

**REPORT TO: SCRUTINY COMMITTEE - 16 APRIL 2014**

**REPORT ON: CORPORATE SERVICES HUMAN RESOURCES DIVISION PSIF ASSESSMENT**

**REPORT BY: HEAD OF HUMAN RESOURCES**

**REPORT NO: 183 - 2014**

**1.0 PURPOSE OF REPORT**

1.1 To report on the results, key strengths and areas for improvement identified following a self assessment utilising the Public Service Improvement Framework model for Human Resources.

**2.0 RECOMMENDATIONS**

2.1 It is recommended that the Committee notes the Areas for Improvement and Improvement Plan.

**3.0 FINANCIAL IMPLICATIONS**

3.1 None.

**4.0 MAIN TEXT**

4.1 The Council has adopted an approach to assessing a department's capability to continuously improve services using the Public Sector Improvement Framework. As part of this programme the Human Resources Division carried out an assessment between August and October 2013. A summary of the key findings is included in this report.

4.2 The Human Resources Division consists of 3 sections, Human Resources, Health and Safety and Learning and Workforce Development.

The Human Resources Section is responsible for providing advice and guidance on all Human Resources matters, both operational and policy, to ensure the Council's workforce is equipped/best placed to achieve the Council's objectives. It aims to enhance the individual and collective contribution of employees to the performance of Dundee City Council.

The Learning and Workforce Development Section is responsible for equipping the Council's workforce with the key skills, knowledge and training to provide quality services confidently and competently in line with the Council's key priorities and shared outcomes.

The Health and Safety section provides competent health and safety support, guidance and training. It monitors and evaluates health and safety to improve future performance.

4.3 Results

A major part of the assessment is reviewing the service's performance over the past three to five years for evidence of continuous improvement. The table below highlights a sample of the most key performance measures for the services and shows their trends over this period.

**HR Division**  
**Key Results from SOA/Council Plan/Service Plan/Other plan for the service**

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration

Definition	10/11	11/12	12/13	Current Target	Benchmark	Long term Improvement Status
Equal opportunities policy -%of females in highest paid 5% of employees	38.4	40.46	40.6		46.8 Audit Scotland	►
Equal opportunities policy - % of females in highest paid 2% of employees	32.8	33.33	31		40.8 Audit Scotland	►
Days lost per fte (all employee groups)	-	10.08	10.37	9.5		►
Days lost per fte local government employee	10.71	11.03	11.78	10		►
Days lost per fte for teachers		6.25	6.15	8		►
Percentage of employees answering 'agree' to all relevant questions in Employee Survey	-	-	76	79%		►
Percentage of employees completed Equality and Diversity e-learning module	-	-	-	70%		
Number of accidents to Council employees per annum	-	334	236	234		▲
Percentage of employees whose departments hold bronze Healthy Working Lives Award	69	69	69	100%		►
Percentage of employees receiving an employee performance and development review within each year		69	69	100%		►
Percentage of employees undertaking e-learning modules			48	70%		

4.4 As can be seen from the above tables the service is showing evidence of continuous improvement in Health and Safety but will be aiming to get improvement in others by focusing some of the improvement activity below in those result areas.

4.5 Strengths

The assessment also highlighted areas where the service has key strengths in its existing approach to continuous improvement. These are listed in the table below.

**KEY STRENGTHS AND IMPROVEMENTS DELIVERED**

Theme	Council Plan Outcome	Approach that is delivering results
<b>People Resources</b>	CO2 – our organisation values and respects its employees so involves all equally in improving our services.	The division develops and invests in its employees by ensuring that supervision, practice reviews, good practice sharing, EPDRs, team briefings/meetings, CPD are undertaken.
<b>Service Delivery</b>	CO1 – our customers will get the services they need	The division has professionally qualified and experienced employees

<b>Theme</b>	<b>Council Plan Outcome</b>	<b>Approach that is delivering results</b>
	in an efficient and customer focused manner.	who provide a high level of service to customers.
<b>Business Partnering</b>	CO1 – our customers will get the services they need in an efficient and customer focused manner.	This approach ensures that HR responds to departmental needs.
<b>Health &amp; Safety</b>	CO2c – Council employees will work safely.	There has been a year on year reduction in accidents and ill health.
<b>Learning &amp; Development</b>	DO1c – Dundee tackles youth unemployment by moving more of our young people into positive destinations.	The development of the Modern Apprenticeship programme reduces youth unemployment and addresses the Council's age profile.
<b>Learning &amp; Development</b>	CO2b – The Council will have planning processes that develop employees' skills to meet future needs.	The development and introduction of elearning has ensured a consistent approach to training and development and increases the number of development opportunities for employees.

#### 4.6 Areas for Improvement

The PSIF assessment looks at all the critical factors in having an improvement culture in the service. The following table summarises the key areas for improvement identified and the actions to be taken to improve them.

#### AREAS FOR IMPROVEMENT

<b>Theme</b>	<b>Council Plan Outcome</b>	<b>Area for Improvement</b>	<b>Action Required</b>
<b>Customer Consultation</b>	CO1 – Our customers will get the services they need in an efficient and customer focused manner.	No customer survey has been carried out since the restructuring of the department.	Review and deliver a customer survey to our customers.
<b>Service Planning</b>	CO2a – People working for the Council will be informed, involved and engaged in improving services and making the Council more efficient.	As the Corporate Services Service Plan covers five divisions, it is not possible to include all of HR's activity and there are no Divisional or Team Plans developed to ensure that all HR staff can see and understand their departmental objectives.	Establish a Divisional Service Plan specific to HR and communicate it to all HR staff.

<b>ICT</b>	CO2a – People working for the Council will be informed, involved and engaged in improving services and making the Council more efficient.	The policy database is not well deployed across the service and not up to date. There is currently no process for capturing decisions that have been made or advice that has been given in the past for ad hoc or unusual enquiries.	Review the use of the policy database in light of CeRDMS being introduced.  Decide what information should be included.  Ensure that all relevant employees have access to the information and update and use the policy database.
<b>Supervision</b>	CO2b – The Council will have planning processes that develop employees' skills to meet future needs.	There is an inconsistent approach in terms of frequency, format and monitoring of supervision across the division.	Decide on the approach, frequency and format of supervision for each section and implement supervision as appropriate.

An improvement action plan has been prepared following the assessment and will be monitored over the next two years on the council's online plan monitoring database when a repeat of the assessment will be carried out. This is attached in Appendix one.

## 5.0 POLICY IMPLICATIONS

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

## 6.0 CONSULTATIONS

6.1 The Chief Executive, Director of Corporate Services and Head of Democratic and Legal Services have been consulted on the contents of this report.

## 7.0 BACKGROUND PAPERS

7.1 Corporate Services Department Service Plan 2012 to 2017.

7.2 HR department employee survey results 2005 to 2010.

Iain Martin, Head of Human Resources

09/04/2014

**Improvement Action Plan****Department:** Human Resources

Action number	Theme	Council Plan Outcome (e.g. DO1)	Improvement Required	Action	Measure of success	Responsible Officer	Start Date	Review Date (first time system will ask for an update from you)	End date	Online Plan update frequency
1	Supervision	CO2b	There is an inconsistent approach in terms of frequency, format and monitoring of supervision across the division.	Management to agree whether supervision should be carried out across the HR Division.  Agree the frequency and format of supervision for each section.  Develop a template for supervision and communicate this to all relevant employees.	Consistent supervision procedure for each section  All appropriate staff receiving supervision at the agreed frequency.	Chris Muir  Chris Muir  Chris Muir	Immediate  Immediate  Immediate		End April 2014  End April 2014  End April 2014	Annual  Annual  Annual

				Head of HR to check quarterly with Managers that supervision is being carried out as agreed.		Iain Martin	Immediate		End April 2014	Annual
2	ICT	CO2a	The policy review timetable does not include all HR policies and procedures which require review and is not currently shared within the division.	Review and agree the policy timetable.  Communicate the policy timetable to all relevant staff.  All relevant staff to get access to the policy timetable.	Comprehensive policy timetable  Scheduled review of policies  Better communication and sharing of policy information and updates across the division	Val Ridley  Val Ridley  Diane Shepherd	Immediate  Immediate  Immediate		End April 2014  End April 2014  End April 2014	Annual  Annual  Annual
3	ICT	CO2a	The policy database is not well known about and is not up to date. There is currently no process for capturing decisions that have been made or advice that has been given in the past for ad hoc or unusual enquiries.	Review the use of the policy database in light of CeRDMS being introduced.  Decide what information should be included.  Ensure that all relevant employees have access to the information and update and use the policy database.	Clear sharing of up to date information.  Consistent message.  Good version control.	Adam Derby  Val Ridley  Diane Shepherd	Immediate  Immediate  Immediate		End Sept 2014  End Sept 2014  End Sept 2014	Annual  Annual  Annual

4	Service Planning	CO2a	As the Corporate Services Service Plan covers five divisions, it is not possible to include all of HR's activity and there are no Divisional or Team Plans developed to ensure that all HR staff can see and understand their departmental objectives.	Establish a Divisional Service Plan specific to HR and communicate it to all HR staff.  Review divisional actions at Management Team	Clear golden thread  EPDR delivery  Better monitoring of divisional service delivery	HR Management Team	1 Feb 2014		End Sept 2014	
5	Customer Consultation	CO1	No customer survey has been carried out since the restructuring of the department.	Review and update the existing customer survey to include all relevant areas.  Test the survey.  Finalise the survey and issue to all relevant customers.  Analyse the data and report results to our customers.  Ensure that any actions arising are taken forward.	Customer satisfaction results	George Edwards	Immediate		End April 2014	