

**REPORT FOR: EMPLOYEES
CONSULTATIVE FORUM**

Date of Meeting: 18 April 2012

Subject: **INFORMATION REPORT –**
Employment Procedures Monitoring

Responsible Officer: Jon Turner, Divisional Director Human
Resources and Development and
Shared Services

Exempt: No

Enclosures: Monitoring Information

Section 1 – Summary

This report sets out the outcome of consultation with the Trade Unions, on potential changes to employment procedures to improve performance, and encloses a record of the progress of current employment procedures.

FOR INFORMATION

Section 2 – Report

This report provides an update of the outcome of consultation with GMB and Unison on potential changes to procedures, following discussions at the last meeting of the Forum, for improvements to meeting employment procedure timescales. A record of current employment procedure monitoring is enclosed.

Section 3 – Further Information

A report was submitted at the previous ECF meeting, showing the current Dignity at Work, Conduct and Capability cases in progress at the time and giving reasons why timescales, for some cases, had not been met.

Reasons for delay included employee or manager annual leave or sick leave, more complex cases requiring additional time, limited Trade Union representative or senior management availability and paperwork being received outside the time frame.

Discussions with the Trade Unions centred around extending procedure timescales, strengthening manager guidance for more clarity and accountability, considering cases automatically withdrawn for unreasonable delays, stopping the clock where extensions to timescales have been agreed, lodging appeals centrally e.g. with Human Resources rather than with various managers, and regular training for managers in applying Harrow's procedures.

The Trade Unions accepted that delays were sometimes unavoidable however were not in favour of timescales in the procedure being extended. The Unions' view was that many of the issues arose from inconsistent application of procedures, perceptions of lack of impartiality and managers having no accountability for not following procedures

Human Resources and Development (HRD) agreed to amend the procedure to clarify that if extra time were necessary, the expected timeframe and reasons for the delay would be confirmed in writing and regular progress updates provided. Any additional time would therefore not be included when assessing overall timescales. HRD also agreed further consult with the Trade Unions to include 'stopping the clock' in some instances.

To facilitate improved quality of outcomes and promote consistency, HRD are preparing proposals for management development activities for applying Harrow's employment policies and procedures, to be included in the Council's Learning and Development programme.

Future performance of employment procedures will continue to be reported to Directorate Management Teams, quarterly Improvement Boards and in the council's equality in employment monitoring, annually reported to the Employee Consultative Forum.

Section 4 – Financial Implications

None

Section 5 - Equalities implications

An equality impact assessment will be carried out as part of the revision process for individual procedures.

Section 6 – Corporate Priorities

This report provides information requested by the forum.

Name...Jennifer Hydari.....	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 2 nd April 2012.....		

Section 7 - Contact Details and Background Papers

Contact:

Marion Afoakwa, Workforce Performance & Productivity Manager

HRD Business Partners

Sangeeta Jerath – Adults and Housing Services

Susan McEvoy – Corporate Services

Paul D Turner – Community Environment and Place Shaping

Paul R Turner – Children’s Services

Background Papers:

INFORMATION REPORT – Policies and Procedures Application, Employee Consultative Forum, 10 October 2011

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=265&MId=60668>

INFORMATION REPORT – Policies and Procedures Application, Employee Consultative Forum, 24 January 2012

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=265&MId=60669>