



NHS NORTH WEST

A JOURNEY TOWARDS NHS 'WORLD CLASS HR?' IN THE NORTH WEST



an organisational development approach to reviewing the Human Resource function and identifying the journey necessary to achieve 'World Class HR'.

1. The need to review your HR function

We all know that NHS organisations face a demanding and challenging future in the context of their strategic plans, government changes and reduced funding availability. This will require different and new ways of working, leaner processes and redesign within the workforce. Important elements of success will be staff involvement, partnership working and the wellbeing of staff, all requiring underpinning by excellent HR practices and innovative workforce redesign.

In order for this to happen, it will be vital to support HR functions and HR teams on a positive and rewarding journey that aims to develop their roles and capabilities utilising a number of tools including the 'Towards World Class HR in the North West' framework and the CIPD HR Professional Map. Other tools which could also have been utilised include the Peer review process and the HR and OD competency frameworks (see HR Competency framework overview at Appendix 1). This will help ensure that the NHS has highly

competent HR functions, professionals and models that support managers in meeting the business needs of organisations and deliver the workforce outcomes and staff wellbeing in the pursuit of improved patient care.

This approach has been the basis of a review of the HR function in Cheshire and Wirral Partnership NHS Foundation Trust during the summer / autumn of 2010. It involved a number of diagnostics that contributed to forming a holistic picture of HR performance and capability within the trust against a clear identification of strategic priorities and expectations. This led to the development of a journey (development plan) for HR to ensure it is able to deliver these priorities and move towards the achievement of 'world class' HR.

2. The review stages

The approach to the review was agreed from the outset with the Chief Executive / Executive team to give it the priority and backing necessary. The HR team was also fully involved as this was essential in the review and planning processes. Staff side also had the opportunity to make some input.

The 5 stages of the review included:

- **Stage 1** - An assessment of current performance utilising the 'Towards World Class HR and OD model' developed by the Institute for Employment Studies (IES) on behalf of the NHS in the North West.
- **Stage 2** - Establishing the strategic priorities and expectations for HR/OD at a workshop involving Trust executives and senior managers.
- **Stage 3** - Identifying the focus and key deliverables of HR to support Trust priorities at a workshop with the HR/OD team.
- **Stage 4** - An assessment of current professional capability within the HR team using the Chartered Institute of Personnel and Development (CIPD) HR Professional Map.
- **Stage 5** - Development of a planned journey towards 'World Class HR', including discussions with the trust's Operations Board members (including senior clinicians) about priorities for - and funding of - the future HR service.



GOOD PRACTICE CASE STUDY

STAGE 1

Assessment of current performance

The 'Towards World Class HR' model sets out the key dimensions of HR and OD work as:

- A deliverer of HR/OD services
- A facilitator of people management and development
- A provider of a policy and practice framework
- The guardian of organisational values
- Delivering efficiency as well as effectiveness
- Achieving a strategic focus and business alignment

The attainment of 'World Class' is conceptualised as a series of building elements. The principal roles of 'deliverer of services' and 'facilitator of people management' form the two main pillars on which rest the foundations (efficiency) and building blocks (effectiveness) necessary to reach the pinnacles (strategic level) and thus aspire to be world class. The other dimensions seen as enabling HR and OD on its journey are the extent to which they create value, together with the degree to which it achieves sustainable innovation. It cannot be truly world class without demonstrating its impact on the business and therefore this has been placed at the heart of the model.

NHS North West supported the development of the model which utilises an on-line survey of current HR performance. The Trust took advantage of the tool and the survey was completed by 72 Trust managers. The results of the survey helped to identify areas of good practice and those areas where managers were dissatisfied with current performance. The report compared the results with other similar mental health Trusts and also against all Trusts across the NHS in the North West. The results were key in identifying

the views of managers and also how this compared with other HR functions across the North West.

The survey measured expectations versus perceptions by looking at the gap between what aspects of HR/OD line managers rated as 'important' and compared this with if they were being delivered. Trusts across the North West generally showed a gap of 59% on this element reflecting the HR service is not always meeting important expectations of managers. Further work needed to be done to understand what was needed by managers including their priorities and expectations.

At this stage of assessing current performance organisations may wish to consider a range of evidence/data to support the Towards World Class HR (TWCHR) survey findings. These could include:

- The use of peer review to consider and support findings. It is important that peer organisations challenge and encourage each other in the implementation of action plans, giving confidence that actions are taking HR in the right direction. (<http://www.employment-studies.co.uk/projects/nhsnw/>)
- The NHS staff survey results provide an indication of staff perceptions of their employment. These can be compared with reported perceptions of managers from the TWCHR customer survey results
- Assessing the delivery of HR targets and standards to support people management may be useful in determining the success of the HR function and its level of business alignment.



STAGE 2

Establishing strategic priorities and expectations

A workshop was held with a group of senior managers and clinicians from across the Trust and was joined by the Chief Executive and the Executive Team. The purpose was to establish the priorities for HR/OD in support of the Trust's business and to identify what managers need and expect from HR/OD services. A copy of the draft workshop agenda is attached at Appendix 1.

The Executive team had previously drawn up its own list of trust priorities which would require significant HR support. The Chief Executive described the priorities at the workshop and the Executives raised a number of additional areas that they saw as important for HR/OD. They also emphasised their need for the function to be 'liberating and transformational'

Managers at the workshop were presented with a summary of the TWCHR survey findings. They then identified the services that they needed from HR/OD, considered how both managers and the HR function might do things differently and more effectively and then went on to prioritise what is most important to them. From these exercises a list of priorities for HR emerged.

It was evident that a number of comments made were simply related to a lack of understanding about what the HR team currently did or had already planned to do; this might reflect a lack of effective communication. An example of this was reference to the need for less paperwork and more on-line forms which will ultimately be substantively addressed by the roll out of the ESR self service – a project which was already underway.

Managers did recognise that they would need to support the HR team in developing the function and that they have experience and skills in service

change that could be shared. It was suggested that the principles of existing approaches to more productive and innovative systems utilised elsewhere in the trust, such as Lean and the Productive Ward programme, could be adopted by the HR team.

STAGE 3

Identifying the key deliverables for HR to support Trust priorities

At a full day workshop, the HR Team members took into account Trust and management priorities articulated during the management workshop and drew up an outline plan which, when fully implemented, would best ensure that HR both supports Trust strategic and operational priorities and that progresses HR on a journey towards being 'World Class'. A copy of the workshop agenda is at Appendix 2. It also sets out to ensure that the HR function is able to meet the changing needs of the organisation. This will require both new ways of working as integral to the redesign of the function and best use of resources.

The team also looked at what they could stop doing or do differently. Some of these proposals were recognised as only being achievable with the active and continuous co-operation of service managers.

Full involvement of the HR Team was important in understanding both the need for change and the transformation required to support Trust strategic priorities. It also ensured ownership of the resulting development plan.

Peer review could have added a further dimension at this stage by challenging and probing the assumptions and identified developments.



STAGE 4

An assessment of current professional capability

In order to identify what HR practitioners need to know, do and deliver at various stages in their careers, the HR Team utilised the on-line CIPD Professional Map to assess their stage of development against this model for HR excellence. The 10 professional areas describe what HR needs to do (activities), and what they need to know at 4 bands of professional competence and behaviours. The process of identifying where the department and individuals spend most of their time and their level of competence has contributed to an assessment of both current capability and also areas for development.

Some areas of activity were not as strong but were not necessarily part of their current role. The tool does not appear to look at areas where individuals are competent but are not currently required to undertake as part of their role.

The resultant profile of the HR Team, based on the bands within the Map and individual competence levels, was extremely useful in showing who was working at each level and also where there was the potential for development.

The completion of the Map was very time intensive and those who did so were blunt when describing the process, finding it time-consuming and detailed. This may have been caused by the intensity of effort required over a very short time period to complete the assessment and feed into the review. A more manageable process may have included more of a phased approach to support continuing professional development and feed into annual reviews/appraisals (perhaps where individuals spend only an hour or two a month updating their Map). The Map also provides suggestions for development to meet identified needs which could support individual development plans.

At the team workshop the HR Team took the framework of priorities for HR and their assessment of current performance and capability to identify the journey they need to take in moving toward being 'World Class'. In addition they identified strengths, development areas and capacity gaps. The gaps may require individual or team development, new ways of working or investment but will inform the way forward for the team and the Trust. In discussing the results of the Map, it was noted that some areas where scores were not as strong reflected aspects of work not currently falling within the remit of HR staff.

The Map is a self assessment tool and could be supported by use of the available HR competency frameworks for HR Directors, HR Advisors, and HR Business Partners as well as use of the OD competency framework.

STAGE 5

Developing the journey towards 'World Class'

Overall the review identified the following, which informed the development plan or 'journey' for HR: Manager's views on the current HR service (TWCHR survey) How the current HR service compares with that of other similar Trusts in the North West (TWCHR report) Trust priorities and expectations for HR (Management workshop) HR key deliverables to support the priorities (HR workshop) Assessment of current HR capability (CIPD Professional Map) Areas for development (HR workshop)

The plan, developed by the HR Team set out the critical aspects of a journey towards 'World Class' - including new ways of working, development of the Business Partner role, leaner processes and the need for HR professionals to acquire further OD skills. The plan detailed the critical actions and proposed timescales, to a framework set out overleaf:

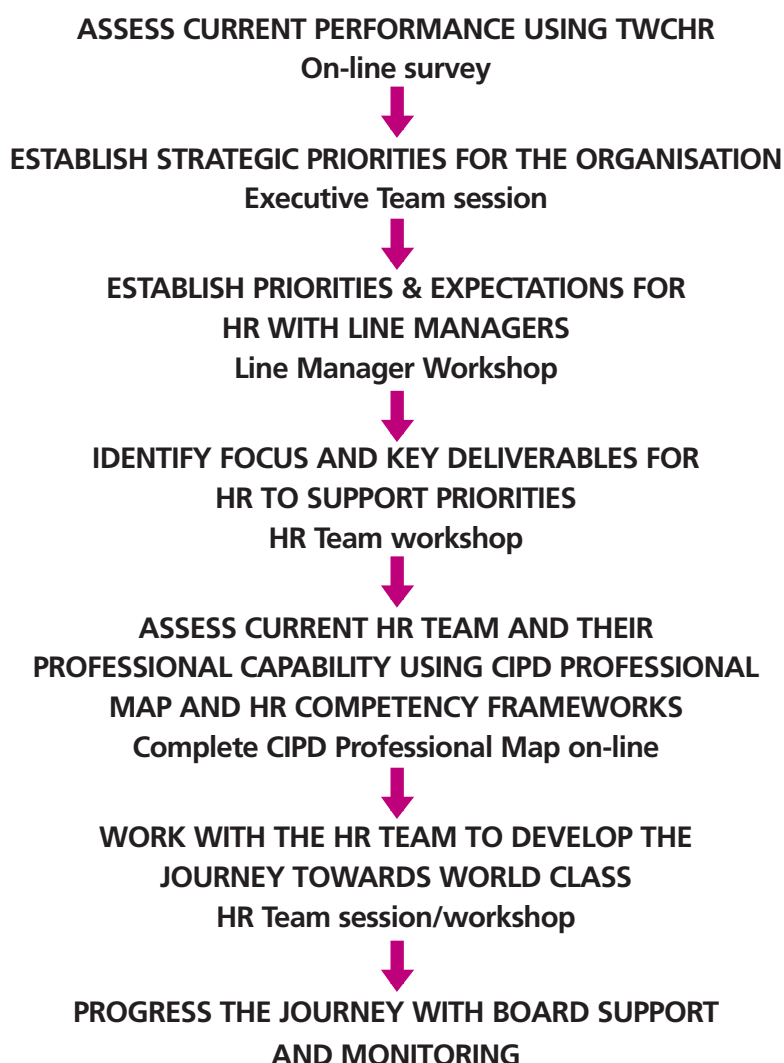
TRUST PRIORITY	TIMESCALE	HR PRIORITY	HR LEAD	GAPS
Identified priority requiring HR/OD support over the next 3 years	Traffic light urgent (red) Medium term (amber) Longer term (green)	HR intervention/action to support the Trust priority	who is responsible for taking this forward?	What gaps in resources or skills might affect delivery? What staff or training is required?
Example: Management of change		Early involvement to support line managers in planning and implementing new and redesigned services	HR Managers (HRBP)	Only 3 WTE HRMs able to work at this level – need to invest in their skills and review level of OD skills in the department

The agreed that, working in partnership with managers and staff side to help create an effective, healthy and motivated workforce which delivers improved services for patients, the HR Team must be able to respond to expectations and implement their development plan (journey) towards a 'liberated' best in (and ultimately World) class HR service. The plan has now been adopted by the Trust and the HR function has set out on its journey with regular monitoring and reporting of progress. A further survey in 12 months time alongside a challenging and encouraging Peer Review will help ensure that progress is being made and the improvements are taking the HR function in the right direction towards World Class HR.

NHS North West
March, 2011



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GOOD PRACTICE CASE STUDY

APPENDIX 1

HR PRIORITIES & MANAGEMENT EXPECTATIONS WORKSHOP

Purpose of workshop: To identify Trust key priority areas over the next 3 years that will require HR / OD support, to better understand the TWCHR survey results and to establish management expectations of the HR function.

Workshop details:

Facilitator:

- | | | |
|-------|---|-------------|
| 9.20 | Arrive and coffee | |
| 9.30 | Introduction, overview of the workshop And the 'Towards World Class HR' Model | Facilitator |
| 9.35 | Trust strategic priorities | CEO |
| 10.00 | HR - current role, activity and TWCHR survey feedback | HRD |
| 10.10 | What are you looking for from HR? "Identifying expectations" exercise | Facilitator |
| 10.50 | Coffee | |
| 11.05 | 'Doing things differently' exercise (in small groups) | Facilitator |
| | 1. what could HR stop doing to release more time for priorities? | |
| | 2. How could HR do things differently? | |
| | 3. What could you do differently to optimise HR performance? | |
| 12.00 | Ranking priorities | Facilitator |
| 12.20 | Next steps – the HR journey towards 'World Class' performance | Facilitator |
| 12.45 | Closing remarks | HRD |

APPENDIX 2

HUMAN RESOURCE TEAM WORKSHOP RE: A REVIEW OF HR SERVICES 2010

Agenda

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|-------|---|-------------|
| 9.30 | The review so far and what we want to achieve today | Facilitator |
| 9.50 | Results of the 'Towards world class HR' survey | |
| | What are the priorities and expectations for HR/OD identified from the manager workshop? | HRD |
| 10.40 | What can we stop doing, do differently etc | Facilitator |
| 11.10 | The HR Professional Map – what has this told you, individually and as a team? | |
| | Where are the strengths and gaps? | |
| | What has it not told you? | Facilitator |
| 1.00 | Lunch break | |
| 1.30 | Drawing up the plan - What will the journey towards World Class HR look like in terms of structure, roles, deliverables, development etc? | Facilitator |
| 4.30 | Final remarks and close | HRD |

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