



HUMAN RESOURCES

LINCOLN/ LOUTH/ GRANTHAM/ PILGRIM AND PAN TRUST SERVICES OPERATIONAL BUSINESS PLAN 2012/2013

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2012/13 OBJECTIVES

It is not just what we do but also the way that we do it that is important. To give the best service we must demonstrate the highest standards. The values and behaviors outlined in the Trust Dignity Pledges and HR Professional profile set the standards we expect our staff to hold and demonstrate.

Human Resources, like other business areas of the Trust contributes' to all strategic aims and priorities. HR holds strategic accountability for goal four of the Trust's Objectives and outline Programme Plan 2011/12. This being, *'Goal 4 - To secure and develop a committed, flexible, effective and productive workforce'* work stream. Therefore, objectives and actions in relation to these are contained in within this plan.

The objectives for the Operational HR teams for 2012/13 are listed below under the following sub-headings:

- **Patient Centred** – *'taking active steps to make services quicker, easier and more responsive and encouraging others to action their own ideas'*
- **Working together** – *'we want to be a high performing team who works in partnership with Trust management through building sustainable relationships'*
- **Inspiring others** – *'we want our team to be highly motivated, skilled and well led'*
- **Enhancing Value** – *'motivating others to grasp all opportunities to fine tune existing practices. Freeing up time to do the things that make a difference to patients. Focusing on medium and long term value for money'*
- **Delivering success** - *'we want to focus our service delivery on delivering outcomes which will have the most impact and added value to the Trust'.*

OPERATIONAL HR TEAM

Specific Action	Target Date	Deliverable	Outcome	Who					
Work with functional HR leads to deliver HR objectives	March 2013	<ul style="list-style-type: none"> • Design HR networking meetings • HR networking meetings to have a mutually agreed agenda • Provide relevant and appropriate information at meetings as per the agenda • Delivery of the HR operational business plan 	<ul style="list-style-type: none"> • Improved consistency • Integration between HR teams • Improvement of skills and knowledge share • Improved quality of service and awareness • Team working • Proactive HR management • Support and planning • Improved communication 	Senior HRBP, HRM, Senior HRA, HRA		✓	✓	✓	✓
Develop a process to enable, monitor and support managers manage grievance, disciplinary and capability cases in a timely manner. Is there a quality outcome?	March 2013	<ul style="list-style-type: none"> • Ensure managers receive the grievance, disciplinary and capability training • Develop a process map and gantt chart to plan and monitor grievance, disciplinary and formal capability issues • Identify and embed a process to escalate non compliance • Keep gantt chart up to 	<ul style="list-style-type: none"> • Disciplinary, grievance and capability investigations managed in an agreed time scale • Improved efficiency • Reduction in complaints due to improved quality in management of process • Improved employee health and well being • Reduce length/ number of 	Senior HRBP, HRM, Senior HRA, HRA	✓	✓	✓	✓	✓

Specific Action	Target Date	Deliverable	Outcome	Who					
		date <ul style="list-style-type: none"> • Ensure all managers are supported when producing documentation and packs for case review panels 	suspension <ul style="list-style-type: none"> • Manage stakeholder expectations 						
Identify and facilitate measures to support the HR/ People issues within a change programme	March 2013	<ul style="list-style-type: none"> • Identify a tool kit that provides the following: <ul style="list-style-type: none"> • Statutory legal requirements for a project • Process map with PIR included • Template project plan • Risks and issues log • Decision making/ governance template • Process to identify and contract-in with other HR services • Review management of change policy and supporting policies 	<ul style="list-style-type: none"> • Improved relations with Staff side and employees • Improved employee health and well being • Cost savings • Manage stakeholder expectations • Legally compliant • Maintain HR network • Improve psychological contract • Improvements in staff/ stress survey • Project implementation review following completion and sharing lessons learnt 	Senior HRBP, HRM, Senior HRA, HRA	√	√	√	√	√

Specific Action	Target Date	Deliverable	Outcome	Who					
		<ul style="list-style-type: none"> • Identify HR support for each business unit and branch • Maintain HR project plan 							
Support managers with the delivery of the absence target of 3.2%	March 2013	<ul style="list-style-type: none"> • Deliver attendance management training • Conduct compliancy checks • Support actions from confirm and challenge meetings • Design and implement an absence accountability framework in Lincoln. • Maintain absence accountability framework in Grantham. • Attend attendance management meetings with appropriate managers • Support managers at formal absence meetings and disciplinaries • Provide reports on short term absence management and action 	<ul style="list-style-type: none"> • Reduce absence rates and cost to business • Engaged workforce • Improved employee well being • Reducing cost of agency and bank staff • Increase knowledge on absence management • Upskill managers to enable managers to manage absence • Create attendance culture • Timely conclusion of long-term and short-term absence • Improved management of underlying health conditions • 	Senior HRBP, HRM, Senior HRA, HRA	√	√	√	√	√

Specific Action	Target Date	Deliverable	Outcome	Who					
		plans <ul style="list-style-type: none"> • Support with long term absence management • Work pro-actively to prevent absence • Ensure policy compliance 							
Support managers to reach 95% target for appraisals	March 2013	<ul style="list-style-type: none"> • Meet monthly appraisal target • Educating managers on what an appraisal is and it's purpose • Awareness of the appraisal toolkit • Develop and audit process to appraise appraisal standards on a quarterly basis • Ensure training is available to managers on how to conduct and appraisal • Provide data to managers on appraisal completion rate • Work with managers to ensure they have action plans 	<ul style="list-style-type: none"> • Regular and good quality appraisals completed • Improvement in staff survey • Increased attendance and employee well being • Individuals potential to develop at work • Identification of training needs • Skilled workforce 	Senior HRBP, HRM, Senior HRA, HRA	√	√	√	√	√

Specific Action	Target Date	Deliverable	Outcome	Who					
		<ul style="list-style-type: none"> • Introduce the concept of monthly 1-2-1's where possible • Work with Matrons and PSM's to ensure staff performance is part of monthly team meeting agenda 							
Support managers to ensure accurate and fit for purpose job descriptions and person specifications are submitted to banding panels	March 2013	<ul style="list-style-type: none"> • Job descriptions (JD) have clear and concise job content • JD's are more performance orientated • Contract with recruitment to provide managers with appropriate training on job design • Ensure line managers take feedback from employees when creating JD's • Ensure JD's are checked by HR and accurate at the time of submission 	<ul style="list-style-type: none"> • Accurate JD's • More JD's cleared at banding panels first time round • Reduction in recruitment time required • Clearer JD's • Staff involvement 	Senior HRBP, HRM, Senior HRA, HRA	√	√	√	√	√
Ensure CQC key area related to HR are being monitored and delivered	March 2013	<ul style="list-style-type: none"> • Ensure corporate standards, owners and assurors are up to date • Ensure there are effective 	<ul style="list-style-type: none"> • CQC compliance for standards relating to HR • That there are sufficient staff with the right skills 	Senior HRBP, HRM, Senior HRA, HRA	√	√			√

Specific Action	Target Date	Deliverable	Outcome	Who					
		<p>procedures in place to identify and respond to staffing deficits for all disciplines across the service areas</p> <ul style="list-style-type: none"> • Development of effective escalation processes in place at times of unsafe staffing levels • Monthly meetings with managers to discuss vacancies and staffing deficits • Awareness of vacancies across site • Partnership working to develop plans to support recruitment to hard to fill vacancies • Improved attendance management plans • Ensure CQC standards 12,13 and 14 are updated and monitored 	<p>and knowledge employed that meet the needs of the people using the service at all times</p> <ul style="list-style-type: none"> • Improved filling of vacancies in a timely fashion • Planned recruitment campaigns 						
Identify, develop and deliver key and bespoke HR/ People management training	March 2013	<ul style="list-style-type: none"> • Development and delivery of management training courses which meet the needs of 	<ul style="list-style-type: none"> • Managers trained in key people management policies • Managers improved skills 	Senior HRBP, HRM, Senior HRA, HRA (OD Team)	√	√	√	√	√

Specific Action	Target Date	Deliverable	Outcome	Who					
		managers and are tailored to specific need <ul style="list-style-type: none"> • Training on people management skills <ul style="list-style-type: none"> ○ Key areas identified for this year are change, investigations, attendance management and capability • Design bespoke training to address specific identified issues • Review and analyse feedback 	in people management policies <ul style="list-style-type: none"> • Improved employee relations • Improved patient care by improved consistency of policy application and engagement with staff 						
Provide monthly report on operational HR and strategic objectives, success and issues along with learning outcomes	March 2013	<ul style="list-style-type: none"> • Completed checkpoint report • Identification of training needs • Ability to understand issues at start and plan to resolve • K.P.I's completed 	<ul style="list-style-type: none"> • Share knowledge with HR colleagues • Improved HR team skills • Improved consistency • Understanding of workload across sites 	Senior HRBP, HRM, Senior HRA, HRA		√		√	√
HMG, SPF and MAC reporting and attendance	March 2013	<ul style="list-style-type: none"> • Provide business with key HR and OD metrics on performance • Provide the business with 	<ul style="list-style-type: none"> • Share lessons learnt with wider business • Highlight potential risks 	Senior HRBP, HRM, Senior HRA, HRA		√		√	√

Specific Action	Target Date	Deliverable	Outcome	Who					
		information and learnings from change, attendance, recruitment, disciplinary and grievance cases <ul style="list-style-type: none"> HR teams to provide input on data required 	and issues to various business areas <ul style="list-style-type: none"> Gain feedback for HR teams 						
Monthly 1-2-1	March 2013	<ul style="list-style-type: none"> All members of the team to have business and personal objectives All members of the team to have a monthly 1-2-1 	<ul style="list-style-type: none"> Clarity on deliverables and accountability Continuous personal development Learning needs identification Career progression Better engagement Regular performance checks 	Senior HRBP, HRM, Senior HRA,		√	√	√	√
Talent management and succession planning	March 2013	<ul style="list-style-type: none"> Agree with stakeholders criteria to identify talent Agree action plan to support those identified as part of talent pool with further development Identify succession planning process 	<ul style="list-style-type: none"> Support business units with talent identification Create talent pools within areas to support on going development of individuals Support business units with succession planning to help reduce recruitment issues Increase capability across workforce 	Senior HRBP, HRM, Senior HRA, HRA		√	√	√	√

Specific Action	Target Date	Deliverable	Outcome	Who					
			<ul style="list-style-type: none"> • Increase number of secondment opportunities to promote cross team working 						
Review and develop existing HR and OD policies to ensure that they are fit for purpose, compliant with legal and audit requirements and meet service user needs.	March 2013	<ul style="list-style-type: none"> • All new or reviewed policies will include an implementation and evaluation plan and identify training requirements. • Policies will be developed in consultation with managers and staff side are consulted as part of policy development • Policies written in a manner that managers and staff will easily understand. • Rolling programme of policy review will be identified. 	<ul style="list-style-type: none"> • Policies are compliant with NHS LA and Audit requirements and codes of practice; • Policies are legally compliant and are able to withstand review at employment tribunals; • Policies meet the needs of the Trust in delivering high standards of patient care and service delivery 	Senior HRBP, HRM, Senior HRA, HRA	√	√	√	√	√
HR Site Team to provide a proactive, comprehensive and seamless administrative service to support the relevant site	March 2013	<ul style="list-style-type: none"> • Effective processes are in place to meet customer needs • Process relevant management paperwork such as EFs or staff applications e.g. retirements in a timely 	<ul style="list-style-type: none"> • Well-equipped site team capable of meeting customer needs in a responsive manner • Improved quality of service • High standard of customer service • Reduction in over and 	Senior HRAs on site Lincoln/ Grantham	√	√	√	√	√

<i>Specific Action</i>	<i>Target Date</i>	<i>Deliverable</i>	<i>Outcome</i>	<i>Who</i>					
		<p>manner</p> <ul style="list-style-type: none"> Analyse over and underpayments to ensure lessons are learned Support a centralised system to book locums and accommodation Provide and collate HR data as required to managers and staff Ensure queries are dealt with or passed to the most appropriate person in a timely manner Ensure relevant HR policy knowledge is up to date to deal with queries efficiently Provide relevant secretarial support to HR staff e.g. organise meetings and take comprehensive minutes Cleanse relevant HR data Supporting the Senior HRA or other HR staff as requested in the delivery of key priorities 	<p>under payments</p> <ul style="list-style-type: none"> Up to date and accurate data which is fit for purpose 						

Specific Action	Target Date	Deliverable	Outcome	Who					
HR Managers work closely with their departments and directorates on the development of their workforce plans	March 2013	<ul style="list-style-type: none"> Supporting the process (meeting timescales etc) Advising on the HR implications of the plans Promoting an understanding of the internal and external reasons for, and benefits from, workforce planning. Exception reporting at team meetings on potential issues 	<ul style="list-style-type: none"> Managers engage with workforce planning as a positive process and own their own plans. Managers feel supported by HR through the process. HR staff have had the necessary development to undertake this role independently in the future. 		√	√	√	√	√
Form and maintain trade union relationships	March 2013	<ul style="list-style-type: none"> Regular engagement meetings to be diaries with various trade union leads across all sites Pre-planned agenda to be used for providing HR and people updates Ensure outcomes from meetings are fed back to operational HR team 	<ul style="list-style-type: none"> Better relationships with trade unions Partnership working HR teams pre-prepared allowing for pro-active HR management 	Senior HRBP, HRMs		√	√	√	√

PERFORMANCE INDICATORS

Operational Team Targets						
	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year End
Attendance at monthly networking meetings	90%					
Investigating and commissioning managers trained in managing grievance, disciplinary and capability cases	80%					
Managers across site trained in managing grievance, disciplinary and capability cases	80%					
ER Cases completed within the agreed time scales	80%					
Escalation process for grievance, disciplinary and capability cases followed	100%					
Develop and maintain HR project plan on a fortnightly basis	100%					
Complete and maintain risks and issues log for project plan on a fortnightly basis	100%					
Meetings/contact with managers on absence every month	80%					
Monthly identification of "hotspot" areas based on the agreed minimum absence target	90%					
Management of absence action plans report to be completed on a monthly basis and submitted/ shared to/ with relevant individuals	90%					

Attendance at confirm and challenge meetings	100%					
Attendance at monthly meetings with long term absence case review team	90%					
Support the Trust in achieving it's absence target of 3.2% by March 2013	Provide absence data					
Appraisals completed by managers	95%					
Quarterly appraisal audits completed	100%					
Meetings/contact with managers on appraisals on a monthly basis	80%					
JD's pass at verification stage and banding panels	80%					
JD's must be verified and submitted for verification to AfC or referred back to managers for updates within 5 working days	80%					
Update monthly CQC performance accelerator	100%					
Managers on site trained in key people management policies	80%					
Monthly checkpoint report and KPI tracker completed	100%					
Attendance to HMG, SPF and MAC meetings	90%					
Monthly 1-2-1 attendance	90%					
Each team member to have SMART objectives	100%					
Ensure individuals identified as part of talent pool have a development action plan	100%					

Site Team Targets						
	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year End
Accurately processed EF2 & 3 forms (measured only in terms of over/underpayments)	95%					
Confirmation of entitlement letter regarding Maternity & Paternity Leave & Pay sent to employee within 5 working days of receipt of completed Application for Maternity Leave/Pay / Application for Paternity Leave with Pay	95%					
Exit Questionnaire sent out to employee (if appropriate) within 5 working days following EF3 input	90%					
Completed Exit Questionnaires received to be input onto relevant spreadsheet and sent to appropriate HR support within 5 working days of receipt	90%					
Reference requests to be responded to within 3 working days of receipt	80%					
Requests for Locum/On call accommodation to be processed within 24 hours of receipt	90%					
Requests for Retirement Vouchers to be processed to ensure vouchers received by member of staff in time for their retirement date	80%					
Completed AW8 forms to be processed and sent to Pensions Department within 3 working days of receipt	90%					

Initial enquiries for Clinical Attachments to be responded to within 5 working days	90%					
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