

Annex3 - HR Strategy Implementation Plan 05/06 - 06/07 - 07/08

	Year 1 - 05/06		Year 2 - 06/07				Year 3 - 07/08				OUTCOMES	
HUMAN RESOURCE STRATEGY	OCT-DEC05	JAN05 - MAR06	APR-JUN06	JUL - SEP06	OCT06 - DEC06	JAN-MAR07	APR - JUN07	JUL - SEP07	OCT07 - DEC07	JAN-MAR08		
Resourcing & Workforce Planning	<p>1. Undertake full Strategic Workforce Planning Exercise for Policy Group Dec 05.</p> <p>2. Conduct complete workforce planning analysis of current HSE situation e.g. demographics, turnover etc. Nov 05</p> <p>3. Develop Strategic Workforce Planning Methodology and Action Plan for Implementation for HSE Dec 05. 4. Conduct full review of internal recruitment processes Dec 05 5. Implement consultation process with key stakeholders Dec 05 6. Undertake Cadet Recruitment Dec 05</p>	<p>7. Pilot Strategic Workforce Planning Model for Policy Group Mar 06</p> <p>8. Implement action Plan to improve effectiveness and efficiency of Internal Post Filling Feb 06</p> <p>9. Conduct review of current Interview Panel Members competence levels Feb 05</p> <p>10. Conduct Strategic Review of Recruitment and agree direction incl. Communications Strategy Feb 06</p> <p>11. HSE Core Framework reviewed in line with recruitment process Mar 05 12. Review against revised business priorities Mar 06</p> <p>13. Metrics developed for Recruitment Evaluation including long-term performance in post Mar 06 14. Re-engineering business process for e-recruitment</p>	<p>15. Align job descriptions with PSG/Skills Framework project April 06</p> <p>16. Strategic Workforce Plan in Place for each Directorate/Programme Apr 06</p> <p>17. Conduct full review of external recruitment tools and techniques incl AC process June 06</p>	<p>18. Providers engaged to design, develop and pilot AC process July 06 19. Train Line Manager Pilot Group for AC and Panel Assessment process Aug 06</p> <p>20. Develop national and local 'Potential recruit bank' in line with workforce plan Sept 06</p> <p>21. E-Recruitment launched across organisation</p>	<p>22. Identify strategic alliances with universities, professional bodies and key contacts Oct 06</p> <p>23. Implement 2006 AC Model Oct 06</p>	<p>24. Contact strategic alliance partners e.g. universities and begin relationship building process Jan 07</p> <p>24. Implement fully updated intranet/internet recruitment model Feb 07</p> <p>25. Evaluate workforce planning effectiveness Mar 06</p> <p>26. Review business priorities and undertake annual workforce planning exercise locally/regionally</p>	<p>27. Review effectiveness of intranet/intranet recruitment approach April 07</p>		<p>30. Undertake full evaluation of effectiveness of recruitment process including those new in post</p>	<p>31. Review business priorities and re-align workforce plan and recruitment plan Mar 08</p>	<p>An agreed 3-year rolling plan that directs HSE's recruitment activity and succession management; Improved staffing flexibility; Workforce management capability enhanced across HSE; Increased probability that the right workforce is in place to accomplish HSE's strategic objectives.</p>	
Interdependencies	<p>Points 1,2,3 - Interdependency with Building Capability - L & D Strategy, Managing Performance Point 6 - Pay Negotiations, Building Capability and Managing Performance Consultation NOTE: COIN AND ERDMS ROLL OUT</p>	<p>Point 6 - Interdependency - Foundation Programme</p> <p>Point 8 - Interdependency Managing Performance Work Point 9 - Business Planning Process and Building Capabilities Work and Managing Performance</p> <p>Point 10 - Interdependency - Core Framework, PSG and Skill Framework development on Building Capability, HRST, HR Strategy Implementation Communication Strategy</p> <p>Point 6,7,8,9,10,11 - HR Service Centre goes live Point 12 - Managing Performance, Pay and Reward</p>	<p>Point 15 - PSG/Skills Framework Project Point 16 - Talent Management and Succession Planning project use of Development Centres Point 17 - ERDMS, COIN roll out drain on resources</p> <p>Point 18 - HRST roll out</p>	<p>Point 20 - Interdependency Performance Management Work and Managing Capability Work, Specialist Recruitment/Retention Work and HID Inspector Professionalizing Work</p> <p>Point 21 - Managing Development Programme Roll Out</p>	<p>Point 23 - Cadet Programme, workforce planning, succession management</p>	<p>Point 25 - Succession Planning and Talent Management Work</p> <p>Point 26 - Building Capability and Managing Performance</p>	<p>Point 29 - HRST roll out effectiveness and Leadership/Mgt Development Programme roll out</p>		<p>Point 30 - Building Capability Programme, Managing Performance</p>			
Building Capability	<p>1. Learning and Development Strategy Component designed- HR Strategy Board Paper Dec05</p> <p>2. Cadet Outline Programme developed Dec 05</p> <p>3. Communication Strategy Approach for L & D Strategy agreed Dec 05</p> <p>4. Evaluation Process developed and agreed Dec 05 4a Prepare LCRG pilot in NW</p>	<p>5. PSG/HSE Skills Framework alignment agreed Jan 06</p> <p>6. HSE Core Framework Reviewed Mar 06</p> <p>7. Existing HSE L & D Activity alignment requirements identified including Diversity Programme Feb 06</p> <p>8. PSG/HSE Skills Framework development completed for Inspector Population end Mar 06</p> <p>9. National HSE Inspector and Specialist Professionalisation Programme defined Mar 06</p> <p>10. Leadership and Management Core Skills Programme Defined Feb 06 11. Programme Management Skills Defined against each Employee Category Jan 06 12. Evaluation of all programmes May 06</p> <p>13. Review of HSE Business Priorities Mar 06</p> <p>13a Launch LCRG pilot in NW</p>	<p>14. PSG implemented for all SCS April 06</p> <p>15. National HSE Inspector (incl. Specialist) Professionalisation Programme piloted May 06</p> <p>16. PSG/HSE Skills Framework developed for remaining HSE population June 06</p> <p>17. HSE Business Focussed Induction Programme Developed and Implemented June 06</p>	<p>18. Providers engaged for Phase 1 Leadership, Management and Core Skills incl Project Work & Programmes incl diversity July 06</p> <p>19. Illustrative career paths developed for HSE Technical Routes and Management Routes in line with PSG Aug 06</p> <p>20. Phase 1 Leadership Programme launched Sept 06</p> <p>21. Phase 1 Core Management Development Programme (incl. Managing performance) implemented for Band 1 Sept 06</p>	<p>22. Cabinet Office Talent Development Programmes aligned with HSE Programmes Oct 06</p> <p>23. Phase 1 Management Development Programme Implemented for remaining HSE managers Nov 06</p> <p>24. Management Accreditation reviewed for professionalizing management</p>	<p>25. Talent Management Strategy developed and key roles identified Jan 07</p> <p>26. PSG Framework implementation for SCS reviewed and evaluated</p> <p>27. Succession Planning Strategy and Matrix agreed and communicated Feb 07</p> <p>27. L & D Evaluation takes place</p> <p>28. HSE Business Priorities reviewed</p>	<p>29. National HSE Professionalizing Inspector (incl. Specialists) implemented June 07</p> <p>30. Phase 2 Leadership Development Programme implemented May 05</p> <p>31. Phase 2 Management Development Programme implemented May 05</p> <p>32. Talent Management Strategy implemented Jun 07 33. PSG Skills Framework implemented for Band 1 and 2 April 07</p>	<p>33. Full review of Leadership and Management Development Programmes July 07</p> <p>34. Phase 3 Leadership Programme and Management Development Programme implemented</p>	<p>35. Interim reviews of all PSG/HSE Skills Framework and HSE Core Framework</p>	<p>36. Business Priorities reviewed and alignment takes place with L & D strategy alongside overall HR Strategy</p>		<p>Training & development investment targeted at priority skills; Total T&D investment quantifiable, consequently manageable and delivering improved VFM; Career path framework established to facilitate staff development; Workforce has skills needed to execute HSE's strategic mission.</p>
Interdependencies	<p>Point 3 - Interdependency Communication Strategy for HSE HR Strategy</p> <p>Point 4 - Business Partner work commitment NOTE: COIN AND ERDMS ROLL OUT IMPACT</p>	<p>Point 5 - Interdependency Recruitment Framework, Performance Reward, Managing Capability Work Point 8 - Interdependency OMT agreement and Point 7</p> <p>Point 8 - Interdependency Specialist Recruitment/Retention Project and FOD/HID Inspector Professionalizing Project Point 10 & 11 Interdependency Managing Capability Work Point 5,6,7,8,9,10 - HR Service Centre goes live</p>	<p>Point 14 - Interdependency Formation of Civil Service Sector Skills Council and Kandola Work</p> <p>Point 15 - Interdependency Specialist Recruitment/Retention Work</p> <p>Point 16 - Interdependency Kandola Interdependency Work</p>	<p>Point 18 - Interdependency Performance Management Work and Managing Capability Work</p> <p>Point 19 - Interdependency Specialist Recruitment/Retention Work and HID Inspector Professionalizing Work</p>	<p>Point 22 - Interdependency Cadet Programme work Point 23 & 24 - Interdependency Management Capability Work and Kandola Work</p>	<p>Point 25 - Interdependency- Work force planning data and recruitment project Point 26 - Cabinet Office work</p> <p>Point 27 - Interdependency workforce planning work</p>	<p>Point 29 - HSE Core Framework project Point 30 and 31 - Professionalizing Management work</p>	<p>Interdependency Business Priority Review</p>		<p>Point 31 - Interdependency HR Strategy</p>		

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Managing Performance	<p>1. Consult with key stakeholders to prepare and agree project plan and timeline with 3 phases: diagnostic - design & delivery.</p> <p>2. Agree short term action plan with Board and set up Project Design Team to progress actions</p> <p>3. Finalise Pearn Kandola terms of reference, circulate communication brief and schedule meetings</p>	<p>4. Gain Board commitment and leadership of project, identify senior sponsors & agree project management roles, accountabilities, reporting periods and mechanisms, appoint project manager and admin support</p> <p>5. Agree composition and resources for Diagnostic phase Steering Group and agree comms strategy.</p> <p>6. Receive findings from PK project</p> <p>7. PSG alignment and integrated into current PM arrangements</p> <p>8. Continue with short term action plan</p>	<p>9. Continue execution of work programme and comms strategy in Diagnostic phase</p> <p>10. Identify and engage with key stakeholders and report back to Board with emerging findings</p> <p>11. Project Design Team implement action plan and decisions following completion of PK project</p> <p>12. Project Design Team receives emerging findings from Diagnostic stage</p>	<p>13. Circulate findings and recommendations for consultation with stakeholders (amend as a result of feedback)</p> <p>14. Present findings and recommendations to Board with benefits and risks consult all stakeholders</p> <p>15. Diagnostic phase complete - moves into design - look at feasibility for March 2007 completion</p> <p>16. Design team prepare to implement changes - consider piloting and prepare for transition to delivery phase - build in monitoring mechanisms</p> <p>17. Continue with short term action plan</p>	<p>18. Bring resources together into Delivery Unit. Prepare implementation plan - including briefing and training consulting stakeholders</p> <p>19. Consider stages of implementation and timetable. Make decisions about delivery and communicate</p>	<p>20. Begin implementation according to plan and timetable</p> <p>21. Set-up on-going review and evaluation mechanisms</p>	<p>22. Continue with implementation plan and comms strategy</p> <p>23. Main project complete - move into on-going maintenance and monitoring phase. Make adjustments as appropriate</p>				<p>An accurate picture of organisational capability; A robust credible performance management system SCS and Board driven; Leadership team and staff behaviours more consistently supporting achievement of strategic objectives; Encourages line managers to differentiate between staff, and between roles; HSE culture changing to that required to support strategic execution.</p>
Interdependencies	<p>Link to adjustments to internal recruitment strategy to align with PM</p> <p>Link the consultation exercises together for WFP, PM and BC</p> <p>Query demand on senior leadership time points 1 and 4 and with PM action plan point 2 & PK projectm point 3</p>	<p>Interdependencies on PSG point 7 with BC and WP.</p> <p>Whole diagnostic and design phases of PM have interdependencies with Building Capability ad pay and reward</p> <p>Close link between PM and business planning</p>	<p>Point 12 - share emerging findings with Building capability and pay and reward</p>	<p>Interdependencies with WP around succession planning, talent management and the use of PM data for internal selection/ promotion</p>							
Pay and Reward	<p>Prepare 3 year remit to Executive, DWP and Treasury. Agree Remit with Treasury - Nov05</p>	<p>Negotiate, communicate & implement 05 Pay Award - Mar06</p> <p>Align pay and appraisal arrangements. Issue further guidance to support HPA moderation - Mar06 - Jan 06</p>	<p>Review 05/06 Pay Award</p>	<p>Commence Review Job evaluation system - Jul06</p>			<p>Review 06/07 Pay Award</p>		<p>Implementation of Reformed/New Job Evaluation system - March 08</p>	<p>Prepare Pay Remit 08/09</p>	<p>Increased Performance awards. Improving morale and motivation of staff</p>
HRST	<p>Fixed specifications and build for e-hr system TNA completed for all new HR staff Business Partner's into D/D's Exchange briefing for all HR staff on HR changes</p>	<p>Complete Streamlining of Policies and Procedures - March 06</p> <p>Single and integrated HR service fro HSE.</p>		<p>Phased rollout of Employee and Manager Self service - April - June 06</p> <p>Employee portal on all desktops</p> <p>Training and awareness workshops across HSE</p> <p>Paper transactions removed and enabled</p>	<p>Benefits realisation achieved</p> <p>Final report on progress and maintenance of management reviews</p>						<p>1 Reduced overhead</p> <p>2 Increased productivity</p> <p>3 Improved management capability</p> <p>4 More strategic approach to HR</p> <p>5 Simplified, streamlined and more easily accessible HR policies, processes and procedures</p> <p>6 Better quality and accessible management information</p> <p>7 Easily accessible, customer focused HR service centre</p>
	<p>Complete recruitment to new HR structure - Dec05</p> <p>Business partners service centre advisors and consultants core strategy and policy project reams</p>	<p>Implement new HR organisation structure - Jan 06</p> <p>Transition existing PD and OSU staff in to new HR service delivery model</p> <p>S&P unit implemented</p> <p>Core HR system developed and tested</p> <p>Start of implementation of HR training</p> <p>HR business processes clarified</p> <p>Communication on self service for HR</p>	<p>Improved Management Information</p> <p>Training HR staff on new processes & systems</p> <p>Developing new business process for self service.</p> <p>Fixed specification and build for E recruitment self service</p> <p>Roads shows on concepts of e-hr and Gate 4 review</p> <p>Revise resources and roles in HR</p>	<p>Training HSE staff on e-recruitment and self service</p> <p>Communication on HR change</p> <p>Phased rollout of self service</p> <p>Sept 06</p>	<p>Evaluation</p> <p>Lessons learnt</p> <p>Close out</p>						