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HEALTH AND SAFETY EXECUTIVE

The HSE Board

Draft Workforce and Pay Strategy to 2010 Implementation Plan

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Issue

1. Development of an implementation plan to deliver the Workforce and Pay Strategy.

Timing

2. Immediate.

Recommendation

3. The Board agrees the amendments to the Strategy (commissioned at 6 April Board meeting) and approves the Implementation Plan at Annex 1 and 2.

Background

4. The Strategy has been discussed by the Board at a workshop and in various meetings and by the SCS at the Awayday. Following the Board's consideration of paper B/05/06 at the 6 April meeting, the final version of the strategy was issued in a cascade briefing in early April.

Argument

5. The Board asked for clarification of the required outcomes, the gap between where we are now and where we need to be, and the priorities for action. This paper meets that commission. The attached Implementation Plan sets out the priorities and the work streams to deliver them.

Where we are now

Our staff are:

- both expert and experienced,
- loyal and committed to delivering better health and safety,
- mature and stable, and
- on average more highly graded than other Government departments.

In common with much of the UK workforce our staff have commitments that constrain their ability to move geographically. Again in line with social changes nationally they have a different outlook on the work/life balance compared with 10 years ago.

Staff recognise and understand the need for change but remain uncomfortable in its application to them personally.

Our managers are not sufficiently ambitious in the targets they set nor the standards they achieve from staff.

Our staff are not yet sufficiently competent in some of the new areas such as programme and project management.

Our workforce planning does not sufficiently anticipate our rapidly changing business needs.

Our HR policies and procedures, particularly recruitment, are not sufficiently helpful in 'getting the right people in the right place at the right time'

Our training and development is not closely aligned to our current capacity and capability nor our rapidly changing business needs.

Our reward system does not directly reward staff for their contribution to HSE - e.g. performance and results achieved, developing specific competencies nor displaying behaviours valued by HSE.

Where we need to be

We want to have:

- Career development processes that actively identify and deliver the skills, competencies and behaviours we need to deliver and manage the business.
- A workforce that is responsive to change, has the skills, specialisms, experience and credibility to deliver the business both directly by their actions and particularly in partnership with others.
- An organisation that is set up to deliver the business and enables staff to be both flexible in the way they work and where work is done.
- A reward strategy that fairly rewards performance recognises the complete employment package and encourages staff to achieve a greater diversity of experience.

Our priorities

6. It may be a cliché, but the aim is right skills, right place, right time. To achieve this we need:
 - A skills framework, which draws from that we already have, OGDs and Professional Skills for Government (which we may need to adapt where our posts are unusual in government)
 - A clear plan of the skills and numbers required, by broad geographic location to deliver the business plan - in some detail over 3 years (but perhaps less prescriptive than traditional HSE planning) and in outline for the longer term
 - A route map of the changes needed to move from current to planned position
 - A review of the balance between recruitment of ready skilled staff, recruitment of staff with the potential for development, and the upskilling of existing staff
 - Clarification of the circumstances in which we will offer substantive employment, and those in which we will buy in skills on a short term basis
 - A new learning and development strategy and plan whose objectives include improving management and leadership capability
 - Some organisational and career restructuring so that fewer posts have management responsibilities (and these have wider spans) and there are opportunities for career progression in other specialisms
 - An increase in interchange with OGDs, the wider public sector and the private sector. More systematic arrangements to exploit the skills and experience which have been gained
 - A performance management system which encourages effective behaviours and delivery of objectives and targets, lifts average performance, and leads to the departure of unimproved poor performers
 - Career review and succession planning systems which support all staff in fulfilling their potential and ensure that HSE has future senior staff and leaders
 - Promotion systems which bring talented staff through (and younger than at present) and identify those best able to deliver at more senior levels
 - Possibly a programme of early exits for those with outdated skills, who cannot or will not reskill
 - Personnel procedures (particularly for recruitment and internal post filling) which are quick, streamlined, minimise the burden on the organisation and command confidence among users at all levels
 - Comprehensive, relevant and up to date management information on human resource issues
 - A new engagement with Trade Unions to gain their cooperation in these changes

The Way Forward

7. This is a very challenging programme. However, some key elements are already in progress, particularly through the HRST programme. RPD will develop an overarching plan building on what is already in place and prioritising the workstreams. Annex 1 gives a high level view of this. We will manage this as a programme, and we will involve users around HSE, possibly by broadening the role of the HRST senior users and prompting the formation of a user network. Some of these workstreams will need specialised HR and other skills which we may not have in house. We will aim to buy this in on a short term basis.

Consultation

8. This latest stage has been shared with TU officers.

Presentation

9. Aspects of the strategy will be contentious in the present industrial relations climate. Accordingly the benefits and justification will need to be effectively presented to Staff and TUs.

Costs and Benefits

10. We do not yet know the full cost of developing and implementing this work. But it is a key enabler of HSE's efforts to deliver it's targets and objectives.

Financial/Resource Implications for HSE

11. The RPD & PD plans for 2005/06 assume we will take this work forward. The plan has not been fully costed, we are looking for Board agreement in principle before we move to more detailed planning and costing. The programme plan may have to be phased to avoid creating an unsustainable burden, particularly on key staff.

Action

12. Subject to Board direction Personnel Division will:
 - Work to develop appropriate programme governance and project management arrangements,
 - Develop detail plans for each workstream,
 - Undertake further consultation with the Trade Unions.

Workforce and Pay Strategy Implementation Plan Key Workstreams

1. Communication and Engagement

Present status

- Previous iterations have been shared with HSE Board,
- Developing documents have been shared with SCS and TUs
- Cascade briefing on Vision issued to staff

Proposed approach

- Cascade briefings on implementation plan as it develops
- Engage with a nominated TU partner
- Programme engagement workstream
- SCS and staff “focus groups”
- Direct periodic reporting to Board

Required outcome

HSE staff unions and managers buy in to strategy and implementation plan

2. Management information

Present status

- Design of outputs from HRST IT streams, new software will enable us to improve management information

Proposed approach

- Scoping exercise with Board/SCS and PD to define required information streams and reports
- HRST IT system designed and tested to deliver required reports and information
- Produce regular state of the external employment market reports

Required outcome

Fit for purpose on line reports and management information

3. Workforce planning

Present status

- Financial settlement confirmed
- Programme and operational plans developed

Proposed approach

- Develop current demographics for HSE’s workforce and skills, model for different retirement age scenarios

- Bilaterals with PEFD/Strategic Programme Directors/Functional directors to identify present skills/competence availability, future requirements both in terms of types required and for duration of requirement – permanent or short fixed term?
- Develop 3 year skills requirement profile
- Identify procurement options – development, promotion, interchange – including effective utilisation of returning staff, contract, retention past retirement or recruitment (including type, i.e. fully /part finished item or grow your own) .It is possible we may need to consider managed exits
- Develop annual skills procurement plans
- Develop improved procurement procedures – a common stream of work with the HRST programme

Required outcome

Annual skills procurement programme directing HSE's recruitment and development activities

4. Skills Framework

Present status

- Cabinet Office developing framework for band 2's and SCS expected to be available during Autumn 2005
- Policy Group and COSAS already developing frameworksand others?
- OGDs have/are developing frameworks
- A project plan for Management capabilities work within HRST has been submitted
- HRST IT providers can support this work

Proposed approach

- Brief scoping exercise to identify progress and achievements of others
- Project to draw strengths of already developed frameworks into a core framework setting standards of attainment which will support alternate career routes and feed in to PSG framework
- All staff to self assess their competencies and standards within the framework to provide a skills baseline - using HRST IT system, subsequently validated by the performance management process

Required outcomes

A single framework that can accommodate a range of career paths and still support the skills procurement, career development, performance management and reward systems.

A baseline picture of HSE's essential skills and competency levels

5. Alternate career structures

Present status

- Management Capabilities project being progressed
- Kevin Allars (and COSAS) is considering career development for scientific and engineering specialists
- Cabinet office has defined routes for government lawyers, economists etc
- PSG will consider career routes for other specialists, e.g. accountants, IT, contract and services procurement and HR

Proposed approach

- Brief scoping exercise to capture strengths of ongoing work within HSE and Cabinet Office/OGDs
- Project team to further develop a small number of coherent career paths within specialisms and to illustrate interchange between career paths will be made available for those who wish to eventually reach the SCS.
- Progress along a particular path or movement to different paths will be supported by achievement of standards set within the competency framework.

Required outcome

A system where an individual can exercise an option to progress along one or a number of career paths.

6. Career development

Present status

- Review of all current development programmes such as SPATS concluded by mid May
- SCS development programmes already established

Proposed approach

- Brief scoping exercise to identify strengths of current work within HSE and Cabinet Office/OGDs
- Based on 3 year skills procurement workplans and online self assessment of skills frameworks we will identify learning and development needs – type and quantity
- Review the training curriculum and develop a corporate learning and development programme and ways to deliver it
- Work with HRST to establish on line individual procurement of learning and development

Required outcome

Establish the means to develop HSE's staff to fulfill their potential and also to provide the skills and competences the organisations needs to deliver the Business Plan

7. Performance management

Present status

- PEFD are working on performance management with respect to delivery of business objectives
- YPM does not deliver all we need particularly as we move to a more matrix management approach

Proposed approach

- Brief scoping exercise to identify strengths of ongoing work within HSE and Cabinet Office/OGDs
- We will develop (with PEFD and others) a system of setting and measuring achievement of performance targets for delivery of business objectives and personal objectives
- Developing an online tool within HRST to facilitate prompt and straightforward performance appraisals.

Required outcome

A fair and transparent system that is both administratively straightforward and facilitates and motivates individuals to achieve both business and personal objectives. The system must also contribute to delivery of HSE's skills procurement activities and the reward system

8. Pay and reward

Present status

- HSE has just embarked on a pay reform process, consultation with the Board has commenced; the review will be unable to take account of developments within this implementation plan

Proposed approach

- Scoping exercise to identify strengths of ongoing work within HSE and Cabinet Office/OGDs
- Develop options to build the forthcoming review into a comprehensive pay and reward package which supports skills procurement, career development and performance management

Required outcome

A reward strategy that fairly rewards and motivates performance, recognises the complete employment package and encourages staff to achieve a greater diversity of experience.