

Committee	Dated:
Establishment Committee	10 July 2019
Subject:	Public
Simplification of HR Processes	
Report of:	For Information
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Report author:	
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Summary

This is an update report on the simplification of HR processes. It details the processes which have been reviewed and gives examples of where these have been simplified or amended. It is a report for information.

Recommendations

Establishment Committee is asked to note the report.

Main Report

1. The Employment Team covers a wide range of HR processes, from Recruitment to Long Service Awards. In all 30 processes were reviewed in 2018 and all but 4, were updated or amended.
2. The processes reviewed are in the following table;

Adoption	Appraisals	Buying of annual leave
Career break	Career Grade	Childcare vouchers
DBS	First Aid Allowances	Flexible Retirement
Honoraria	JE change of grade	Leavers
Letters on City People	Long Service Awards	MFS process
Maternity	Parental Leave	Paternity
Probations	Recruitment requisition	Recruitment contracts
Redeployment	Redundancy leavers	Contracts with occupancy

Secondments Acting up	Shared Parental Leave	Unpaid leave/annual leave
Variation to contracts	Work Experience	Work permits tier system

3. Some examples of how these processes have been reviewed and the action taken is given below.
4. A review of recruitment outputs showed some errors in contracts, this was traced back to the initial requisition form which is often incomplete as managers hurry to get their vacancies advertised. The process was reengineered to provide a more robust system at the outset which made the process easier for both managers and staff in the recruitment unit.
5. The Disclosure and Baring System process was reviewed to provide more training for signatories to reduce the number of forms being returned by DBS which was lengthening the time taken to get clearance for individuals.
6. First Aid Allowances were reviewed when it was found that a large percentage of those receiving an allowance were not qualified and/or had not renewed their qualifications. All Chief Officers were contacted and First Aiders reduced where they were no longer needed and the others were trained. We saved money on two counts, firstly those who did requalify always let their qualification lapse so had to do the full 3 day course, and secondly we found that many people on the course had no need for the qualification, they just wanted to do the course.
7. The system has been reviewed so that it now identifies those needed for qualification and picks up when renewals are needed so that the shorter, cheaper refresher course can be taken.
8. We have also had a strategy to simplify and streamline our people management procedures. In this regard we have completely redesigned our approach to people management. This includes introducing an overarching Managing People Policy which sets out the responsibilities of managers and employees, emphasising that we aim to nip minor issues in the bud before they escalate into more complex and serious matters. Our aim is to work collaboratively and in a non-adversarial way with our staff and trade unions to maintain and/or restore relationships. It also clarifies which level of managers can take what type of action to address capability, sickness management disciplinary matters and grievances.
9. This approach is reflected in the suite of people management procedures as follows: Our sickness management procedure has removed appeal processes at the early stages. This allows for a more collaborative approach to securing improvements in attendance. Our grievance procedure has been completely redesigned with a strong emphasis on early resolution and focussing on how matters can reasonably be resolved. Our disciplinary procedure encourages swift and proportionate investigations and resolving matters informally if at all possible. The revised procedure also provides for staff facing

a formal disciplinary hearing but who accept the allegations made, to accept a warning without the need for a formal hearing (excluding those cases where dismissal is a potential outcome). By avoiding formal hearings which by their nature tend to be adversarial, this allows for a line to be drawn which builds bridges and trust and a return to a better working relationships and work standards in a more effective and positive way.

10. Honoraria and MFS have been reviewed, previously these were sent to different people and could drop through the system. A generic in box has been created and standardisation of notifications so that its clear what has been agreed and the next step in the process.

Corporate implications

All processes are reviewed in relation to current legislation so that we are seen as responsible employers. This is in line with Corporate Plan priorities 6 and 8.

Financial Implications

None

Conclusion

Work is currently in progress to implement an electronic ServiceDesk system to further simplify HR processes, manage requests from staff and track service levels. This will build in further efficiency within our processes.

Appendices

None

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