

Issue 1

There is currently no strategic approach to identifying organisational needs and skills, both now and in the future, which will in turn inform career development decisions.

Proposed action	Scope and what this means in practice	Progress
<p>Primary recommendation 1.1 D/Ds to draw up workforce plans identifying the staffing and skills disciplines required to deliver agreed programmes and other work. First plans to be complete by March 2004 and as far as possible to cover the 3 year CSR period.</p>	<p>The exact scope of these plans will be informed by the workforce strategy project commissioned by the Board. This strategy will address issues such as the size and shape of the workforce, and the competences required. This should provide a good basis to inform career development decisions.</p>	<p>Taken forward as part of Workforce Strategy project</p> <p>A presentation will be made to the Board on 3 December 2003.</p>

Issue 2

Lack of coordinated or managed process to move staff around organisation. This would make it difficult to deliver any agreed strategic workforce plans or fulfil agreed career aspirations.

Proposed action	Scope and what this means in practice	Progress
<p>Primary recommendations 2.1 A structure of career review groups to be established to plan and coordinate staff moves. By March 2004.</p>	<p>Proposed career review groups should:</p> <ul style="list-style-type: none"> • cover all job bands, locations and disciplines; • address moves within D/D's and allow as far as possible interchange between D/D's; • identify and consider secondment/attachment opportunities outside of HSE; • make use of and link with existing career development mechanisms e.g. appraisal and development reviews and DAPs; • keep new paperwork to a minimum; • be open and transparent; and • be capable of handling moves between operations, policy, technical and administrative. 	<p>Underlying principles, process and architecture of career review groups developed</p> <p>Sent to D/D representatives and HSE TUs for comment</p>
<p>Other recommendation 2.2 There should be a conscious decision to review the length of time in post at a fixed period e.g. after 2 or 3 years and thereafter annually. By March 2004.</p>	<p>Although this is already recommended in existing guidance it does not appear to be widely known or used. Consideration could be given to mandatory career development moves at fixed review points – although recognition that in some cases it may be appropriate for individuals to remain in current posts.</p>	<p>Included in development of above process</p>

Issue 3

There is a lack of available information to enable staff and managers to plan and make decisions on career development and moves.

Proposed action	Scope and what this means in practice	Progress
<p>Primary recommendations 3.1 D/Ds to produce broad generic pen pictures to illustrate the nature of the main job types and skills within the D/D by December 2003. This should provide an initial source of reference to inform career development decisions.</p>	<p>This will need to cover all job bands and will require the development of an appropriate intranet site to ensure it is paper free and capable of being accessed by job or skill.</p>	<p>Template for format of pen pictures issued to D/Ds for comment.</p> <p>Identification of main job types and associated skills/competencies underway</p> <p>Revised timescale March 2004.</p>
<p>3.2 By December 2003, Information on future vacancies and attachments opportunities to be made available by D/Ds.</p>	<p>This will require D/Ds to identify vacancies much earlier than present – perhaps as part of the managed moves process described at 2. above. The current mid year development review could provide a suitable opportunity to discuss possible moves with staff. This information could then feed into the consideration of the proposed career review groups or be advertised more widely – see below.</p> <p>Post Filling are currently taking forward a project to improve the Personnel News vacancy site to allow easier access and real time update. The feasibility of allowing D/Ds direct on-line access as a quick and simple way of publicising level moves will be included in the scope of the project.</p>	<p>Developing new vacancy/career development intranet site enabling for example: direct on line access by D/D's for posting of existing and future vacancies;</p> <ul style="list-style-type: none"> • browse facilities; • electronic application for posts; • access to generic pen pictures of main job types and skills. <p>Roll out date March 2004</p>
<p>Other recommendations 3.3 Internal job adverts to include information on the career development benefits of that post. This could be implemented almost immediately with Board approval.</p>	<p>Cover all job bands, locations and disciplines.</p>	<p>Implemented</p>

Issue 4

Lack of an effective line management role and management skills in career development.

Proposed action	Scope and what this means in practice	Progress
<p>Primary recommendations 4.1 Appropriate training for all managers to be included in the Essential Training for Managers programme.</p>	<p>4.1 To link with existing training on appraisal and be met within existing resources. Should the Board agree to this recommendation in principle then further work will be necessary before an achievable timetable can be finalised.</p>	<p>Consulting Bray Leino re: training needs and course content .</p> <p>Implementation date April 2004</p>
<p>4.2 Consider ways to increase the understanding of the role of the Core Skills Framework and “on the job” opportunities in reviewing and discussing career aspirations and development needs. E.g. Promote existing DCT arrangements through real examples, case studies to demonstrate key aspects</p>	<p>Utilise Your Performance Matters project roll out.</p>	<p>Clarification through the roll out of Your Performance Matters (YPM)</p> <p>Real examples incorporated into the YPM intranet site which highlight core framework aspects</p> <p>Emphasised in appropriate Essential Training for Managers Modules on appraisal and development.</p>
<p>Other recommendations 4.3 The DCT guide be re-presented in a more user friendly way that will also benefit delivery of issues identified at 2.</p>	<p>The new format should identify and retain key principles underlying DCT and emphasise the message about the value/benefit of level moves, other “on the job” opportunities to assist career development.</p>	<p>User-friendly presentation of guidance on core framework and appraisal drafted.</p>

Issue 5

Need to increase opportunity for interchange and movement and give staff exposure to different types of work. In particular, there is a need to take greater account of potential in level moves.

Proposed action	Scope and what this means in practice	Progress
<p><u>Primary recommendations</u> 5.1 The current process for level moves be streamlined and made as paper light as possible. By December 2003.</p>	<p>Cover all job bands, locations and disciplines and remove unnecessary bureaucracy. This should include the option for advertising vacancies for shorter periods and allow expressions of interest to be made verbally or by email with selection decisions to be based on dialogue and discussion.</p>	<p>Revised procedures drafted and with TU for comment.</p> <p>Revised implementation date January 2004</p>
<p>5.2 D/Ds should produce secondment and attachment plans by March 2004 setting out planned secondment/attachment activity and including planned return arrangements.</p>	<p>Cover all job bands, locations and disciplines. Consideration be given to targets for secondment/attachment activity and to identifying 'development' posts.</p>	<p>Anticipate that this will form part of workforce planning</p>
<p><u>Other recommendations</u> 5.3 There should be more flexibility on location of work. Introduce immediately.</p>	<p>The Post Filling team already discuss the possibility of alternative locations with vacancy holders but greater commitment from D/Ds is needed to accept issues such as remote management. There may also be cost implications relating to IT or accommodation requirements.</p>	<p>Implemented</p>
<p>5.4 A pilot exercise allowing selected attachment opportunities to be open to staff in any job band. By March 2004.</p>	<p>This would be a relatively low risk experiment to introduce more flexibility in filling posts and allow staff with potential the opportunity to demonstrate their capabilities. The Board may wish to consider limiting the range of posts to which this is initially applied. For example should this apply only to attachments of less than 6 months duration and should SCS be included.</p>	<p>Practicalities under consideration</p>
<p>5.5 D/Ds to stipulate qualifications and job related experience only when absolutely necessary when advertising vacancies. Action immediately.</p>	<p>The Post Filling team already challenge this but in many cases vacancy holders insist on the finished article. This works against potential and restricts the opportunities for interchange.</p>	<p>Implemented</p>

Proposed action	Scope and what this means in practice	Progress
5.6 Develop guidance for career review groups on how to factor potential into decisions on level moves.	Criteria may need to be established to enable managers to identify potential in a structured and consistent fashion.	Practicalities under consideration