

### HR Policy Summary

**May 2010**

Set out below are the key policy statements related to on-going HR activity in the Council. These have arisen following specific decisions by the Council or from long established “custom and practice” arising from the mix of national and local demands placed upon the workforce and the Council as employer.

Other related documents are:

- Workforce Strategy – looks forward five years setting out the main priorities and actions needed on workforce matters. Activities may result in new or amended policies or work practices
- HR Service Plan – annually produced plan, identifying detailed projects arising from the Workforce Strategy, new legislation, department priorities and good practice guidance. Also reviews previous year’s activities and reports HR performance measures
- Training and Development Plan – annually produced plan setting out the training and development priorities for the coming 18 months.
- Staff Guide – collection of detailed policies, procedures and guidance on staffing matters

Below is the key aim of the Council on workforce matters, together with the seven

#### **Key Aim**

The overall aim of the Council on workforce matters is:

To have a stable, well motivated, involved, highly skilled and high performing workforce, working in a safe, non-discriminatory environment whose efforts are properly recognised and rewarded.

To support that aim the Council will maintain a dedicated Personnel Unit to develop, implement, promote and monitor all personnel related policies and practices. That Unit will also be responsible for advising and assisting departments on all staff related matters so that they can meet their objectives.

Below are the seven key strands supporting that overall aim, with specific policy statements and measures for each.

## **Recruitment and Retention**

**Aim:** To recruit and retain high quality people to meet current and future needs. In doing so, to use methods that help promote equality of opportunity and enhance the public perception of the authority as an employer.

### **Policy Statements**

The Council will:

- Have an internal recruitment code of practice that reflects the Council's culture and complies with relevant legislation and accepted best practice.
- Maintain a budget to help senior or hard to recruit staff move to the area (Removal and Disturbance budget)

### **Measures**

- Annual Turnover
- Annual turnover for voluntary leavers
- Percentage of applicants for posts who were obviously not suitable for consideration
- Percentage of applicants for posts who meet all the minimum qualification and experience related criteria

## **Employee Development**

**Aim:** To have a highly skilled workforce that continues to learn and is able to respond to changes in working practices.

### **Policy Statements**

The Council will:

- Maintain its Investors in People accreditation to demonstrate a training system that reflects best practice and that can demonstrate the value of training to the authority.
- Maintain a training and development plan for staff that reflects the authority's needs.
- Maintain a budget for training activities sufficient for the authority's needs

### **Measures**

- Percentage of staff undertaking formal off-the-job training each year

- Number of days training per staff member
- Number of staff working towards professional or National Vocational qualifications

## **Employee Relations**

**Aim:** To have an excellent, conflict free employer/employee relations climate that allows the authority's objectives to be met and change to be accommodated readily.

### **Policy Statements**

The Council will:

- Recognise UNISON as the formal staff representative body and have mechanisms in place that allows constructive dialogue with it.
- Develop and maintain staffing policies and procedures that meet all legislative requirements, support the authority's objectives and reflect best practice.

### **Measures**

- The number of formal "industrial actions" taken by staff
- The number of formal grievances taken out by staff
- The number of formal disciplinary actions taken against staff

## **Employee Benefits**

**Aim:** To ensure that employees are appropriately rewarded and that benefits are attractive and cost effective in order to recruit, retain, and motivate staff so that they support and meet the authority's objectives.

### **Policy Statements**

The Council will:

- Base the general terms and conditions under which staff are employed on those of the main national Joint Negotiating Committees for the relevant groups of staff, but introduce authority variations where necessary
- Participate in the national pay bargaining process for "cost of living" awards
- Aim to base overall pay and benefits at the median level for local authorities in the South East

- Set internal pay relativities through a system of job evaluation

### **Measures**

- Comparison with other employers through pay surveys and similar

## **Health, Safety and Welfare**

**Aim:** To establish and promote high standards of health, safety and welfare throughout the authority so staff can perform productively.

### **Policy Statements**

The Council will:

- Have adequately trained staff so that it can carry out annual safety audits of all Council premises with set standards for rectifying problems identified.
- Have an accident, hazard and violent incident reporting system to collect statistical information so that problems can be identified and rectified.
- Maintain a budget to assist with staff welfare issues
- Have a sickness management policy that sets out practical steps that can be taken to help minimise absence

### **Measures**

- Number of working days lost per full time equivalent employee
- Total working days lost through employment related accidents
- Total number of accidents reported annually
- Total number and type of violent incidents reported

## **Equal Opportunities**

**Aim:** To stimulate and advance equality of opportunity in employment by eliminating discrimination, to for example, ethnic minority groups, women, persons with disabilities, and on the basis of age, religious belief, social class and sexual orientation.

### **Policy Statements**

The Council will:

- Have an equal opportunities policy and practices for employment matters that reflect best practice, meet legislative requirements and allow problems to be identified and rectified.

- Work to meet the employment related criteria for the excellent level of the Equality Framework for Local Government

### **Measures**

- Percentage of ethnic minority, disabled and female employees in each department and grade
- Percentage of ethnic minority, disabled and female employees compared with percentage of economically active ethnic minority, disabled, and female residents within the district

## **Employee Performance and Motivation**

### **Aim:**

To have a high performing, well-motivated workforce that continuously seeks to improve services.

### **Policy Statements**

The Council will:

- Carry out an annual staff survey including questions on consultation and involvement
- Have an annual performance appraisal for all employees that links to the Council's overall performance management framework

### **Measures**

- Percentage of staff in the annual staff survey stating they are aware of the objectives
- Percentage of staff giving positive responses to questions on consultation in the annual staff survey
- Percentage of staff in the annual staff survey describing themselves as well-motivated