

## REPORT

To: INTERIM EXECUTIVE COMMITTEE	Subject: PERSONNEL SERVICES - DRAFT STRUCTURE	
From: DIRECTOR OF ADMINISTRATION		
Date: 14 September, 1995	Ref: JOH/RM	

## 1 Introduction

Following on from the Council's acceptance of the outline structure for the Department of Administration, the following report in respect of proposals for the Personnel Division is submitted.

This sets out to reflect the Council's commitment to decentralisation whilst recognising the requirement for a core service, operating a corporate function on behalf of the Council.

## 2 Personnel Services

The general specification for the Head of Personnel Services has previously been submitted and agreed. The Council's workforce of 16,000+ places it as the fourth largest in Scottish unitary authorities. Various characteristics of the personnel discipline within reorganised local government may be worth highlighting as a prelude to the proposed structure submitted in this report:-

- The workforce of the new Council will be varied and complex.
- The Council itself will be operating in a changed culture; with a new organisation structure and in a decentralised method of work.
- Competitive tendering will influence the delivery of a professional service and impose a more commercially aware approach to costs, overheads and service provision.
- The requirements for a trained, committed and motivated workforce will place resource demands on the Council as employer and set expectations by employees.
- Developments at national level for harmonisation of conditions of service and pay between APT and C and manual employees will impose new demands and new approaches for the development of employee/industrial relations.
- The relationships between the Council as employer, the trade unions and the labour force will expect to develop more as a partnership.
- Major services operating within a competitive trading environment will seek as much flexibility as possible in available employment conditions and the deployment of their workforce.
- The Council's clear objective in being a responsible and equitable employer consistent with an efficient and cost effective workforce will require careful and sensitive review and assessment of work practices and staffing needs.

- 3 The combination of these characteristics will represent a requirement to refocus the direction and approach to personnel management both in the immediate and in the longer term life of the Council. Combining this with the practicalities of the transition to the new Council will need a combination of skills and experience together with innovation and new thinking to obtain a balanced professional team.

#### 4 Staff Transfers and Deployment

Whilst still subject to final agreement with the constituent authorities, the indicative staff transfers to the new Council are of the order of:

Strathclyde	20 staff
Motherwell	25 staff
Monklands	18 staff
Cumbernauld/Kilsyth	8 staff
Strathkelvin	2 staff
<b>Total</b>	<b>73 staff</b>

These comprise Personnel, Management Services, Training and Health and Safety Officers together with clerical and administrative support. They do not reflect staff who may currently be pursuing retiral or severance. Their deployment will be conditional on the degree of decentralisation agreed by the Council and will require to take into account the professional level of support needed by major service providers such as Education, Social Work and Leisure where staff may be deployed, dedicated to these services for operational and more day-to-day personnel activities.

Structurally, the Personnel service - including Management Services, Training and Health/Safety, is likely to comprise:-

- a) Core, corporate team as illustrated at Appendix 1.
- b) Area staff, deployed within the support teams of the major services of the Council.

For the smaller, central/corporate departments of the Council, operational personnel services would be provided via the core division.

#### 5 Personnel Services

5.1 The Council has statutory and mandatory obligations as an employer. In addition, in adopting the provisions of the National Joint Council's Schemes of Pay and Employment Conditions, it subscribes to collective agreements and implements these for all or particular groups of employees.

5.2 Personnel Services will require to be structured to discharge several functions:-

- 1 Formulate policies which ensure compliance with employment law.
- 2 Have policies, procedures and systems which protect the Council as employer and protect the rights and entitlements of employees. This extends to pay and conditions and to health and safety obligation.
- 3 Policies and programmes which recruit, train, develop, motivate and, where appropriate, discipline employees.
- 4 Policies and programmes which reflect and maintain a good employee and industrial relations climate within the organisation.

- 5 Create an environment which facilitates consultation and communication with trade unions and employees.
  - 6 Establishes procedures and systems which ensure an efficient, trained workforce.
  - 7 Takes account of, and participates where appropriate, in developments at national level.
  - 8 Assesses contemporary developments in employment practice, trade union representation, and the general or specific programmes and policies which relate to service objectives.
- 6 The organisation or Personnel Services in the Council has to be based on the culture, style and objectives of the organisation as a whole and service the needs of departments where these relate to employees - be it structures; levels; conditions, training; grievances or safety.
- 7 For a 16000 employee organisation, with decentralised operations a key component of its delivery mechanisms and taking into account the impact of DSO/DLO/CCT, Personnel Services accordingly has to be structured to undertake the following:-
- 1 Policy, systems and programmes formulation at the centre, with policy, technical, professional advice and guidance to the Council, its Sub-Committees, working groups and to Directors.
  - 2 Have in place the procedures for the organisation as a whole for recruiting, the application of pay, terms and conditions of employment, training and so forth, protecting the employer and the employee and ensuring compliance with the points covered in para 2.
- 8 The organisation structure would be two-fold:-
- a) A core, corporate team to device, develop and maintain policies, procedures, systems and programmes.
  - b) Provision of support staff to the major service departments of the Council.
- 9 **Core, Corporate Function**
- 9.1 This section would focus on policy, procedures and systems on a corporate basis; advise Council, Committees, Management and Departments; it requires to set and monitor standards; evaluate structures, staffing levels and fulfil both an overall advisory as well as regulatory function. The objectives of the Council and method of operation for service delivery in the new Council will move the personnel discipline from the more traditional, establishment-control process to one of servicing departments to ensure that delivery of services is efficient and effective.
- 10 Departments will not operate autonomously; however, size and the benefits of decentralisation mean that major services will require the personnel infrastructure to enable them to recruit, train, deploy employees.
- 11 Where decentralisation translates into area, divisional or geographic structures, major services will warrant local personnel officers for the day-to-day implementation of Council, core and departmental programmes. It is anticipated that the smaller Council departments would not justify a dedicated personnel complement. Such servicing would be deployed from the core unit.
- 12 **Management Services**

It is expected that this unit would remain a core function without area, divisional or geographic deployment. Although work study, bonus schemes and payment systems have a requirement for this type of service, with the developments nationally of harmonisation programmes, the emphasis in the longer term would suggest a reduction in the work study related discipline. There would be merit in a refocusing of this unit to value for money studies, efficiency and effectiveness programmes in advising services on staffing deployment, structure reviews and the like. Equally, there would be advantage in

a closer integration between Personnel/Human Resource Management and Management Services where traditionally the disciplines have tended to function as discrete units.

Terms of reference, tasks and assignments would expect to develop into corporate ones and may benefit from linkage with a Resource Sub-Committee of Elected Members, although this will be a matter for separate consideration.

### 13 Training

The impact training has on an organisation can be marginal or significant and influenced by varied, diverse factors. Frequently it can be a readily-raided function in cash-strapped times. Pay-back or return on investment is often difficult to assess or quantify and in too many instances is "menu-driven" and vulnerable to cost-cutting. It may be low-profile and secondary as a soft discipline. Its structure in the new Council should reflect a firm commitment to employee investment as an integral, accepted part of management responsibility. While skills training, in-house course provision and related activities would continue to be part of the training portfolio, consideration has to be given to the conduct of training audits, investors in people type initiatives and a recognition of the contribution training techniques and facilities have to make to the management of services. Specialist training within Social Work and Education in regard to Teacher appraisal/development and in the provision of Social Work qualifications requirements would be separately considered.

14 Two other features are worth noting. The requirements for continuing professional development across a proportion of the Council's officers and performance appraisal/performance management are particular developments where training consultancy would likely be significant developments at an early stage of the Council's life.

15 Although the draft structures identify particular specialisms and discrete functions, in practice there would be an intention to operate in teams and on a cross-discipline basis. Such teams may be deployed on tasks and assignments on a project basis and re-constituted to reflect the nature of particular projects.

### 16 Salaries

The proposed salary scales have been recommended having regard to the Council's internal relativities, other services' grades and comparisons with other authorities.

### 17 Recommendations

- 1 That the Committee approve the general structure for the Personnel Services Division of the Administration Department as outlined in this report.
- 2 That the Committee authorise immediate recruitment for the post of Chief Personnel Officer and the two posts of Principal Personnel Officer at this stage in view of the urgent requirement for a Council personnel resource to tackle staff transfer and associated management.
- 3 That the salary grades for these posts be:-

Chief Personnel Officer PO24	£34,689 - £37,185
Principal Personnel Officer PO12	£26,220 - £28,119

Appendix 1 illustrates the proposed organisation structure.

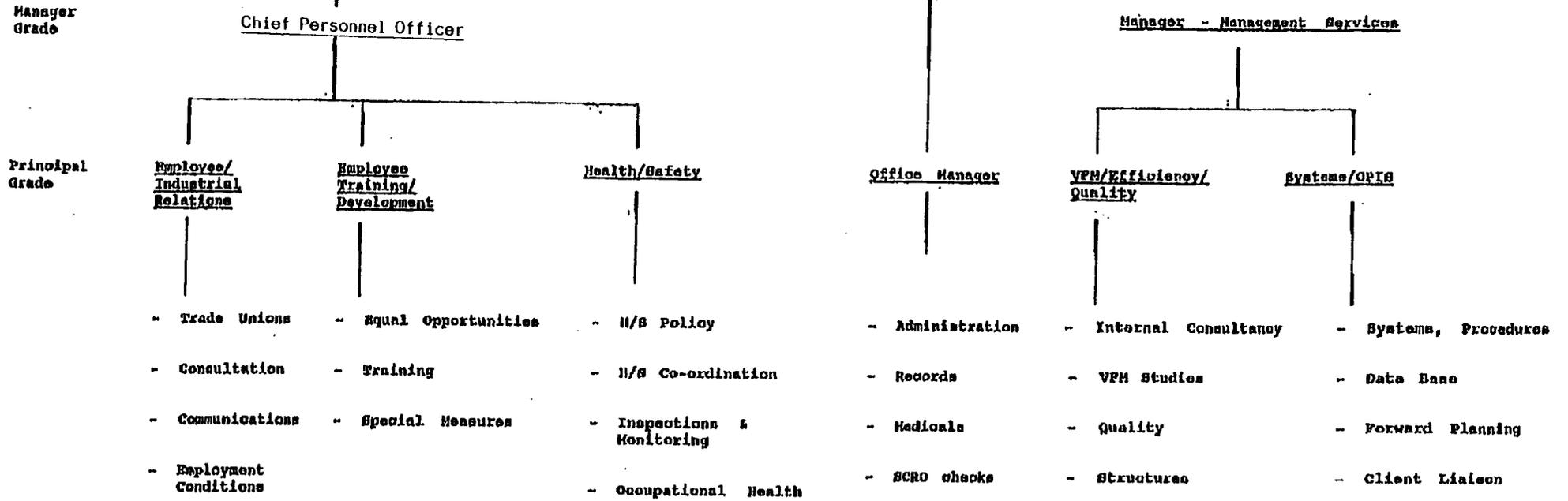
Appendix 2 sets out the outline job specifications for the senior posts.

  
Director of Administration

Encl  
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Head of Personnel Services

Personnel Division - Core



NORTH LANARKSHIRE COUNCIL

JOB OUTLINE

CHIEF PERSONNEL OFFICER

The Chief Personnel Officer is accountable and responsible for providing a comprehensive Personnel service to Council Departments.

Reporting to the Council's Head of Personnel Services, the postholder will take day-to-day responsibility for:

- Employee and Industrial Relations Unit
- Employee Training and Development Unit
- Health and Safety Unit

The specific role will embrace:

- the co-ordination of employment policies, programmes and procedures
- the dissemination of national agreements, their interpretation, where necessary, and the oversight of their implementation within the Council
- the establishment and maintenance of Joint Consultative machinery
- day-to-day liaison with Trade Unions
- development of local employment conditions relevant to Council
- establishment of formal and informal communications processes with employees
- the oversight of training policies, programmes, in-house courses, internal consultancy and training audits
- equal opportunities programmes, monitoring and development
- co-ordination of Health and Safety policies, procedures, monitoring and assessment, including occupational health
- the administrative procedures for personnel records, contracts of employment together with co-ordinating the Council's recruitment process

**Key Tasks will involve:**

- close working relationship with Head of Personnel Services in effecting the organisation of transfer of staff; co-ordination of the inherited employment conditions and policies of the constituent authorities and quantifying the effects for the new Council
- the development of employment policies, procedures and programmes for the Council at corporate level
- establishing appropriate consultative machinery for industrial relations at corporate and area level

- establishing the level and nature of Personnel Services for the Council's Departments and organising, in conjunction with senior officers, the delivery of such services
- set in place the administrative processes for recruitment, personnel records and the spectrum of the personnel infrastructure to support departmental and Council requirements
- establish, with Head of Personnel Services and Section Heads, the structures, staffing and policy requirements for the effective delivery of employee training and development and the necessary arrangements for the management of Health and Safety
- assist the Head of Personnel Services in the development of pay, grading and remuneration policies for the Council
- work in collaboration with the Manager - Management Services - in the development of processes, systems and procedures - as an integrated Personnel division of the Director of Administration's department

NORTH LANARKSHIRE COUNCILJOB OUTLINE:           MANAGER - MANAGEMENT SERVICES

The Manager - Management Services is accountable and responsible for the provision of an in-house consultancy service for the Council and its departments. While North Lanarkshire Council will inherit established practices and measures which cater for incentive bonus schemes and require the technical expertise to administer these, it is anticipated that these traditional disciplines will develop into the deployment of the management services function as an aid to management within the organisation. Accordingly, the adoption and application of contemporary management services techniques will be a feature of the Unit's role.

The Manager will be responsible directly to the Head of Personnel Services for an advisory service and the conduct of assignments commissioned by the Council, Directors or Committees particularly in the development and application of techniques which focus on innovation and practical programmes and solutions for successfully planning and implementing change.

Accountabilities will include:

- the administration of O & M and work study assignments
- co-ordination of the bonus/incentive schemes
- co-ordination of systems and procedures for the Personnel division
- construction of techniques and methodology for the conduct of performance review, performance indicators and performance measures across and within departments and services of the Council
- compilation of a directory of services for the Council and the application of these as appropriate for Departments and Directors
- formulation of advice to services on method improvements as techniques to secure service delivery
- provision of support in planning, programming and monitoring inter-disciplinary projects at corporate or departmental level
- conduct of value for money studies, surveys and quality management systems, organisational reviews and contribute to preparation for CCT programmes

The Manager - Management Services will collaborate with the Manager - Human Resources in programmes and procedures which affect employee and industrial relations within the Council as part of the integrated approach to overall personnel management.