

HR/OD REVIEW



Next Steps

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Actions Agreed at CLT on 5 July 2022

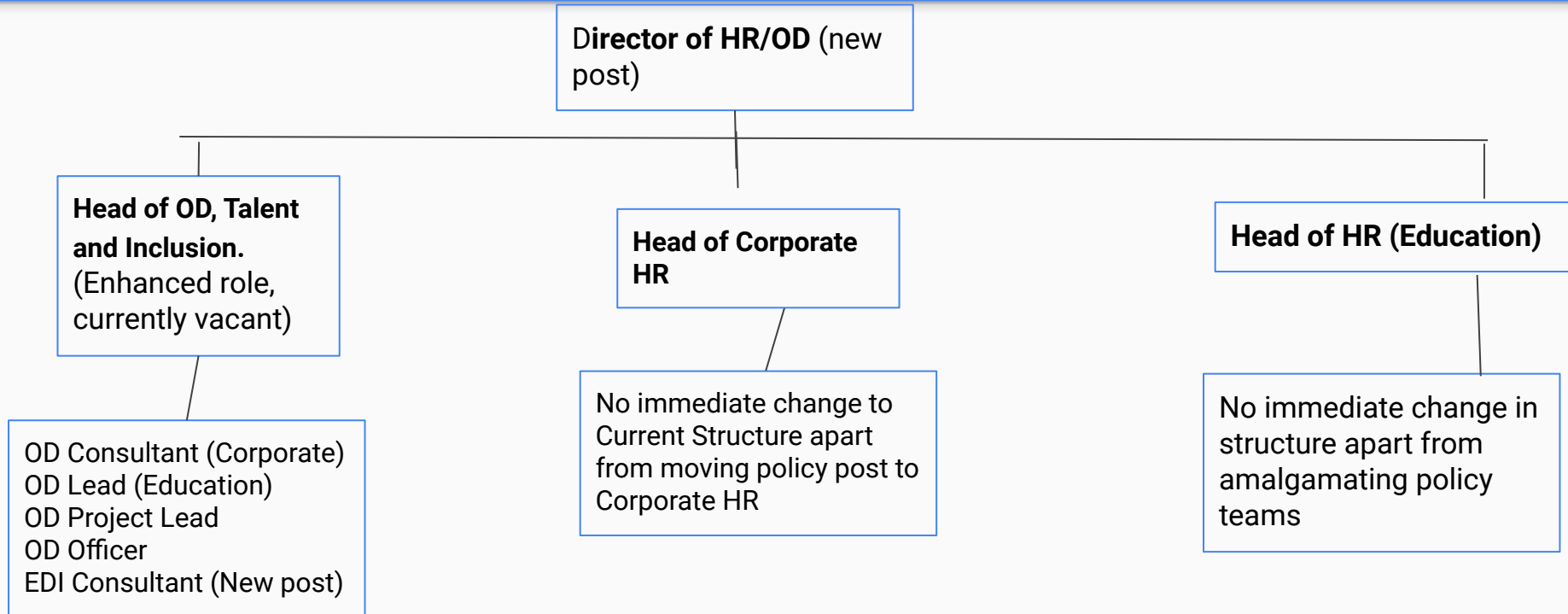
- Cost new posts of HRD, EDi Manager and enhanced OD role
- Gain approval from CLT on the proposals in this presentation
- Ensure that current post-holders affected are given appropriate opportunities to apply for new roles
- Review JDs of changed and new roles and grade where appropriate
- Commence recruitment of HRD after internal processes are completed
- Ensure continuous discussion with affected employees and stakeholders
- Return to CLT with fully costed and design proposals for decision on structure

Approach

Since the last CLT I have :

- Meet with key stakeholders in HR/OD and Comms to understand the impact of pulling together the various teams
- Identified the commonalities and differences in practice between teams
- Reviewed costings with the Group Director for Finance
- Designed JDs for new roles
- Gained further legal advice on the impact on affected staff

Proposed Structure



OD Approach

- Amalgamate OD roles and activities into OD section and move to HR/OD
- New post of Head of OD, Talent and Inclusion
- New post of EDI consultant
- Internal communications and engagement to remain with Communications, which will include : *internal comms, staff engagement, events, induction and recognition, recruitment branding and marketing, employer brand and embedding organisational values*

OD Responsibilities

- Actively promote change and innovation and support the resourcing, development and cultural aspects of change programmes
- Lead on the Council's approach to performance management (people) and provide accessible tools
- Lead on equality, diversity and inclusion (people)
- Provide the strategic lead on workforce planning
- Lead on the development of talent (eg links with workforce planning, succession planning, skills requirements)
- Manage corporate learning and development programmes, including leadership

HRBP - Approach

- No change to structure, HRBPs remain in respective teams with Education HRBPs continuing to provide traded services
- Senior HRBPs to work on moving away from casework by working with OD to provide people-related mandatory training to managers and developing their own skills
- Corporate review of casework to identify common issues and skills gaps
- Current Senior HRBP JD provides for strategic work, so no change needed, workshops on organisational issues and HR impact
- Reissue document on managers/HR accountabilities and responsibilities

Recruitment

- Recruitment currently sits across both Corporate and Education HR with differing processes and usage of Talentlink.
- Service to managers varies - eg Education do short-listing on-line whilst Corporate supports this more manually.
- General agreement across the teams that we use a single instance of Talentlink and align processes.
- Schools service is completely separate and should remain unchanged
- Report already produced on the difference in approach of the two teams

Recruitment - Issues to Consider

Before the teams can be amalgamated the followings needs consideration:

- A rebranded recruitment website to include Education posts - essential as this feeds into the applicant process
- Review all processes and forms across the two teams
- Ensure that any process is compliant with safeguarding requirements
- Recruitment function dispersed in Education, so can't move whole posts
- Amalgamation will lead to efficiencies, but only if process and form work (workflow project) is effective - resource needed to complete this
- Corporate Recruitment funded by income (billing) - review directorate spend and consider options for a different model

- Payroll, Contracts of Employment/New starters etc

- More discussion needed on payroll, but need to ensure that schools traded service is protected
- Employment Contracts produced as part of recruitment process in both Corporate and Education HR
- Differences in both contracts and approaches and Education has wide variety of terms and conditions - needs aligning and adding to the system
- On-boarding project to download info from Talentlink to ITrent to prevent double-entry and candidate providing info twice
- Changes needed should form part of a Workflow programme including recruitment and payroll.

DBS/Compliance/Establishment Control etc

- Compliance for new starters is the responsibility in recruitment
- DBS - clear emphasis and control in Education
- Apparent lack of strategic lead in Corporate (eg designated posts) and ownership on compliance
- Establishment control - changes to the structures. Links between processes (eg organisational change), changes to the structure/positions need to be made clearer.
- Agency process for all teams is the same but is dependent on establishment being right
- This all needs to be part of the Workflow project

Proposal - Structure

- Lift and Shift Education HR (apart from policy) as is and complete workflow project to amalgamate recruitment, HR compliance and contracts and payroll functions
- Move policy post to Corporate HR with a dotted professional line Head of HR (Education)
- OD - Establish new function and appoint to new posts
- HRBPs - Corporate and Education HRBPS to remain as is, with a development of the Senior HRBP role to provide more strategic advice

Legal Advice on Employee Changes

- New posts of Director of HR/OD and Head of OD, Talent and Inclusion - no assimilation or ring-fenced rights. The job and grade is different from other roles which will remain (slightly changed) and there is no-one at risk of redundancy
- New Equality, Diversity and Inclusion post - completely new role (few aspects being done elsewhere but not clearly in any-one's current role.)
- No other roles changing although there will be some different reporting lines and decision-making routes
- Advisable to advertise the new roles internally first to provide opportunities for current roles.

Next Steps

- CLT to agree proposed structure, funding and approach to review of payroll, compliance and recruitment (26/07)
- Individual discussions with affected employees (27/07 onwards)
- Informal discussions with teams w/c 1 August for 2 weeks
- Advertise new roles w/c 15 August, interviews to be completed by 02 Sept
- Workflow and process work to commence August/September
- Changes to reporting lines to commence September (once internal process is complete)
- External recruitment for new Director commences in September if required,

Other Issues to Consider

- Notification on changes and impact for managers - when and best approach ?
- Notification to schools of new line management arrangements - when/approach?
- Line management of OD team and Head of Schools HR in the interim before a permanent appointment to Director is made?
- Resourcing of project work on recruitment, payroll and compliance