



Update on Investors in People and Staff Survey

Responsible Board Member(s) Simon Burton
Paper prepared by Simon Burton and HRSG

Date 24 June 2010

Summary: This paper updates the Board on liP and the Staff Survey.

Summary of actions requested: • The Board is invited to agree that liP re-accreditation be planned for late November.

Investors in People (liP)

1. Work towards re-accreditation is proceeding well. Table 1 in the Annex sets out, for information, work in progress within HRO against the Action Plan produced with the liP Diagnostic earlier this year.
2. The Board needs to decide when we should seek re-accreditation. We can seek reaccreditation any time from now until January 2011. **The Board is invited to agree that re-accreditation be planned for late November.** This will give time to complete the preparatory work set out in the Annex, and will also allow the existing Business Planning and ADR cycles to inform the reaccreditation process. This will also give us a couple of months leeway if any additional issues emerge.

Staff Survey

3. ORC presented the results of the Survey to senior managers on 11 June. Copies of the slides were circulated to all senior staff for cascade to staff as appropriate. The Board has agreed by correspondence that the analysis by ORC of the comments submitted by staff be circulated to Heads of Office for onward transmission and this has been done.
4. The Board has already noted a draft outline Action Plan for the Staff Survey. The liP Diagnostic recommended that a joint Action Plan be produced for liP and the Staff Survey. In the light of the discussion on 11 June, Table 2 in the Annex sets out some themes for discussion in the formulation of the Action Plan. Discussions will be taking place within individual offices that will contribute to the formulation of the Action Plan, as will discussions at the All Staff seminar proposed for 23 July.

Recommendation

5. **HRSG recommends that the Board agrees that liP re-accreditation be planned for late November.**

Communications

6. A briefing on liP for senior managers is being arranged for July and an All Staff Seminar on liP and the Staff Survey will be held on 23 July. Staff will be informed of developments through the usual channels including RCN and Management Board News.

Finance

7. HRO will implement the liP Diagnostic and the Staff Survey Action Plan within existing resources.

24 June 2010

Simon Burton

Annex I

TABLE I liP DIAGNOSTIC: WORK IN PROGRESS

ACTION PROPOSED BY DIAGNOSTIC	OWNER	DELIVERY DATE	NOTES
Consider producing a short 'business plan', so that all staff have a simple overview of the 2010/11 Business Strategy	Rhodri Walters	SIMON TO CHECK WITH RHODRI	RHW to consult BPG
Produce a training plan for 2010/11 that is linked to the business needs	Simon Burton	September	Chris Nicholls working on draft for HR managers
Consider whether managers at the Departmental level should produce simple team learning plans	TLOs	TLO meeting in July	Revisit work done for last liP assessment
Consider how the Business Partner Model can be extended to L & D staff within HR so that they become internal consultants who are able to work with Departmental Management teams to plan (and evaluate) L & D activities	Simon Burton	DONE	COMPLETE – L&D Staff are operating in this way
Review & clarify the role of Training Liaison Officers.	HRO management	June 30 meeting of TLOs	CN to propose t.o.r. to HR managers for TLO meeting
Get the TLO group up and running again & involve them in making improvements	Chris Nicholls	DONE Meetings arranged in June (30 th) and July	
Review procedures that can be used to ensure people think of the benefits of learning in terms of 'self, team & organisation'	Simon Burton to add to L+D strategy; TLOs to add to Departmental L+D plans Chris Nicholls to add to training evaluation procedures	July-September	Also links to new appraisal forms
Remind managers and staff about the required knowledge, skills and behaviours for managers (4). Develop plans to ensure that managers are reminded about these capabilities – when new development programme for managers is rolled out	Simon Burton to add to competences review Simon Burton to add to Management training briefing	July-September	
Review what learning & development has taken place in 2009/10.	Chris Nicholls to arrange for review to be done via Agresso; Simon Burton to report to Heads of Office	Report to Heads of Office by 9 July; report back from Heads of Office by 26 July	Training course in training evaluation booked for 1 July; evaluation tool purchased

Capture the costs of training and the resulting benefits for the business and ensure that top managers and middle managers 'own' this activity	Simon Burton to propose inclusion in business planning commissioning note	Simon to inform RHW by 1 July	
Once learning has been evaluated for the whole business (9), identify examples of changes made to the strategy for improving performance (1) and changes made to the way people are managed and developed (10)	Simon Burton to propose inclusion in business planning commissioning note In due course amend L+D strategy	Simon to inform RHW by 1 July September	
Ensure managers and staff are aware of improvements made to the way people are managed and developed	Simon Burton to add to Management training briefing Simon Burton to add to competences review	September July-September	
Combine the findings of this Diagnostic with evidence from the Staff Survey and use this information to decide when to seek re-assessment	Simon Burton to report to Board on 7 July	By 25 June (for Board on 7 July)	
Set a date for the review, develop an Action Plan and implement it	Board to decide date of review on 7 July Simon Burton to develop action plan	After 7 July	Implementation process to be developed Action plan to include reference to liP in 2011 Annual Report
Consider creating an Investor in People Project Team – the TLOs? Agree monitoring and reporting mechanisms	Simon Burton	COMPLETED July meeting of TLOs	Monitoring and reporting mechanisms to be developed
Consider whether there is a need to brief managers about the requirements of the Standard (particularly indicators 1, 2 & 9)	Simon Burton	<ul style="list-style-type: none"> • Senior managers briefing to be arranged for July with HRO and TLOs • All staff seminar 23 July • liP Open day in September • Propose inclusion in business planning commissioning note 	

TABLE 2 SOME EMERGING THEMES FOR DISCUSSION IN TAKING FORWARD liP AND STAFF SURVEY

Additional items arising from Office and other staff meetings will be added in due course

POSSIBLE ACTION (BY THEME)	OWNER	DATE FOR DELIVERY	NOTES
STRAND 1: LEARNING AND DEVELOPMENT			
Develop management training (<i>liP; Staff Survey</i>)	HR	September	Meetings training has been piloted
Engagement of Heads of Office in evaluation of training (<i>liP</i>)	Heads of Office	TLO meeting to discuss process in July Heads of office to be briefed in July	Revisit work done for last liP assessment
STRAND 2: MANAGEMENT			
Review Competences (<i>Staff Survey</i>)	HR and HRSG	July	
Management Board to review administration's overall business strategy and priorities (<i>Staff Survey</i>)	Board	September	
Develop managers (<i>Staff Survey/liP</i>)	Board to own	From September	Management training is key
Promote values of the administration (<i>liP</i>)	HR	All Staff seminar in ?October	Links to business planning cycle
STRAND 3: COMMUNICATIONS			
Heads of Office to discuss Staff Survey findings with staff (<i>Staff Survey</i>)	Heads of Office	June-September	
Promotion of "total reward" package (<i>Staff Survey</i>)	HRO	October	
Internal Communications research on information sources (<i>Staff Survey</i>) Internal communications promotion of feedback opportunities (<i>Staff Survey</i>)	ALISON COUCH TO ADD	ALISON COUCH TO ADD	
Enhanced staff engagement with business planning process (including short 'business plan')(<i>liP; Staff Survey</i>)	Rhodri Walters	SIMON TO CHECK WITH RHODRI	RHW to consult BPG
Business planning process to take account of liP (<i>liP</i>)	Rhodri Walters	July	
Briefings for managers and staff on liP and Staff Survey	Simon Burton	<ul style="list-style-type: none"> • Senior managers briefing to be arranged for July with HRO and TLOs • All staff seminar 23 July • liP Open day (September) 	