

HUMAN RESOURCES POLICY STATEMENT

1 SUMMARY

- 1.1 The purpose of this report is to seek Members' approval to a Human Resources Policy Statement for Rochford District Council.

2 INTRODUCTION

- 2.1 The Human Resources Policy Statement has been developed to enable the Council to actively plan for future human resource needs. The policy is intended to link the needs of the organisation to the developmental needs of its employees, providing both benefit to staff and improved performance. The pace of change in Local Government is not expected to diminish. The Policy Statement is an acknowledgement of this changing environment and the need to plan for it.
- 2.1 Well-trained staff are necessary to provide successful service delivery. The Human Resources Policy links the roles and responsibilities of all staff to ensure human resource and workforce planning is integral to running the Council's business.
- 2.2 The policy recognises that managers, and in particular Operational Management Team, must take the lead in the development of staff in their service areas. The Policy is an integral tool for planning all proposed change within Rochford District Council to match staff skills to the core business activities of the Council.

3 ADVANTAGES OF APPROVING THE HUMAN RESOURCES POLICY STATEMENT

- 3.1 The Policy Statement will help the Council's managers to develop a more efficient and businesslike approach to future planning of Human Resources and ensure ownership of human resource issues at the proper level within the organisation.

4 RESOURCE IMPLICATIONS

Budget provision will be through existing training budgets in a planned approach following determination of priorities.

5 RECOMMENDATION

It is proposed that the Committee **RESOLVES**

To adopt the appended Rochford District Council Human Resources Policy Statement with immediate effect.

John Honey

Corporate Director (Law, Planning & Administration)

Background Papers:

None

For further information please contact John Kneller on:-

Tel:- 01702 318162

E-Mail:- john.kneller@rochford.gov.uk

APPENDIX

ROCHFORD DISTRICT COUNCIL



HUMAN RESOURCES POLICY STATEMENT

Contact Officer: John M. Kneller

CONTENTS

1. Introduction
2. Purpose of the HR Policy
3. Roles and Responsibilities
4. Training Approaches
5. Post Entry Training
6. Induction
7. Management Development
8. Evaluation and Review

1. Introduction

- 1.1 The business of human resources is the business of the Council. Managing human resources is not separate but integral to running the business. Through its Managers and the Human Resources Unit, the Council recognises that it must take account of the people implications of any decision it takes.
- 1.2 This policy contributes to the development of a Workforce Development Plan for Rochford and has been prepared to assist the Corporate Management Board (CMB) and Operational Management Team (OMT) to plan for the future.
- 1.3 Council has agreed to an Organisational Workforce Development Plan in which people are seen as the most significant resource within the Council. The purpose of the strategy is to create an organisation where employee development is a priority and its link to good job performance is understood.
- 1.4 Local Government is experiencing a high rate of change and its future course is uncertain. It is Council policy to provide the tools through development and training to help its people manage change.
- 1.5 Rochford recognises that successful service delivery is dependent on the commitment, knowledge, skills and attitudes of its employees. Training and development are crucial to its progress in becoming a learning organisation committed to continuous improvement.
- 1.6 This policy applies to all individuals employed in Rochford, including temporary and casual staff.

2. Purpose of the Human Resources Policy

The aim of this policy is to ensure:

- i) that the overall training and development needs of the Council, as identified within the Workforce Development Plan, are reviewed and defined annually.
- ii) the delivery of high quality services by well-trained and motivated staff with security of employment.
- iii) equal opportunities in employment with equality as a core principle, underpinning both service delivery and employment relations.

3. Roles and Responsibilities

3.1 Members

Members have responsibility for all functions of the Council and set the strategic policy framework. This Statement supports that framework providing for the proper management and development of the authority's human resources and is seen as integral to delivery of all its services, plans and strategies.

3.2 Corporate Management Board

CMB have delegated responsibility overall for management and development of the Council's staffing resource to meet the strategic and operational objectives of the Authority

CMB will maintain a scan of the organisation to ensure that human resource issues and workforce planning remain core to the business planning process.

3.3 Operational Management Team

OMT will lead in human resources development within their divisions to ensure skill sets and learning are both central to and integrated with their core activities. Collectively they will seek opportunities themselves to develop in these areas.

Employee development and training, along with other key management processes, including recruitment and selection, induction supervision and appraisal, aims to ensure

- (a) a match between skills and tasks required by the core business of the council and thereby to improve the service to the public
- (b) that management for individual career paths are specified on the professional / technical side, by the Divisions, and on the management side in liaison with the H.R. Manager.

3.4 Managers / Supervisors

Training and development is part of the management function and it is the responsibility of the line managers to identify the gap between the skills required of a post and those already acquired by the post holder, and to devise ways of meeting any learning need. Learning and development cannot be delegated and must be incorporated as an integral feature of operational work.

Managers will ensure that the learning and development needs of individuals are regularly reviewed through supervision and appraisal, and that the training

needs analysis, which should be formulated at each annual appraisal, are within the context of Corporate / Divisional aims and objectives.

3.5 Individual Employees

Individuals must take responsibility for their own learning. Individuals must ensure that these are discussed via supervision and appraisal and that individual Personal Development Records are completed each year and progress reviewed throughout the year.

Meeting a learning need is shared by the manager and staff members and can be achieved by a variety of methods, of which the 'off the job' training is but one. Most of the opportunity and experience for training and development occurs on the job and thus is the material for discussion and review between individuals and their line managers.

3.6 Human Resources Unit

The Human Resources Manager is responsible for ensuring the development of an Annual Council Human Resources Development Plan in consultation with Managers.

4 Training Approaches

4.1 The Council offers a wide opportunity of short courses and professional training through both internal and external programmes.

4.2 The content of the Council's training and development programme will be agreed with CMB and OMT.

4.3 Staff development and training activities will be focused on employee needs and will promote equal opportunities, anti-racist and anti discriminatory practice in relation to both service delivery and people management.

4.4 The involvement of staff in both planning and delivery of training and staff development activities will be encouraged. The Human Resources Unit will work with service managers in order to facilitate this process.

4.5 Learning and development is an ongoing process which not only occurs on courses, but by skill sharing, networking, mentoring, coaching and hands-on experience of innovative and different ways of working through shadowing and secondment opportunities.

4.6 The Human Resources Unit is developing a mentoring scheme which will enable individuals from different divisions within the Council and neighbouring authorities to share experiences, to develop thinking, to reflect on their practice and to take responsibility for their own development and learning.

- 4.7 The increasing availability of National Standards, including NVQs and Management Charter Initiative Standards all embody the benchmarks against which competence will be measured and to which training and development activities will increasingly be geared.

5 Post Entry Training

- 5.1 Achieving high levels of qualifications at professional and management levels is an objective of the Council. Qualifications provide a measure of progress towards the matching of skills to task, a measure of quality assurance in relation to service delivery and contribute to recruitment and retention.

6 Induction

All employees will receive an effective induction appropriate to their job. The induction process will also be used to identify learning and development needs of the employee, which will be reviewed via probationary assessment intervals and appraisal with the line manager.

7 Management Development

- 7.1 The Council believes that the development of individual managers is inseparable from the development of the organisation as a whole and thus the development of management should be a continuous planned process.
- 7.2 The Council is now working towards the delivery of NVQs in partnership with Writtle College and the Learning Organisation.

8 Evaluation and Review

- 8.1 Monitoring and evaluation is an integral aspect of the learning and development process and aims to identify the impact and value of the learning / development activity to assess and improve the quality of current and future activity to make the process more effective.
- 8.2 Evaluating the impact of the learning activity requires measuring changes in peoples' knowledge, skills and attitudes. Prior to undertaking any learning activity the employee and line manager must ensure:
- that the objectives are understood and agreed
 - that the employee understands why they are undertaking it and what they are expected to achieve.
 - how it will be put into practice on returning to the workplace.
 - that agreement is reached as to how the impact of the learning activities will be measured.
- 8.3 Once the activity has been completed the employee and manager should:

- meet to discuss the employee's reaction to the training and whether objectives were met.
 - plan the transfer of learning to the workplace and review dates.
 - identify learning needs that were not met and any action required.
- 8.4 The introduction of Personal Development Records will assist the evaluation process, as will the development of job competence profiles and the establishment of quality standards, e.g. 'Investors in People'.
- 8.5 Monitoring will also be undertaken by the Human Resources Unit, through course feedback forms, feedback from managers and others with regard to particular activities, courses, trainers and by checking data against objectives.
- 8.6 A report outlining the progress of the Council's Workforce Development Plan and the Training and Development plan will be presented to CMB twice per year.