

**HR PEER REVIEW ACTION PLAN
ADDRESSING THE AREAS FOR IMPROVEMENT**

Heading	Challenge	Action needed & current position	Member Lead	Strategic Lead	Operational Lead	Deadline
Leadership	Strategic OD/HR	Capacity needs to be built into the HR structure to enable the team to function at the strategic level. CMT are monitoring this issue.	HR committee	HOPOS	HR	HOS commenced May 2008. People Strategy currently being developed
Delivery	Resourcing levels within HR	Need to review summer 08 when department establishment fully functioning		HOPOS	HOPOS	Service Plan process
Leadership	Performance Culture	Staff awards scheme launched. Consideration to be given to further recognition schemes. It is also important that this positive management approach is reflected in our values (see above). Our values need to be reflective of a performance culture; management development programme needs to include managing performance.	Executive	HOPOS/ Lois Prior	HR & Communications teams	Review June 08
Leadership	Equality and Diversity	<ul style="list-style-type: none"> • We need to improve performance in this area. • VDAG need clear direction and support to ensure that this point is addressed. • A separate action plan needs to be produced to address equality and diversity within the Council. 	Executive	George Robertson	George Robertson & Emma Freeman	1 st draft of Equality and Diversity scheme, policy and action plan in currently in consultation with HOS.

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		<ul style="list-style-type: none"> Equality and Diversity needs to be embedded in everything we do, we need to ensure that valuing diversity is one of our values and to equip staff to challenge inappropriate behaviour We need a complete review of our recruitment and selection process. We need to consider diversity initiatives such as positive action statements in adverts. Staff are currently undertaking the Grass Roots Diversity learning programme. This will be rolled out to members. HR need to progress the monitoring data to ensure that we can track applicants through to appointment 				<p>Further review to be completed on recruitment process in consultation with HCC.</p> <p>Completed</p> <p>Completed</p>
Strategy	Reviewing and implementing HR strategy	Need to review existing strategy. Update as necessary and develop action plan for implementation, ensuring this is linked to this action plan and our workforce plan and also reflects the Local Government Workforce Strategy 07	HR Committee	HOPOS	HR	People Strategy – in progress
Strategy	Insufficient capacity for strategic HR	(see strategic HR above)				

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Strategy	Inconsistent people practices	Agreement and implementation of new policies has begun. These are being supported by training programmes. HR have developed timetable of procedure review. HR staff being trained in CIPD and HR looking at ways to improve communication within team. Inconsistency will be improved by launch of management development programme. Managers need to ensure they are complying with policies and implementing these consistently.	HR Committee	HOPOS	Heads of Service and HR Officers	HR Quarterly performance update
Strategy	Improving Leadership skills	Management development programme to be implemented post re-organisation. Some ad hoc activities already taking place. Management development programme will address leadership issues.	HR Committee	CMT	Helen Farrell	Programme has been run twice, for SMG and rising stars. A programme is now being developed for middle management.
Strategy	Evaluating the impact of the re-organisation on people and services	Need to identify methods for evaluation of impact e.g. staff survey now taking place which will provide a base point	HR Committee	Ceri Pettit	Ceri Pettit/HOPUS	Staff Survey Dec 2008
Strategy	Linking PDRS process with council's vision and priorities	Now the third HRO is in post, one of their priorities will be to review the PDRS process including meeting with managers to discuss the process this year	HR Committee	HOPOS	Helen Farrell	New PDRS process currently in consultation with HOS
Delivery	Ensuring PDRS implemented consistently and that	See linking PDRS process with vision (above) and training and development (above)		HOPOS	Helen Farrell	PDRS actions to be reported under liP action plan

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	there is a transparent process for using PDRS to inform training programme. Ensure competencies appropriate for both staff and managers. Carry out PDRS	Carry out all PDRS		CMT	All Managers	Monitoring to be reported at CMT, LJP and HR Committee
Strategy	Work life balance	Need to address work life balance issues. This is beginning with the work of the flexible working group and also the drafting of the 'way we work' document, which is being presented to CMT in October 06 Wellbeing is also addressed through the initiatives with the Leisure Section and the EAP	HR Committee	HOPOS	HR team and Leisure team	Ongoing Completed New Occupation Health Provider
Strategy	Mainstreaming of equalities and diversity	See equality and diversity above		George Robertson	HOPOS/ Jaleh Nahvi	
Delivery	HR service delivery	Need to work with managers to identify what HR service can be provided. HOS have expressed the wish to have no further consultation		HOPOS	HR	Completed
Delivery	Effectively managing employee relations issues	See inconsistent people practices above				Completed

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Delivery	Training and development	We need to ensure the presence of the 'golden thread' in our learning and development activities at east herts; there are a number of activities ongoing in this area. Our L&D activities need to be closely linked to our corporate objectives and PDRS outcomes.		HOPOS	Helen Farrell	Completed
		We need to undertake a training and qualifications audit.				To be reviewed
		There needs to be clarity regarding the professional training budget and post entry training. This is in hand and has been reported to CMT. HR are aiming to produce an annual training plan for the next financial year, this will be informed by the PDRS process and individual meetings with Directors.				Completed 07/08 In draft 08/09
		In the longer term HR will produce a training strategy, which provides a framework for people development in East Herts.				
		Each service/directorate needs to develop own training plan, which prioritise their L&D activities for the year which are not meet in the Corporate Training Programme.				
			CMT	Heads of and Directors	November 08	
		Funding of training activities needs to be transparent and understood		Simon Chancellor	Simon Chancellor	Completed

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Delivery	Role of Trade Union	Take into account level of staff representation and Trade Union membership. Discuss at the LJP/HR Committee.	Cllr Jackson	HOPOS	HOPOS	Completed
Delivery	Project Management toolkit	Ensure proper and consistent use through project management group.		CMT	Ceri Pettit	Completed
Operational Results	HR PI's	The pro forma of management information agreed addresses many of these issues. HR will also produce benchmarking information as part of the service planning process this year.		HOPOS	Shona Gray/Marion Rawson	Completed – review on HR stats and Mgmt reports 2008
Operational results	Assessing impact of learning and development	There is a process in place. We need to ensure that this process is followed. We also need to review and update these processes to ensure we retain IIP status.		Helen Farrell		IIP action plan
Operational results	Workforce monitoring data included in training records	This needs to be implemented		Helen Farrell		HR quarterly management statistics
Operational results	Seek the views of stakeholders to inform people management and development	See above				
Learning	Sharing knowledge across the Council	Heads of Service meetings ongoing. Management development plan being developed. Establish forum for new heads of service to include learning sets.(post management development programme)		CMT	Helen Farrell	Completed Completed

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		Structure intranet to enable staff to share learning.			Belinda Hooke	To be reviewed
		Consideration needs to be given to developing heads of service as a corporate group and to greater strategic input from this group		CMT		Completed
		Heads of should receive and read all CMT minutes		Anne Freimanis	Martin Ibrahim	Completed
Learning	Developing a learning organisation	There is a need to develop a culture of continuous learning, this will be a gradual process and will be aided by reviewing the competencies, setting an annual training programme, the re-organisation and ensuring that our values are indicative of this principle.		Helen Farrell		Ongoing

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