

<b>Health and Safety Executive Board Paper</b>		<b>HSE/05/066</b>	
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**Health and Safety Executive  
The HSE Board**

**Implementing the HR Strategy**

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Cleared by Vivienne Dews on 30 November 2005**

**Issue**

1. Show that the HSE HR Strategy is being implemented in a cohesive and co-ordinated way to and support HSE business objectives.
2. Explain the interdependencies between the HR work streams and effective delivery.

**Timing**

3. Routine.

**Recommendation**

4. The Board is asked to:
  - Agree and confirm the 3-year phasing of the HR Strategy Programme delivery;
  - Confirm the focus in the first year;
  - Consider the specific recommendations associated with HR initial priorities on:
    - Post Filling (Annex 8);
    - HR Board Sub-Group (Annex 10).
  - To note progress on the HR initial priorities, in Annexes 4 to 10

**Background**

5. At the 5 October meeting, during discussion of "Change in HSE: getting a grip" the Board requested an update on the programme to implement the HR strategy.
6. The Board will recall developing the HR Strategy as a key element in delivering the HSE Business Plan. The underpinning rationale was:
  - HSE objective to become a High Performance Organisation;
  - HSE managers require effective skills and processes to differentiate between effective and poor performance in order to build the High Performance Organisation;
  - People processes e.g. attraction, recruitment, talent management, performance management are not sufficiently robust to deliver the skills or behaviours that the Board is seeking.
7. In addition, HSE must implement "Professional Skills for Government" (PSG), a key part of Civil Service Reform, in a way which supports our business needs.
8. The SCS have discussed HR strategy at the last 2 leadership events. At Edinburgh we set off several workstreams. That on the recruitment and development of specialists is reported to the Board at this meeting (paper no B/05/68). The Cardiff event was less directly relevant. But the

3 themes of the health agenda, disciplined delivery and making connections are all important to both the outcomes and the way in which we approach HR strategy implementation.

### **Argument**

8. The Board has had several discussions in recent meetings about aspects of HR strategy. We now need to take an overview, and decide implementation priorities. In thinking about this the Board may find it helpful to look at Annex 1 which illustrates the interrelationships between HSE business drivers, HR enablers and priority activities, with the link into organisational impacts and business outcomes. The matrix in Annex 2 is intended to help identify the potential to generate improvements in the business of the different HR enablers (Resource & Workforce planning, building capacity, managing performance, pay and reward, HRST).

### **HR Strategy Implementation Plan**

9. The Board has previously noted, and the annexes demonstrate, that the HR strategy is ambitious. Even with a very disciplined approach we believe that it cannot be implemented in a short timescale.

10. The reasons are:

- Quality input. Implementation will strain HSE's finite resources (in both PD and Directorates);
- Embedding the changes. Any culture change takes time to embed and phasing will give HSE's people time to absorb and accept the new way of doing things
- Learning from experience. People and organisations need time to learn from experience so that the next set of activities will be performed better. The entire organisation will then learn as it is doing;
- Opportunity to up-skill and improve. A phased approach allows people more time to learn new skills and become more effective performers;
- interdependencies between the workstreams mean some have to be sequential;
- and most important, implementation will impact on managers and other staff across HSE, as they are going about their day to day business and participating in other change activities. We have to take account of what they can tolerate. Mishandling this would further damage confidence in the leadership.

### **Initial Priorities**

11. The detailed implementation plan is at Annex 3. The initial priorities were developed after assessment against

- Logical delivery pattern;
- Demands on HR resources;
- Required senior management inputs;
- Ability to deliver quickly with the maximum impact
- Impact on staff

The priorities are listed below, with a brief note, or a reference to a separate annex or paper, describing progress.

### **Building Capability Work Stream**

- Learning and Development Strategy (Annex 4)
- Foundation Programme (Annex 5)
- Local Career Groups (LCG) Annex 6)

### **Resourcing and Workforce Planning Work Stream**

- Workforce Planning (Annex 7)

- Post Filling (Internal Recruitment) (Annex 8)
- Regional Hubs (7 December Board paper b/05/067)

### **Managing Performance Work Stream**

- Improving Management Capability (Annex 9)
- Devolving Disciplinary Responsibilities (Board paper B/05/062)

### **Pay and Reward Work Stream**

The Board has been kept up to date separately with progress towards a 3 year pay settlement which would involve some pay reform.

### **HRST Programme Work Stream**

12. This is making good progress. The staff handbook has been revised and redesigned. A preference exercise for PD & OSU staff has been completed and the new structures will be established on moving to Redgrave Court. The HR business partners are taking up and developing their new roles. The IT system successfully completed its blueprint phase and will roll out during 2006. It will support more effective processes, provide better management information and enable employee and manager self service.

### **Programme Governance**

13. Proposals for a HR Board Sub-Group and its relationship with the HRST Programme Board and the other Board Sub-Groups are contained in Annex 10.

### **Consultation**

14. Consultation has been on-going with Board members and other key stakeholders across HSE.

### **Presentation**

15. The implementation of the HSE HR Strategy is complex and has organisation wide resource implications. As a culture change programme, it will also touch people's lives in different ways across all of HSE. We will develop a communication plan to ensure this is properly communicated.

### **Financial/Resources Implications for HSE**

16. Costs of staff time and resources will come from existing budgets in HR and Communications.

### **Environmental Implications**

17. None

### **Action**

18. The Board is asked to confirm and agree the 3-year phasing of the HR Strategy implementation and, in particular, the first year focus. The Board is further asked to confirm they are content with the recommendations contained in Post Filling (Annex 8) and HR Board Sub-Group (Annex 10).