

<b>Business Unit</b>	<b>Director of Human Resources</b>
<b>Output Class</b>	<b>Strategy</b>

<b>Objectives for 1999/00</b>		<b>Performance Indicators</b>	<b>Actual</b>
1.	<p>Change Projects:</p> <ul style="list-style-type: none"> <li>Support the implementation of corporate IT and other change projects by addressing their impacts on our people effectively and aligning change processes to our organisational culture.</li> <li>Meet the needs and address the issues of individual colleagues by creating targeted support services.</li> </ul>	<ul style="list-style-type: none"> <li>90% of our people accept the changes and use the new processes.</li> <li>The annual Climate Survey continues its upward trend.</li> <li>Individual disputes and grievances represent less than 2% of the people affected.</li> </ul>	<ul style="list-style-type: none"> <li>Input and resources provided to FAMIS Steering Team, Communications, HR Design and Training</li> <li>Coaching and support provided to Customer Services &amp; Efficiency projects</li> </ul>
2.	<p>Partnership:</p> <ul style="list-style-type: none"> <li>Improve the delegation of HR management and development by proactive and strategic partnering with units and teams.</li> <li>Increase empowerment throughout the organisation by speeding the roll-out of best practice HR processes and systems.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of the HR Strategy demonstrates that agreed HR processes and systems are in place in all units.</li> <li>The HR Service Level Agreement specifies the expectations agreed with the units.</li> <li>The Empowerment category in the Climate Survey continues to improve.</li> </ul>	<ul style="list-style-type: none"> <li>HR Advocate role and capabilities redefined</li> <li>Feedback from client units acted on</li> <li>Improved effectiveness of Advocate group</li> </ul>
3.	<p>Organisational Development:</p> <ul style="list-style-type: none"> <li>New corporate learning programmes continue to build on our Leadership, Coaching and Creativity investment.</li> <li>Learning expectations and measures are integrated in performance plans and supported by coaching contracts.</li> <li>Develop and promote HR criteria for unit and team leader performance plans</li> </ul>	<ul style="list-style-type: none"> <li>Two new learning programmes are introduced.</li> <li>The annual Climate Survey continues its upward trend.</li> <li>The Climate Survey's Development and Training categories continue to improve.</li> <li>Corporate HR criteria are included in performance plans for unit and team leaders.</li> </ul>	<ul style="list-style-type: none"> <li>"Achieving Mastery" and "Business as Unusual" piloted</li> <li>Integration of learning under discussion</li> <li>Performance criteria for Unit Managers in redevelopment</li> </ul>
4.	<p>Information Technology:</p> <ul style="list-style-type: none"> <li>Increase empowerment and improve efficiency of HR processes and systems by maximising the functionality of the new HR information system.</li> <li>Explore opportunities for self-paced learning and self-help access to HR policies, resources and systems by applying information technology.</li> </ul>	<ul style="list-style-type: none"> <li>The Empowerment category of the Climate Survey continues to improve.</li> <li>HR processes and systems are smarter without needing more resourcing.</li> <li>Two pilots are in place to test learning and self-help technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Input to FAMIS/HR module design and implementation ongoing – awaiting "go-live"</li> <li>"Improving use of email" piloted with HR and Corporate Teams</li> <li>"Using Powerpoint" incorporated in "Achieving Mastery" programme (see 3. above)</li> </ul>

<b>Business Unit</b>	<b>Director of Human Resources</b>
<b>Output Class</b>	<b>Employee Relations</b>

<b>Objectives for 1999/00</b>		<b>Performance Indicators</b>	<b>Actual</b>
1.	Collective and individual employment contracts: <ul style="list-style-type: none"> <li>• Employment contracts reflect and are aligned with our Change Management principles and needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal industrial action.</li> <li>• Individual grievances represent less than 1% of those affected by our change projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
2.	Remuneration and reward: <ul style="list-style-type: none"> <li>• Our contractual commitments to develop clear and consistent performance based remuneration and reward systems have been met eg refer SSCEC Section C1-3.3.</li> </ul>	<ul style="list-style-type: none"> <li>• Revised jobsizing system and procedures for salaried staff in place by 31 December 1999.</li> <li>• Broad banding piloted in five units.</li> <li>• Criteria for Value Development and Value Added salary steps agreed and in place in five units.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• Broad banding &amp; value added/development now dealt with in wider review of Remuneration strategy</li> </ul>
3.	Upskilling: <ul style="list-style-type: none"> <li>• Unit managers, team leaders, etc have been upskilled in Industrial Relations knowledge, capability and effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Needs analysed by 30 September 1999.</li> <li>• Industrial Relations briefings for relevant groups in place by 31 December 1999.</li> <li>• Poor-performance awareness training delivered to all units by 30 June 2000.</li> <li>• Poor-performance process training delivered to 50% of organisation by 30 June 2000.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Needs analysis completed</li> <li>▪ Ongoing</li> <li>▪ Ongoing</li> <li>▪ Ongoing</li> </ul>

<b>Business Unit</b>	<b>Director of Human Resources</b>
<b>Output Class</b>	<b>Recruitment</b>

<b>Objectives for 1999/00</b>		<b>Performance Indicators</b>	<b>Actual</b>
1.	Review the role of Account Manager, including a Job Value Statement, and trial with three units/teams.	<ul style="list-style-type: none"> <li>• Each Account Manager is performing in the new role with at least one client unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> </ul>
2.	Set up processes for short term recruitment and the redeployment of existing employees.	<ul style="list-style-type: none"> <li>• Job redesign and redeployment of existing employees becomes normal practice, with employees succeeding in adding value for their customers, consistent with GV-BV.</li> </ul>	<ul style="list-style-type: none"> <li>• 50% complete</li> </ul>
3.	Scope the current Recruitment process, including induction, identifying areas where gaps occur and changes are required.	<ul style="list-style-type: none"> <li>• A report with recommendations is in place and is being followed up with at least three units.</li> </ul>	<ul style="list-style-type: none"> <li>• 30% complete</li> </ul>
4.	Coach units and teams in effective, culturally aligned recruitment practices.	<ul style="list-style-type: none"> <li>• A good capability match is consistently achieved where recruitment takes place, within the GV-BV culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
5.	Assist in promoting individual units and the organisation as a whole as a great place to work.	<ul style="list-style-type: none"> <li>• Increasing match of skilled employees in the right positions, together with a track record for attracting excellent employees from outside.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

<b>Business Unit</b>	<b>Director of Human Resources</b>
<b>Output Class</b>	<b>Performance</b>

<b>Objectives for 1999/00</b>		<b>Performance Indicators</b>	<b>Actual</b>
1.	To review the uptake, consistency and frequency of the current performance planning and management systems in units/teams.	<ul style="list-style-type: none"> <li>A report is adopted and used to put objective 2 in place.</li> </ul>	<ul style="list-style-type: none"> <li>The statistics have been gathered and will form the basis of the report.</li> </ul>
2.	To develop an outplacement policy and process.	<ul style="list-style-type: none"> <li>Recruitment, Performance and Employee Relations teams are working together to ensure consistency across HR.</li> <li>The process has been piloted by two business units and is being rolled out to another four.</li> </ul>	<ul style="list-style-type: none"> <li>All teams working together including the HR Advocates.</li> <li>The process has been piloted by Works Operations and has started in Libraries.</li> </ul>
3.	To review current learning and development activities.	<ul style="list-style-type: none"> <li>A report adopted and used to assist to develop objective 4.</li> </ul>	<ul style="list-style-type: none"> <li>The review has started.</li> </ul>
4.	To review and modify the learning and development policy and guidelines.	<ul style="list-style-type: none"> <li>Learning and development activities are in line with the unit/team and individual work needs and enhance the GV-BV philosophy of the CCC.</li> </ul>	<ul style="list-style-type: none"> <li>The review is in progress.</li> </ul>

<b>Business Unit</b>	<b>Director of Human Resources</b>
<b>Output Class</b>	<b>Human Resources Information System</b>

<b>Objectives for 1999/00</b>		<b>Performance Indicators</b>	<b>Actual</b>
1.	HRIS up and running in all Council units and all users trained.	<ul style="list-style-type: none"> <li>The purchased modules installed and operational by 30 June 2000.</li> </ul>	<ul style="list-style-type: none"> <li>Now included in FAMIS project – q.v.</li> </ul>

<b>Business Unit</b>	<b>Director of Human Resources</b>
<b>Output Class</b>	<b>Health &amp; Safety Services &amp; Advice</b>

<b>Objectives for 1999/00</b>		<b>Performance Indicators</b>	<b>Actual</b>
1.	To implement the management rehabilitation policy throughout the Council.	<ul style="list-style-type: none"> <li>That the rehabilitation policy is operative in all units by 31 December 1999.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
2.	To ensure active 'health and safety' management plans are in place in all units.	<ul style="list-style-type: none"> <li>That all business units have an active health and safety management plan implemented during 1999/00.</li> </ul>	<ul style="list-style-type: none"> <li>Completed – ongoing process</li> </ul>
3.	To raise awareness throughout the Council of health and safety legislation.	<ul style="list-style-type: none"> <li>That a minimum of six training seminars/workshops promoting best work practices are conducted during 1999/00.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>