

Issues For Discussion

Annex B

	<u>Size & Shape of Workforce.</u>	<u>Workforce Competence & Development</u>	<u>Valuing Workforce & Incentives</u>
<p>Issues→ (Relate to the 'building blocks' used in Annex A)</p> <p>Aside are key issues (and 'drivers') for consideration. Other issues may emerge via the Board's discussion and consultation with d/ds.</p> <p>Development of solutions will be iterative processes. Some will continue past Implementation of the initial Strategy in 2004. Such Actions will be c/f into HSE's Workforce Plan.</p>	<ul style="list-style-type: none"> • Capacity How many staff will be needed to deliver HSE's future workload? Drivers: Business Strategy & priorities; PSA targets; financial settlements; more flexible deployment. • Recruitment How to compete effectively in the labour market & at what level? Drivers: what we want people to do (job specs); the type of people we want & competence on entry (people specs); more flexibility in HR solutions to provide resource to deliver HSE's main 'Programmes'; comparative strength of pay/rewards package; family/diversity friendly policies; views on 'growing' own workforce & balance with external recruitment; link with locations - Estate Management Strategy (EMS). • Deployment: resources maximised? Drivers: targeting resources for impact based on risk; tough financial settlements; more cross/out-of-discipline working - flexibility/efficiency; need to manage any change in deployment policy sensitively – use consultation channels. 	<ul style="list-style-type: none"> • Capability: the right T & D for the workforce to deliver the Business Strategy? Drivers: review of T & D Strategy; implications of any change to entry competence levels; growing more technical/specialist expertise in-house (cost & time); IT/IS changes & e-government. • Flexibility: re-skilling & up-skilling? Drivers: tackling constraints on deployment imposed by HSE's Programme delivery; organisational change; potential for redeployment; more non-technical staff fulfilling Work Place Contact-type roles. • Succession Planning . Right people in the right place at the right time? Drivers: CDS - clearer structures and pathways; evaluation and further development of Career Review Groups; impact of fewer management posts; need to avoid regulatory capture in some sectors. • Leadership & Management; rethink arrangements? Drivers: competences required to deliver New Manifesto; cost/benefits; fewer posts; impact of CDS; greater focus on accountability & responsibility; strengthening role in resource & workforce planning. 	<ul style="list-style-type: none"> • Management of Health & Safety in HSE; much in place more to do? Drivers: exemplary employer H & S targets; Ministerial checklist. • Local/regional Rewards: need to review? Drivers: business case for internal review; Government pressure. • Incentivising Staff: new thinking? Drivers: fewer management posts; new Performance Management System (PMS); CDS; retention issues. • Multi-skilling. Impact on pay/rewards? Drivers: potential increase in flexibility via development of Workforce Strategy; and outcomes from NW & London pilots. • Length of Employment Contracts: fixed term vs permanent? Drivers: funding/capacity; need for greater flexibility – turning taps on & off quickly.

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	<ul style="list-style-type: none"> • Retention: retaining key staff & reducing turnover. Drivers: living HSE values; effective change management; rewards strategy & job satisfaction; Career Development Strategy (CDS); need to refresh organisation. • Retirement. Future policy? Drivers: 2006 Age Retirement Policy; age profile – loss of scarce expertise; future funding. • Office Locations: right for efficient delivery & interface with key stakeholders? Drivers: EMS & costs? Recruitment priorities – locations. Implications of the latest review of Civil Service re-location out of London & SE. • Organisational Structure. Further change? Drivers: HSE's future purpose/business goals; perceptions of key stakeholders; evaluation of current structure; potential change to staffing levels; size of overhead. • Diversity. Strategy in place. Change? Drivers: achievement of targets for representation in the workforce. HSE values – impact on behaviour; evaluation of diversity-friendly policies. 	<ul style="list-style-type: none"> • Interchange & Attachments: increase use? Drivers: T & D and Career Development Strategies; need for more effective ways to access & develop skills & experience. • Interface With Stakeholders: effective engagement? Drivers: Business Strategy; competence levels – better-defined behavioural standards; possible need to develop T & D response. • Sharing Knowledge: effective across professional & organisational boundaries? Drivers: HSE's Communication Strategy; IS/IT improvements; need for effective project/programme/matrix management. 	<ul style="list-style-type: none"> • Vacancy Filling & Promotion: look again at how we fill vacancies & promote? Drivers: commitment as part of outcomes of new PMS. • Change to Relevant Employment Legislation: Forward look & consider implications? Drivers: overlap with & implications for any of the above. • Central Role for Employee Reps: extending existing role? Drivers: existing senior management commitment to engage with representatives across a range of change-related issues.