



Hertfordshire
COUNTY COUNCIL

Hertfordshire County Council

PEOPLE STRATEGY

Hertfordshire County Council

PEOPLE STRATEGY

“.....to have the best trained and motivated workforce in the country.”

Introduction

The People Strategy is the County Council's statement of how it will achieve its objectives through its people.

The County Council has in place the infrastructure needed to achieve its promises to its communities. The Herts Connect Programme, the creation of new Children Schools and Families services and a new integrated Adult Care Service are just a few of the examples of transformations in the way the County provides its services.

However, infrastructure alone is not enough. To achieve successful change we need to engage, value and enthuse the unique contribution of all employees. At Hertfordshire we recognise that our success as an organisation is totally dependent upon the commitment and dedication of the very talented people who work here. This People Strategy sets out how we will continue to value and develop our people in order to maintain our success in the future and mark ourselves out as the best performing local authority in the country.

Bill Ogley

Chief Executive

LINKING STRATEGY TO OBJECTIVES

.....2020 vision

The County Council's Promises to the people of Hertfordshire create the strategic objectives that will drive the County through the early years of the 21st century. These objectives also shape the people requirements for the organisation. Any People Strategy needs to be closely aligned to organisational objectives in order to ensure that the right people are achieving the right things at the right time. Our starting point in developing this People Strategy has therefore been an analysis of the people objectives contained within the following:

The Promises - Four key promises have been made to the communities of Hertfordshire about how the County Council will improve their lives. These promises provide a framework for the planning and development of all services across the organisation. They will play an important role in determining the skills, competencies and behaviours needed from employees now and in the future so that we can:

- make Hertfordshire a better place to live and work
- improve education and promote prosperity
- help people to help themselves
- get better in all that we do and involve and service the public

Herts Connect - is a major County wide initiative that is fundamentally changing the way we operate. So far it has resulted in:

- the introduction of an all service call centre,
- a new interface with customers via the web site - Herts Direct,
- a rationalisation of the way we use our property and transport and a focus of service delivery on the needs of our customers,
- a major structural change in the development of the new Children, Schools and Family Services and Adult Care Services to focus service delivery on the needs of our customers.

These initiatives will all require employees to work more flexibly, in different ways, across professional boundaries and using new competencies.

Best Value - although a government initiative, the principles of best value are closely aligned to the principles of Herts Connect. Every service of the County Council will be fundamentally reviewed within the next five years. These reviews, along with advances in technology, will change the way that the County Council operates and the way that people work.

WHAT YOU TOLD US.....

In developing this strategy it was important that we listened people across the organisation. We wanted to understand what the key people requirements for the business success were and to develop a common agreement on what the People Strategy is aiming to achieve. This is what you told us:

- There are significant recruitment and retention difficulties that have arisen as a result of national skills shortages. These shortages are now impacting on the ability to deliver quality services
- We need to do more to diversify our workforce
- We need to become a more flexible employer
- We need to develop more effective methods of rewarding contribution
- We need to do more to enable our employees to embrace new communications technologies
- We need to do more as an employer to actively demonstrate how we value our people
- We need to develop new leadership capabilities
- Departmental and professional silo's need to be challenged so that people can work more effectively together

DELIVERING THE PEOPLE STRATEGY

The People Strategy will form an organisation wide framework for the delivery of people management objectives over the next 3 to 5 years. All

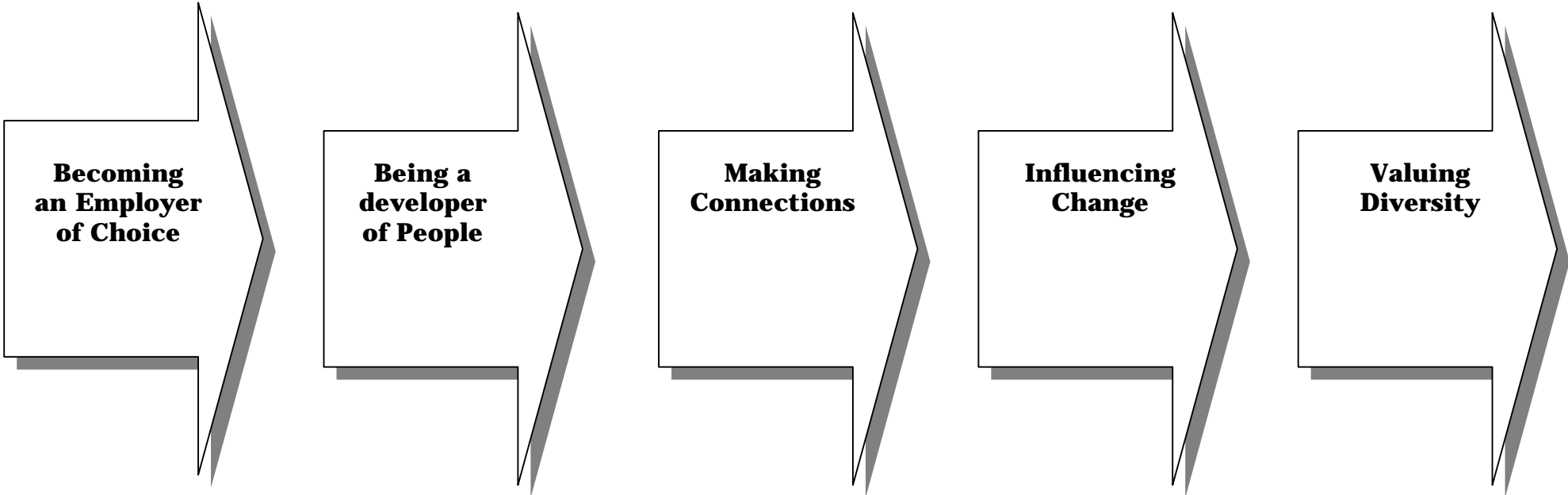
departments of the County Council will be responsible for developing their own tailored strategy for delivering the five key people objectives identified in this document.

Strategic People Objectives

The five strategic people objectives set out in this document are the building blocks of our people strategy. They will ensure that the work of the personnel function across the County Council is always closely aligned to organisational objectives.

Our performance in achieving our strategic objectives will be closely monitored and measured. The value added by the personnel function will be identified through tangible performance measures.

People Strategy - The Building Blocks of Success



Strategic People Objectives - The Building Blocks of Success

1. To be an employer of choice

What this means: We will aim to be an organisation that people aspire to work for by:

- Creating flexible employment, development and reward packages that employees highly value
- Creating a challenging and exciting working environment
- Being a good employer and looking after our people

Action we will take to achieve our objectives:

Action	Targets	Success measures	Who responsible
Develop the capacity of the recruitment centre	<ul style="list-style-type: none"> • To recruit all permanent and temporary staff through the recruitment centre making it easier and more cost effective to source staff • To make it easier and fairer to apply for jobs with HCC • To develop a compelling employer brand • To develop an interactive recruitment web-site • To improve performance in redeploying staff. 	<ul style="list-style-type: none"> • Reduced recruitment costs • Achievement of savings targets • Reduced time to fill vacancies • Improved attraction and job fill rates • Improved redeployment levels • Evidence of more diverse workforce 	Carole Grimwood

Action	Targets	Success measures	Who responsible
Develop a worklife balance strategy	<ul style="list-style-type: none"> • To identify and address worklife balance issues across the organisation through the implementation of the 'lifeWISE' strategy. • To develop a range of flexible working options • To develop a range of initiatives to support people with caring commitments • To develop a range of preventative health initiatives aimed at encouraging people to adopt healthier lifestyles • To develop more flexibility in the employment package to enable employees to elect options that suit their lifestyles • To communicate and market the strategy so that it helps differentiate HCC as an employer 	<ul style="list-style-type: none"> • Reduced levels of sickness absence • Reduced turnover • Improved operation in the recruitment market • Improved employee commitment and morale • Reduced turnover • Hertfordshire seen as an employer of choice 	Gillian Hibberd LifeWISE Steering Group
Develop a total reward strategy	<ul style="list-style-type: none"> ▪ To develop a new approach to total reward that will 	<ul style="list-style-type: none"> ▪ Reduced turnover ▪ Improved performance in 	Gillian Hibberd

Action	Targets	Success measures	Who responsible
	<p>enable Hertfordshire to recruit and retain talented people.</p> <ul style="list-style-type: none"> ▪ To develop a flexible benefits package that enables employees to chose benefits to suit their lifestyle and life-stage 	<p>the recruitment market</p> <ul style="list-style-type: none"> ▪ Stronger alignment between individual contribution and organisational objectives ▪ Improved staff morale 	
Develop a structured approach to career development and succession planning	<ul style="list-style-type: none"> • To develop clear career paths for all jobs linked where possible to career pay grades • To ensure all staff have regular performance and development reviews • To use management information to identify succession planning issues and implement associated development programmes 	<ul style="list-style-type: none"> • Fewer employees leaving to achieve career development • Increased development opportunities linked to career development • More trainee schemes 	Carole Grimwood
Create a healthy and safe place to work	<ul style="list-style-type: none"> • To develop and implement a proactive health and safety strategy which incorporates the objectives of <i>Revitalising Health and Safety</i> and <i>Securing Health Together</i> 	<ul style="list-style-type: none"> • Reduction in accident rates • Reduction in sickness absence rates • An improvement in the rehabilitation of staff back to work following injury, ill health or other absence 	David Moses

Action	Targets	Success measures	Who responsible
		involving disability	

2. To be a developer of people

What this means: We will develop the organisation through its people by:

- Developing strong leaders
- Promoting and assisting career development through coaching, mentoring, shadowing and secondment schemes
- Developing a culture of learning through practice
- Developing structured professional qualification strategies and personal development opportunities based on our Development Charter and organisational objectives
- Ensuring that employees take responsibility for their own continuous development and lifelong learning

Action we will take to achieve our objectives:

Action	Targets	Success measures	Who responsible
Become an Investor in People	<ul style="list-style-type: none"> • To achieve IIP accreditation across the whole organisation by April 2002 with ongoing re-recognition 	<ul style="list-style-type: none"> • The award achieved and maintained by all departments 	Carole Grimwood
Define the contribution	<ul style="list-style-type: none"> • To develop a succinct and 	<ul style="list-style-type: none"> • The framework is actively 	Carole Grimwood/Gillian

Action	Targets	Success measures	Who responsible
required from staff	easy to use organisational statement of key behaviours and skills that reflects the Council's values and beliefs.	used and contributes to improved performance as a recruitment tool, as a performance measure linked to pay, and as a development tool	Hibberd
Implement a new leadership and management development programme	<ul style="list-style-type: none"> • Identify leadership and management development needs at an organisation and individual level adopting a development centre approach where appropriate • Provide a range of on and off job development opportunities to meet the needs of all managers 	<ul style="list-style-type: none"> • Improved performance evidenced through performance reviews ▪ Increase in internal promotions 	Carole Grimwood
Provide increased structured learning opportunities in the workplace	<ul style="list-style-type: none"> • Develop managers as developers of their staff focussing on coaching skills • Extend and promote secondment, shadowing and mentoring schemes 	<ul style="list-style-type: none"> • Reduced reliance on course based development • Increased take up of secondment and shadowing opportunities • Increased participation in mentoring schemes 	Carole Grimwood
Provide team development	<ul style="list-style-type: none"> • Implement team based 	<ul style="list-style-type: none"> • Improved performance 	Carole Grimwood

Action	Targets	Success measures	Who responsible
opportunities	development events focussing on the contribution made by the team		
Provide high quality professional development opportunities	<ul style="list-style-type: none"> • Produce a qualification and continuous professional development strategy • Support staff to achieve the professional qualifications needed for their work • Introduce trainee schemes in shortage skill areas • Implement continuous professional development programmes for all professional groups 	<ul style="list-style-type: none"> • Improved performance • Reduced turnover relating to development issues • More internal promotions 	Carole Grimwood
Implementation of Performance and Development schemes for all staff (see 4. Influencing Organisational Change)			

3. Making Connections

What this means: We will enable all the elements of this strategy to be delivered by embracing new information and communication technologies. People practices in the organisation will become more effective and more efficient by:

- Making access to personnel services much easier for all our customers and partners
- Communicating with people within and outside the organisation more effectively through a variety of communication and technology portals
- Providing effective and timely management information on people related issues

Action we will take to achieve our objectives:

Action	Targets	Performance Indicators	Who responsible
Develop a HR intranet	<ul style="list-style-type: none"> ▪ Development of an interactive intranet/internet portal through which customers can access a wide range of Personnel Services 	<ul style="list-style-type: none"> ▪ Customers find it easier to access personnel information and services. ▪ Number of personnel transactions increases ▪ More personnel transactions will be capable of taking place electronically. ▪ The HR intranet will be the main means of access to personnel information by 	Carole Grimwood/Gillian Hibberd

Action	Targets	Performance Indicators	Who responsible
		<ul style="list-style-type: none"> ▪ both managers and employees ▪ Improved communication with staff 	
Develop a new HR Information system	<ul style="list-style-type: none"> ▪ The development of a computerised HR information system which is process driven and self-service.. 	<ul style="list-style-type: none"> ▪ Employees will be able to update their personal files electronically. ▪ Managers will have easy access to a wide range of HR data and information which will help drive business objectives 	Carole Grimwood
Develop an interactive recruitment web-site (See1. Becoming an Employer of choice)			

3. Influencing organisational change

What this means: We will continuously influence the success of organisational change by:

- Involving and empowering employees to contribute to innovation and change within their services
- Developing a performance culture
- Recognising the importance of engaging employees in organisational change at the earliest opportunity to ensure effective culture change
- Developing more effective partnerships with our trade unions and employees
- Developing flexible employment packages that reflect the new paradigm of work

Action we will take to achieve our objectives:

Action	Targets	Performance Indicators	Who responsible
Develop an Organisational Development strategy to ensure that the 'people' aspects of change are assessed and acted upon at the very beginning of any change process.	<ul style="list-style-type: none"> ▪ Take account of the implications of change for employees at the outset of any planned change and build into the action plan ▪ Involve staff in the change process encouraging participation ▪ Develop a tool kit to support HR staff and line managers in involving and supporting staff through changes ▪ Develop a cadre of internal staff to facilitate and support change 	<ul style="list-style-type: none"> ▪ Speedier and easier implementation of change ▪ Increased staff involvement in change ▪ Reduced turnover at times of change ▪ Reduced number of grievances, disciplinarys and appeals 	Carole Grimwood

Action	Targets	Performance Indicators	Who responsible
Developing a partnership culture with trade unions	<ul style="list-style-type: none"> ▪ Development of a partnership agreement and protocol that is supported and enacted by both HCC and the trade unions 	<ul style="list-style-type: none"> ▪ No days lost through industrial action ▪ Reduction in the number of disciplinary, grievance and Employment Tribunals ▪ Stronger and more positive relationship with the trade unions 	Gillian Hibberd
Develop a consistent and appropriate performance and development system across the organisation	<ul style="list-style-type: none"> ▪ A simple contribution based performance and development scheme that is in synergy with recruitment and reward systems across the county 	<ul style="list-style-type: none"> ▪ All staff will receive an annual performance review that contributes to improved performance • All staff will have a personal development plan 	Carole Grimwood
Developing more flexibility in our terms and conditions of service	<ul style="list-style-type: none"> ▪ Development of a flexible employment package that reflects the values and objectives of the County Council. 	<ul style="list-style-type: none"> • Improved operation in the recruitment market • Improved employee commitment and morale • Reduced turnover • Reduced levels of sickness absence • Hertfordshire seen as an employer of choice ▪ Services being delivered more flexibly 	Gillian Hibberd

5. Value Diversity

What this means: We will value and embrace the creativity and uniqueness of all employees by:

- Harnessing the diversity of our employees to improve service delivery
- Enhancing Hertfordshire's reputation inside and outside the organisation by our actions not just our words
- Ensuring the fair and consistent treatment of all our employees
- Monitoring personnel practice and workforce profiles and taking positive action to redress any imbalances found

Action we will take to achieve our objectives:

Action	Targets	Performance Indicators	Who responsible
Taking positive action to achieve and retain a representative workforce	<ul style="list-style-type: none"> ▪ Develop a range of positive action initiatives in consultation with representative minority groups aimed at developing and maintaining a workforce that is representative of the community it serves 	<ul style="list-style-type: none"> ▪ Increase in number of women in senior management posts ▪ Increase in the number of black and ethnic minority staff in senior management posts ▪ Increase in the age diversity of our workforce ▪ Improved consultation on equalities with representative communities 	Gillian Hibberd

Action	Targets	Performance Indicators	Who responsible
Acting on the recommendations of the Stephen Lawrence Enquiry	<ul style="list-style-type: none"> ▪ Implementation of all the recommendations of the Stephen Lawrence Enquiry 	<ul style="list-style-type: none"> ▪ All the recommendations of the Stephen Lawrence Enquiry are addressed. ▪ Ethnic minority communities are consulted about progress in achieving the recommendations in the Stephen Lawrence Enquiry and their view inform service planning processes 	Gillian Hibberd
Implementation of 'Putting People First'	<ul style="list-style-type: none"> ▪ Equalities issues are mainstreamed into all aspects of people management and service delivery across the County Council. 	<ul style="list-style-type: none"> ▪ Annual equality action plans are produced by each department which set challenging targets for improved performance. 	Gillian Hibberd
Consulting more effectively with our communities	Influencing and supporting the development of mechanisms across the county council for consulting a wide range of minority community groups and feeding their comments back into a service planning process.	<ul style="list-style-type: none"> ▪ Achievement of CRE Standards at level 3 by December 2001, and level 4/5 by target date set by the Authority ▪ Regular effective consultation with minority groups takes place 	Gillian Hibberd