

HR Strategy 2021-2023

Shaping our Future towards Better Ways of Working

Version 1.0

June 2021

1	Introduction	3
2	People – Shaping Talent.....	5
	Objective	5
	Focus Areas	5
	Expected Outcomes	5
3	Learning and Development – Shaping Competencies and Skills	6
	Objective	6
	Focus Areas	6
	Expected Outcomes	6
4	Future of Work – Shaping the Workplace	7
	Objective	7
	Focus Areas	7
	Expected Outcomes	7
5	Implementation and monitoring of the strategy	8

Document Version Control				
Document Title:	PSI HR Strategy 2021–2023			
Authors:	Human Resources Office			
Version #:	Reviewed by:	Review Date:	Approved by:	Approval Date:
0.1	LH	08.06.2021		
0.1.1	LH			
0.2	LH	10.06.2021		
0.3	ELT	15.06.2021	ELT	15.06.2021
1.0			Council	24.06.2021

1 Introduction

As part of our Corporate Strategy 2021– 2023, PSI continues to focus on building our capability and performance as a regulator. In that strategy, PSI is committed to creating a positive work environment for staff and creating an organisational structure that works to help us achieve our mission and our strategic objectives. In line with our ambition to be a high-performing regulator, we are committed to ensuring high levels of support to our staff. Our people and the Human Resources function will be a key contributor to achieving this strategic objective and delivering on our targets to take actions to be a workplace of choice and ensuring that we continue to be a safe and caring employer (particularly in the context of COVID-19).

This Strategy is aligned to deliver on our Corporate Strategy 2021–2023 and its core objectives and outcomes:



This strategy aims also to serve as a key enabler and support to the successful implementation of revised organisation and management structures to support the achievement of our strategic goals.

This document sets out the PSI’s objectives and areas of focus in HR over the 2021-2023 period. This strategy has been developed in response to feedback and engagement with management, staff and the Performance and Resources Committee over the course of Q2 2021.

The role of the HR function in general has evolved rapidly over the last decade. This evolution was further accelerated by the impact of COVID-19 on the workforce and the workplace. Today most knowledge-based organisations recognise that their people are their most important assets and that every member of staff, to varying degrees, plays a critical role in the success and achievements of the wide-ranging HR spectrum.

At PSI, we have also been evolving our HR function in recent years. PSI embarked on a journey to modernise the HR function with a first strategy that covered the 2018-2020 period. The *HR Strategy 2018-2020 – Building capability through people* delivered positive outcomes in attracting, developing and retaining talent, developing PSI as an employer of choice and enhancing transparency in HR. Key developments during the last HR strategy have included:

- Establishment of staff engagement surveys and related staff-led action planning
- Strategic workforce planning that includes increases to the staffing complement of 7 new posts
- New policies and procedures, including TOIL and flexitime policies
- New Employee Handbook developed ready for roll-out in 2021
- Pro-active supports for staff in adapting to new remote circumstances

The strategy presented here will build on the progress achieved to date.

The *HR Strategy 2021-2023 – Shaping our Future towards Better Ways of Working* is based on three strands:

- People – Shaping Talent
- Learning and Development – Shaping Competencies and Skills
- Future of Work – Shaping the Workplace

Each strand contains a key objective that summarises the ambition and direction for the next three years. Each objective is underpinned by specific aspects of the HR function from employee relations to organisation development and design. The aim is to achieve these three objectives over a three-year period.

For each objective, a number of key focus areas have emerged from workshops organised with staff in May and June 2021. They will serve as a guide to identify and prioritise activities and projects led by the HR Office. Staff engagement and input will be sought at all levels during the implementation of this strategy to further define relevant initiatives, improvements and innovations and to ensure alignment with organisational and individual needs.

To conclude, this strategy also includes expected outcomes for each objective. They are a high-level measurement of intended outcomes as a result of the activities and outputs in the implementation of the strategy. Some outcomes will be measured against a baseline available through employee engagement surveys, pulse surveys, skills mapping and other HR related data already available. Some outcomes will need to be benchmarked, and progress tracked, over the course of the next three years.

2 People – Shaping Talent

Objective

Consolidate the People Development agenda with a focus on the role of Line Managers.

This objective encompasses employee relations, performance development, service delivery and people analytics so as to build a high performing organisation that assures an optimum level of support for our people.

Focus Areas

- Define a **training pathway** for managers and empower and provide guidance to managers on **HR best practice**.
- Create a **feedback culture** where constructive two-way dialogue is the norm and continuous conversations on performance development is common practice.
- Continue to develop, modernise, implement and improve standard HR processes as an enabler to focus on more **value-add and strategic work**.

Expected Outcomes

Proposed outcomes include:

- Development of key managerial skillsets of our people managers, which should contribute to a standardised employee experience, measured by:
 - ✓ Uptake in relevant L&D interventions
 - ✓ Analysis of the evolution of the competencies and skills gap
 - ✓ Structured feedback
 - ✓ Established Wider Management Team learning opportunities and forum
- Revised performance development approach in place, which should support better performance and employee wellbeing, measured by:
 - ✓ Level of employee engagement in the process
 - ✓ Availability of data to report on key metrics (for example objectives completion or lessons learned)
 - ✓ Structured feedback
- Increase the strategic input of the HR function, which should aid embedding HR best practice in management, measured by:
 - ✓ Establishment of regular line manager formal meetings with HR
 - ✓ HR involvement in cross-organisational projects

3 Learning and Development – Shaping Competencies and Skills

Objective

Boost PSI's approach to learning and development (L&D) so that it may be fully integrated into the employee experience.

This objective encompasses learning and development, resourcing and talent management.

Focus Areas

- Develop defined **learning and development pathways and an L&D catalogue** at an organisational level.
- Establish new ways of **recording and sharing** knowledge in the organisation.
- Maintain awareness of competencies, including knowledge and skills, available in the organisation and **competencies required** in the future.

Expected Outcomes

Proposed outcomes include:

- Establishment of L&D pathways, which should aid talent attraction and retention, measured by:
 - ✓ Pathways established for each grade
 - ✓ Pathways uptake and completion rate across the organisation
 - ✓ Analysis of the evolution of the competencies and skills gap
 - ✓ Defined employer branding strategy that includes communication around L&D
- Development of a knowledge management (KM) approach that meets organisational needs, which should increase levels of collaboration, transparency and accountability, measured by:
 - ✓ Creation, dissemination and internal promotion of key KM artefacts
 - ✓ Structured feedback
- Improved workforce and succession planning, which should contribute to organisational performance, measured by:
 - ✓ Turnover rate and hiring speed following open recruitment sanction
 - ✓ Ability to allocate resource with required level of competencies and skills
 - ✓ Replacement post sanction process and approval by the Department

4 Future of Work – Shaping the Workplace

Objective

Establish and implement a clear vision of the future of work for PSI and its employees.

This objective encompasses employee engagement, diversity and inclusion and organisation development and design.

Focus Areas

- Define what a **hybrid/distributed workforce** means for PSI and **establish the framework** to give effect to this to achieve desired levels of flexibility and meet business needs.
- Sustain a high level of **employee engagement** and employee satisfaction by adopting **better ways of working**, fit for a hybrid/distributed workforce model.

Expected Outcomes

Proposed outcomes include:

- Improved work-life balance, which should increase levels of employee satisfaction and engagement, measured by:
 - ✓ Fit-for-purpose policy framework in place and frequently reviewed
 - ✓ Structured feedback
- Structured approach to employee wellbeing in place, which should aid talent management, measured by:
 - ✓ Development of wellbeing strategy and holistic wellbeing pillars
 - ✓ Structured feedback
- Improved collaborative and decision-making processes, which should lead to increased productivity, measured by:
 - ✓ Documented adoption of new ways of working and collaborating
 - ✓ Introduction of meeting and decision-making facilitation skills
 - ✓ Structured feedback

5 Implementation and monitoring of the strategy

The objectives contained in this strategy will inform the development of a detailed implementation plan, the planning and execution of which will take place in Q3 2021 and for delivery on an annual basis. Achievement against the strategy will be monitored with reference to the measurable outcomes outlined under each of the objectives in sections 2-4.

It is proposed to establish an Employee Experience Consultative Forum to foster a high level of employee participation in advancing the HR agenda in PSI and to support the HR Office in the effective implementation of the HR Strategy 2021-2023.