backgrounds applying. ❖ Take appropriate action based on findings ❖ Increased no's recruited from ethnic minority backgrounds, progressing towards govt. targets 	<p>As per corporate guidance & PBVM timetable</p> <p>December 2003</p> <p>March 2004</p> <p>March 2005</p>	<p>All P & D Staff</p> <p>P & D Mgr</p> <p>P & D Mgr</p> <p>P & D Mgr plus CMT</p>
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Issue 4 contd. Supporting the Improvement of Employee Morale	HIGH	<ul style="list-style-type: none"> ❖ To develop family friendly working practices. 	<ul style="list-style-type: none"> ❖ Development of framework to assess Homeworking Applications ❖ Development & communication of Homeworking Policy ❖ Same standards for flexible working to all 	September 2003	P & D Manager	
	MEDIUM	<ul style="list-style-type: none"> ❖ To monitor employee satisfaction on a regular basis, and address corporate issues 	<ul style="list-style-type: none"> ❖ Corporate Employee Forum established and feedback being used to improve by March 2004 	October 2003	Trg & Devt. Officer	
	MEDIUM	<ul style="list-style-type: none"> ❖ To conclude Single Status implementation in line with Issue 3. 	<ul style="list-style-type: none"> ❖ To successfully conclude project. 	October 2004	P & D Mgr	
	MEDIUM	<ul style="list-style-type: none"> ❖ To achieve tasks relating to sickness absence in this plan. 	<ul style="list-style-type: none"> ❖ To successfully complete tasks. 	October 2004	P & D Mgr	
	MEDIUM	<ul style="list-style-type: none"> ❖ To review content and quality of Core Brief document 	<ul style="list-style-type: none"> ❖ Improved information, that is of interest and generates positive feedback from employees 	December 2003	CMT	
	MEDIUM	<ul style="list-style-type: none"> ❖ Give timely and specific feedback 				

	MEDIUM	<ul style="list-style-type: none"> ❖ Rationalise and manage public folders properly ❖ Ensure consultation on Recruitment & Retention Working Group issues / findings in the core brief 	<ul style="list-style-type: none"> ❖ Easier access to documents for employees. ❖ Improved commitment to and understanding of R&R Actions and improvement in morale generally 	In line with IEG strategy As they arise	IT Manager CMT & P&D Manager
	MEDIUM	<ul style="list-style-type: none"> ❖ Explain outcomes from Recruitment & Retention Working Group 	<ul style="list-style-type: none"> ❖ Improved commitment to and understanding of R&R Actions and improvement in morale generally 	As they arise	CMT & P&D Manager
	MEDIUM	<ul style="list-style-type: none"> ❖ Communicate fair application of R & R incentives to new and existing staff 	<ul style="list-style-type: none"> ❖ Improved commitment to and understanding of R&R Actions and improvement in morale generally 	As they arise	CMT & P&D Manager
	MEDIUM	<ul style="list-style-type: none"> ❖ Recruit as soon as vacancies appear, if post is on establishment and will remain so. 	<ul style="list-style-type: none"> ❖ Improved committing to and understanding of R&R Actions and improvement in morale generally 	As they arise	CMT & P&D Manager
	MEDIUM	<ul style="list-style-type: none"> ❖ Plan effectively for interim management where there are gaps 	<ul style="list-style-type: none"> ❖ Improvement in morale generally 	As they arise	CMT & P&D Manager

<p>Issue 5 - Supporting the ongoing devt. of a performance management culture</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> ❖ To review & effectively implement the Division's service plan, to reflect the actions arising out of the Best Value Review. 	<ul style="list-style-type: none"> ❖ To have a clear service Plan, that has been appropriately revised, & approved by committee ❖ Report on clear outcomes arising out of its effective implementation. ❖ Outcomes achieved 	<p>November 2003</p>	<p>P & D Manager</p>
	<p>MEDIUM</p>	<ul style="list-style-type: none"> ❖ To undertake review of Training & Development Policy and Employee & Development Review policy. 	<ul style="list-style-type: none"> ❖ Revised procedures, forms, drafted, consulted upon, approved communicated on, with further training for managers & supervisors before next round of PDR's commence Jan 2004 ❖ Organisation achieves Local PI Target for PDR's ❖ Deliver essential training first ❖ Managers to tell people why they are getting/not getting training ❖ Look at creative ways of developing and motivating long standing staff 	<p>December 2003</p> <p>March 2004</p> <p>September 2003 & May 2004</p> <p>May 2004</p>	<p>P & D Mgr</p> <p>P & D Mgr</p> <p>Trg & Devt Officer</p> <p>Trg & Devt Officer plus CMT</p> <p>Divisional Mgrs</p> <p>Trg & Devt Officer</p>

<p>Issue 6 - Role of assisting the organisation to develop its customer focus</p>		<p>NO FURTHER TASKS REMAINING</p>			
<p>Issue 7 - Delivery of a Value For Money service & need for continuous audit and review of systems, linked to organisational priorities</p>	<p>HIGH</p>	<ul style="list-style-type: none"> ❖ To have approved & effectively implement the HRM BVR improvement plan that focuses on corporate priorities and that can be met within the resources available. 	<ul style="list-style-type: none"> ❖ Final report and plan approved ❖ Implemented ❖ Positive CPA Assessment in terms of People Management issues ❖ Further improvements in organisational performance for priority areas, with PI's progressing annually towards achievement of govt targets in 2004/05 	<p>September 2003</p> <p>Oct 2004</p> <p>July 2003 & January 2004</p> <p>March 2004</p>	<p>P & D Mgr</p> <p>P & D Mgr</p> <p>P & D Mgr</p> <p>P & D Mgr plus CMT</p>
	<p>LOW</p>	<ul style="list-style-type: none"> ❖ Continuous improvement of services linked to organisational priorities e.g. IEG 	<ul style="list-style-type: none"> ❖ Review of HRM / Payroll System in relation to enable improved facilities for customers e.g. recruitment modules, access for managers and employees & inclusion of training records 	<p>October 2004</p>	<p>P & D Mgr & Finance Services Mgr</p>

FURTHER SUPPORTING READING

- Corporate Plan - November 2001
- Corporate Plan End of Year monitoring report (including training analysis annexe) – January 2003
- Personnel & Development Division Service Plan 2002/03
- Personnel & Development Division Service Plan 2003/04
- Personnel & Development Division Service Plan Monitoring Reports
- Sample of 2 x other Services' Plans 2003/04 (incorporating training needs analysis)
- Single Status Steering Group Project Plan
- Recruitment and Selection Training Booklet
- Investors in People Action Plan
- IIP Assessor Reports - June 2002 & April 2003
- Training Matters 2001
- Training Matters 2002
- Exit Interview Report
- Sample of 1st Core Brief Document – January 2003
- Samples of 'Inside Out' Staff Newsletter
- Employee Handbook
- File containing all Personnel & Development Corporate Policies and Procedures
- Correspondence file – re: process of undertaking Best Value Review
- File of notes of Best Value Review team meetings
- Feedback report from Audit Commission July 2003