

PRIORITY 9
HUMAN RESOURCES STRATEGY
<i>IDeA categories: People Management and Development</i>

CHIEF OFFICER RESPONSIBLE
* <i>Executive Director, Organisational Development</i>
Designated Portfolio Holder
<input type="checkbox"/> Finance and Human Resources

SCOPE	<p>This priority involves aligning the Human Resources Strategy with other changes through the New Harrow Project and through other recommendations in this plan. It includes the development of staff skills for innovating, challenging the status quo and responding to change; promoting a corporate drive for excellence e.g. through Investors in People or charter-marks; the use of staff surveys with feedback; the overhauling of current measures to reduce sickness levels.</p> <p>Cross-reference: All other themes</p>
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WHAT WILL CHANGE
<p>The Council will have an effective, motivated and well trained workforce, that is supported by HR policies and practices designed to reinforce the changes required by NHP.</p> <p>There will be reduced sickness absence across the authority.</p>

TASKS	DATES
Commission bi-annual staff attitude survey	Initial survey to be undertaken in 2003-04 and, thereafter, every 2 years.
Programme of measures to address sickness absence	Currently underway, with report to Cabinet in December 2002 proposing programme of actions to begin March 2003.
Review current management competencies and management development programme.	Review to be instigated from April 2003, based on vision and values referred to in Key Priority 2

Develop Human Resources Strategy incorporating vision and values (Key Priority 2) and the need to bring about organisational change as part of the New Harrow Project	Begin in April 2003 with completion by September 2003
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AREAS FOR FURTHER DEVELOPMENT AT END OF 2003
 Audit 6 key policies and then re-write in light of new organisation. Key policies are those for Recruitment and Retention, Grievance, Disciplinary Procedure, Performance Management, Absence, and Training & Development.

MONITORING
 The Organisational Development directorate will report progress on a quarterly basis to the Employees' Consultative Forum.

MONITORING RECORDS
June 2003
September 2003
December 2003
March 2004

EVALUATION
 Specific evaluation of this key theme will be through the Best Value Performance Indicators relating to sickness absence, % of senior managers who are women, leavers, retirements and workforce composition.

ENABLING THE PRIORITY
 The Council will draw on Best Practice in both public and private sectors. It will work with CIPD, SOCPO, IDeA and the Employers' Organisation and the learning & Skills Council, to develop and implement it's HR strategies and the associated HR policies and practices. It will utilise external consultants, training providers & academic institutions to implement & deliver its training programmes.

