

PART 1 - PUBLIC

Decision Maker: Executive & Resources Policy Development & Scutiny
Committee

Date: 14th June 2012

Decision Type: Non-Urgent Non-Executive Non-Key

Title: HR Working Group Update

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Chief Officer: Charles Obazuaye, Assistant Chief Executive, HR

Ward: N/A

1. Reason for report

This report updates the Committee on the outcomes of the Members HR Working Party and was requested at the meeting of the Executive and Resources PDS on 17th May 2012.

2. **RECOMMENDATION(S)**

Members are asked to consider the content of the report.

Corporate Policy

1. Policy Status: N/A.
 2. BBB Priority: Excellent Council.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: Recurring cost.
 3. Budget head/performance centre: Human Resources Division
 4. Total current budget for this head: £1,591,310
 5. Source of funding: Council budget
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Staff

1. Number of staff (current and additional): 42.50 FTE
 2. If from existing staff resources, number of staff hours:
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Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is not applicable.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All Council employees that use HR Self Service
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Members' HR Service Review - implementation of the recommendations

On 27th March 2008, the Executive and Resources PDS considered the findings of a Members Review of HR Services and officers' response to the issues raised. By the end of 2010 all but 2 of the recommendations had been implemented and Members were advised of the issues surrounding these particular topics in December 2010. See appendix 1.

Both recommendations were added to the list of areas to be addressed through the HR Self Service project. Development of HR Self Service and the core database is prioritised on the basis of business need, the resources required to deliver the change and business benefit.

The following updates Members on the two outstanding recommendations:

Recommendation 3: That information on educational qualification and key skills be collected for new employees and that this data be collected from existing employees for inclusion in the database as soon as practical

The status of this recommendation has not changed since the last report to Members.

During 2011 priority was given to the areas of work set out below:

- Development of Web recruitment; this functionality went live in July 2011 however, there is ongoing work needed to enhance the functionality to fully meet the requirements of our customers
- Redesign of the database to accommodate joint use of HR Self Service by Bexley and Bromley managers within the shared library service area
- Exploration of new functionality to support online absence management to include annual leave and sickness reporting using HR Self Service
- Implementation of single status in schools which is now almost completed
- Redesign of the data base to give clear separation between the records and payment of academy employees and LBB employees
- Major restructuring of services
- Development of charting software to produce organisational charts

Implementation of recommendation 3 through HR Self Service would require customisation of the system. This would involve a development fee and then an annual maintenance fee equating to 20% of the development costs.

The Council's current practices relating to the redeployment of staff, secondments and special project work have proved sufficient to support the organisation through a period of significant change. Therefore, arguably against the current financial pressure there is no strong business case to give priority to this recommendation.

It should be noted that work has been done, during this period, to meet the requirements of the schools workforce census (statutory return) and the national minimum data set for social care which includes some information on qualifications.

Recommendation 16: That Performance Appraisal and Development Schemes (PADS) be incorporated into Resource Link as soon as practical

The status of this recommendation has not changed since the last report to Members.

The performance appraisal paperwork is available electronically via One Bromley and can be use in hard copy or electronic format. It was previously reported that the functionality available through the HR database for performance appraisal could not accommodate our appraisal processes particularly those relating to PRP. Therefore, customisation would be required.

It is recognised that the organisational context has changed since December 2010 and therefore this area has been re-prioritised. The work to develop and introduce localised pay and strengthen the links between performance management and pay, are likely to lead to changes to our appraisal systems. Therefore, the opportunity will be taken to re-evaluate the functionality available on the HR database and if necessary a business case will be made to customise the system.

4. POLICY IMPLICATIONS

Effective people management is essential to delivering ‘Building a Better Bromley’.

5. FINANCIAL IMPLICATIONS

To implement both recommendations will require development of the HR Self Service system that involves some customisation. Funding will need to be secured on an ‘invest to save basis’. The cost of customisation is dependent on the complexity of work involved and the time it will take to develop and test. For example work on refining the format of the on line application form to meet our requirements was 4 days at a total cost of £3,300 plus VAT. This customisation will then carry an annual maintenance fee of £660 + VAT.

6. LEGAL IMPLICATIONS

There are no legal implications arising directly from recommendations 3 and 16. It should be noted that collection of data for the schools workforce census, which includes some qualification information, is a statutory requirement.

7. PERSONNEL IMPLICATIONS

None other than those set out in the report.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	HR Strategy 2011- 2014

Appendix 1 - Members' Review of Human Resources as at June 2012

The recommendations and actions have been numbered to make it easier to read.

No	Members' Recommendations	Response from HR	Action	Target date for completion
1.	Further development of the HR Strategy to ensure that it has a sharper focus on the implementation and completion of the various strands of the Strategy. Although it sets out a progress line, quarter by quarter, what is missing is any overview of the entire process to completion or any criteria for measuring the success or otherwise of the policy	A review of the HR Strategy is about to be undertaken, as part of the strategy foundation reviews and Members comments will be taken into consideration. There is a PI related to internal fill rate to monitor impact of talent management However, it is recognised that there would be benefits in having a broader approach to review of the outcomes of the strategy.	1.1 Foundation review of HR Strategy informed by Members review outcomes. Presented to COE November 08.	Completed
			1.2 Revised strategy to be produced based on the findings of the above review including revised monitoring and criteria for measuring success.	Completed
			1.3 Draft updated HR Strategy for 2009/12 to be considered by COE along side other updated foundation strategies in May 2009	
2	That job descriptions be provided for every post as soon as possible	Job descriptions are currently held in hard copy and electronically. HR will now store job descriptions using the functionality available on Resource Link.	2.1 and 2.2 Electronic records for job descriptions now established	Completed
			2.3 and 2.4 Job descriptions now held on HR database	
3	That information on educational qualification and key skills be collected for new employees and that this data be collected from existing employees for inclusion in the database as soon as practical	If a qualification is a prerequisite of the job e.g. teaching and social work then a record is kept on the HR database. Records are also held in business critical situations e.g. redeployment cases. When self service functionality is introduced it will become practical to hold this data across all employees	3.1 Maintain records of essential qualifications recorded on HR database. In addition HR will now record the highest level qualification for all new entrants.	Ongoing process
			3.2 The current list of employees with an additional language skill has been updated.	Completed
			In addition a survey of staff will be carried out to identify additional language skills. This information will be held on the HR database.	Completed
			3.3 On line recording of qualifications and key skills by staff added to list of topics for inclusion in HR Self Service Project	Outstanding work
4	That the proposed 'One Way' Lean process for the HR process be designed so that unless mandatory fields are completed by staff in putting information the system will now allow them to complete the transaction	The use of mandatory fields on forms has been considered by the officers engaged in the Workforce Journey Lean Thinking exercise and features at improvement levels 2 and 3 (level 1 focuses on getting the process right before moving to electronic forms)	4.1 Undertake first phase of approvals and appointments trials with streamlined manual processes. On going process.	Completed
			4.2 Outcomes have been reviewed and new processes adopted.	Completed

No	Members' Recommendations	Response from HR	Action	Target date for completion
5	That the staff turnover information be collected for all Council Departments and PCMS as soon as practicable	The report was under design at the time of the review and has been finalised. It is to be introduced at the end of March – it contains information about turnover, maternity, secondments and acting up situations. Thus giving a fuller picture of the staffing situation.	5.1 Report now part of core information available to departments. On going process	Completed
6	That the Council review the interface between Oracle and Resource Link as part of a wider review of current ICT provision	ICT is focussing on the issues of integrating data from different systems as part of One Way	6.1 One Way – Monitoring & Management Reporting project area – Comensura database updated to ensure agency assignments are linked to an authorised post number from HR database. 6.2 Integrated reports now produced to provide staffing data combining employee and agency workers	Completed
7	A physical sample check of employees once per year should be made on a sample of staff. We proposed that two or three schools per annum be selected for checks on the basis of an assessment by internal audit of those whose procedures put them most at risk.	Proof of identity is important and a new system was introduced in February in response to changing requirement set by central government. This system will involve managers seeking proof of identity and the right to work at interview, followed by confirmation by HR of the successful candidate. Audit will carry out a sample review.	7.1 Built into Audit programme. All schools audited include a check for evidence that staff exist – sample of 10.	Completed
8	That in any event any decision to employ a person with a positive result following criminal record or other check should be referred to Assistant Director level as in the CYP and ACS Departments	COE will be asked to apply this standard across the Council	8.1 Standard approach implemented across Council at time of review. Ongoing process.	Completed
9	That the process adopted by CYP, whereby before any staff vacancies are filled, the need to fill them is subject to formal consideration by the director and Senior Management Team, should be adopted by all Departments	Each Chief Officer has developed a system to manage vacancies that is appropriate to their departmental business needs, as well as being responsive to changing circumstances within the Council.	9.1 Chief Officers' systems still in place and operating. HR/Business Services check all requests to advertise posts against establishment. Chief Officers have agreed to adopt the CYP process as a model of good practice.	Completed

No	Members' Recommendations	Response from HR	Action	Target date for completion
10	That all staff posts should be an approved establishment and that the practice of appointing staff by using money in non staff budgets should cease	Virement of monies to fund posts is very limited and exercised infrequently. However, it does give service the flexibility to respond to changing demands within services. This virement facility can only be exercised at Assistant Director or above and is strictly monitored by Head of Finance.	10.1 Approvals process has given greater clarity and more transparent and streamlined controls to manage post establishment including financial sign off. Ongoing process.	Completed
11	That opportunities should be provided for staff to be seconded to other organisation in the private and public sector	HR will explore the opportunities for secondments to other sectors; LBB has in the past participated in a secondment scheme with central government and there have been secondments between LBB and the PCT.	11.1 Number of internal secondments available has increased providing general career development opportunities as well as being part of the Council's formal talent management strategy through the future leaders' programme and management trainee scheme.	Completed
			11.2 Setting up external secondments is becoming more difficult in the current financial climate and the desire to have a lean workforce. As an alternative HR are exploring how it can extend its ongoing mentoring arrangements with other employers	Completed
12	That a more proactive approach should be adopted with regard to the Future Leaders Programme to ensure that those who participate in the programme are nurtured and have their skills developed by employing them where possible on special projects as well as more routine tasks	The Future Leaders programme has only just begun and a key part of the programme is to give those involved challenging developmental opportunities including secondments and special projects if appropriate. Work placements are a feature of the management trainee scheme which has been in operation for some time, Following a review there is now a robust system in place to assess and allocate the work placements for the management trainees; these placements are monitored and if not sufficiently developmental or stretching then the matter will be raised with the supervising officer/chief officer	12.1 No specific action taken as monitoring quality of placements and secondments is an on going part of the role of HR when managing corporate development programmes. Examples of proactive approach to projects and secondments: Future Leader Programme participants have undertaken key strategic projects i.e. the Chief Executive's foundation strategy reviews and there are 4 high level secondments including an acting Assistant Director position.	Completed

No	Members' Recommendations	Response from HR	Action	Target date for completion
13	That guidance on dealing with grievance resolution be included in the suit of HR documents	HR is developing a series of guidance on HR polices including how to handle grievance complaints. The guidance will sit along side the grievance policy document and training.	13.1 Guidance available on People Management module of Managers Toolkit	Completed
14	That regular reports are made to PCMs and Departments on the outcomes of exist interviews with job leavers and that action is taken where appropriate to address issues of concern which are identified in the interviews	New exit survey form has recently been piloted; analysis of the results will be sent to all DMTs. HR manages the exit survey form and analysis; carries out exit interviews on an exception basis. Exit interviews are supported by the 'No Quit' policy. Line mangers are encouraged to hold exit interviews with their staff.	14.1 Develop HR database to record exit information – completed September. Input of feedback now ongoing	Completed
			14.2 Enter backdated data for 2007/08 to create sufficient information for analysis	Completed
			14.3 Exit information will form part of a corporate management report to COE; service based information is provided on a regular basis to support areas with hard to fill posts	Completed
15	That consideration be given to introducing a wider scheme which will as well as looking at the individual's current situation becomes part of a whole employment life development plan for the individual	The focus of the PADs scheme is not only to ensure that officers are able to perform their current duties effectively but also to identify development opportunities etc. Part of this longer term development is the post entry training scheme. The Council is also promoting the use of mentors to assist people with the broader issues of career development.	15.1 Update PADS guidance and training to ensure that managers include broader career development issues in the appraisal process discussions as part of appraisal process. Now ongoing process.	Completed
16	That Performance Appraisal and Development Schemes (PADS) be incorporated into Resource Link as soon as practical	On line appraisal is part of the longer term HR strategy. Currently PRP ratings are held on the database. The use of Resource Link is dependent on the potential of the system to provide the performance functionality needed to support our PADS system. This would be part of the 'core' HR processes to be reviewed as part of the Workforce Journey.	16.1 Added to list of topics for inclusion in HR Self Service Project. It would require customisation work.	Outstanding work

No	Members' Recommendations	Response from HR	Action	Target date for completion
17	That if the data, on whether a post is externally funded, has not been added to Resource Link, that it is added as a matter of urgency and that any future employees in this category are entered on to the system	A new system is to be put in place on 1/4/08 to record the data on externally funded posts on Resource Link through use of the cost code parameter screen. A six monthly reconciliation exercise is to be introduced to ensure that the HR and Finance records are the same.	17.1 Set up of cost codes to identify externally funded posts completed; system maintained through use of approvals process. Report designed to undertake reconciliation exercise with Finance. Ongoing process.	Completed
18	That a unique identifier for each agency post be created to ensure tie up between Comensura data base and Resource Link	ICT are leading a project to ensure that the unique post numbers from Resource Link are used on the Comensura system when an agency worker is engaged.	18.1 See No 6 for action	See No 6 for update – completed
19	That the findings of this Review be considered in conjunction with the recommendation of the Lean thinking 'One Way' Review	The finding have been shared with the 'One Way' Review team and taken into consideration	19.1 Recommendations mapped across to One Way WFA project 19.2 Members of Working Party have been involved in both the Approvals and Appointments process review – ongoing process	Completed
20	That every Department engaged which is reviewing its working practices and processes, invite interested members to contribute at an early stage so that the Members perspective is incorporated into data capture and outcomes	Chief Officers Executive to note.	20.1 COE reminded of recommendation following Executive meeting. Examples of action: Member invitation to attend HR Divisional Planning Day ACS Portfolio Planning Day	Completed
21	That a protocol be established setting out the HR responsibilities of the PCMs and the Departments and those of HR	HR is working to develop a 'mangers toolkit' with regard to people management which will set out the role of the manager and what service/support they can expect from HR. This will be published on the intranet	21.1 Recruitment is the first part of HR managers' toolkit and sets out the roles and responsibilities of managers and HR. Currently in draft format. 21.2 Load into test area and review; update if necessary and agree publication date 21.3 Second part of HR managers' guide will focus on performance management including probation, discipline including capability, grievance and performance appraisal and devolvement	Completed Completed Completed

No	Members' Recommendations	Response from HR	Action	Target date for completion
22	That HR undertake a survey of all PCMs and Departments and selected external organisations to gather copies of pro forma, advice etc used within them for HR purposes and develops a set of best practice centrally produced forms for use by all departments and PCMs	It is already the practice of HR to consult with PCMs and to research best practice with other HR practitioners and organisations when introducing new systems and forms A set of forms is being developed through the Workforce Journey group that will appear on the intranet	22.1 Ongoing research undertaken as part of One Way review; use of focus groups etc. Recent inspections of HR systems for all pre-employment checks by Home Office and CSCI acknowledged the standard and quality of the processes used by the Council	Completed
23	That the final versions be dated and in a common format as part of a suite of forms, which where possible are used electronically.	The new set of forms will be properly labelled and dated.	23.1 Template agreed and ongoing review of forms to conform to new standard.	Completed
24	That HR create a suite of documents incorporating the various guidance issued under aegis of the different sections of HR (for instance Learning and Development and Health and Safety). These should be in a common 'house style' and dated and numbered in a series.	See above comments about a managers' toolkit. A standard format has been developed for documents that are published on the intranet. In addition staff will be able to access information from the intranet	24.1 Maintain and update existing suite of HR policies and procedures using standard template, Publish on One Bromley.	Completed
			24.2 Undertake work to badge HR documents under managers' toolkit.	Completed
25	That those PCMS who do not act in an efficient way in assisting with corporate processes should be notified to the chief Officer concerned. Where necessary the officers concerned should be required to take part in training so they appreciate the need for timely participation in the process.	The new processes that are being designed under the Workforce Journey include escalation processes that will highlight such issues for chief officers.	25.1 Put escalation processes into new approvals and appointments procedures in place – completed.	Completed