

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Business Context of HR

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Wendy Roach

Date: 12th March 2020

Understanding the Business Context of HR

Activity 1

Compare two different types of organisations and their operational/business purpose

The two organisations that I have chosen to compare are Pembrokeshire County Council, where I am currently employed and Barclays Bank, where I was previously employed for 24 years.

PCC is a local authority and thus is in the public sector where as Barclays is a Plc (public limited company) in the private sector.

I have used the following table to show the comparisons between these two organisations in relation to the context of this assignment:-

	Barclays Bank Plc	Pembrokeshire County Council
Sector	Part of the private sector Public limited company Raises its capital through shares	Local Authority is part of the public sector Their funding is mainly derived from the Central Government and passed down to devolved powers. In the case of Wales, this involves Welsh Government
Size by employee number Micro 0-10 SME 10-49 Medium 50-249 Large 250+	Large organisation in excess of 49,000 in the UK alone. Barclays is a global organisation	PCC is also classed as a large organisation with approximately 6,000 employees As its name suggests it an organisation local to Pembrokeshire
Organisational structure as per (Kew and Stredwick,2016)	Divisionalisation - this was effectively invented by Alfred Sloan at General Motors in the 1920's. His intent was to centralise authority over operating divisions but this also had the effect of giving autonomy to operating divisions. It could be considered as an extension of the Bureaucracy approach but the organisation has grown and some of the decision making has been decentralised	Bureaucracy – PCC follows the findings of Max Weber (1964) and his understanding that the bureaucracy structure <i>three central principals</i> :- • <i>Specialism</i> • <i>Hierarchy</i> • <i>Impersonal rationality</i>
Industry type	Barclays considers itself a retail bank It has four core businesses:- • Personal banking • Corporate banking • Wealth management • Investment management	Service industry, provides public services in Pembrokeshire:- statutory services e.g. refuse collection non-statutory services e.g. libraries & leisure facilities
HR Structure	Regional HR functions with HR responsibilities devolved to Line Managers, this can include training and recruitment	Central HR function with specialised areas e.g. payroll, learning & development. The organisation is divided into different directorates,

		each with its own HR generalist Link Officer and L&D Officer
HR Culture	Traditional/transactional and discipline & grievance focussed (Torrington, Hall and Taylor, 2008 p.51) Discuss and explore organisation, behaviour and culture	Traditional/transactional focus with a more recent move toward transformational. The introduction of Agile working has highlighted clashes between some managers work values and ethics i.e. have to be seen to be AT work. This doesn't 'fit' with an agile workforce. Trust has become a huge factor

Using these two organisations as examples we can further consider how business type and purpose affects the HR function:-

Barclays raises its funds by shares, therefore its shareholders have a 'say' in how it manages its business. A good example of how this can impact the HR function took place in in 2008/2009 when the mortgage market was impacted by a housing 'bubble', subprime lending and hedge fund issues. As a result Barclays was forced to reduce its mortgage 'sellers' by half. Over 300 staff were made redundant throughout the UK in a very short space of time. The impact on the HR function was significant, managing compulsory redundancies and support for those staff.

Shortly afterwards the mortgage market became more regulated with a requirement for Mortgage Sellers in all organisations to be externally accredited. Barclays then had to re-evaluate the mortgage seller role. The HR function was responsible for undertaking the re-evaluation of the role which resulted in new terms and conditions, salary package etc. It also became clear that to continue to 'do' business they needed to recruit qualified sellers, until internal employees were qualified. Once again the HR function were impacted by undertaking new recruitment.

Pembrokeshire County Council receives its funding via Central Government/Welsh Government. It is solely dependent on how much it is allocated. Recent austerity measures, budget cuts and impending Brexit have reduced the amount of funding available. The HR function is responsible for any employee changes, redundancy, redeployment etc. One of the actions that PCC undertook was to introduce role 'families', this was a massive task. Each role was reviewed to look for similarities e.g. skills, knowledge etc. By doing this we have been able to move staff from one area to another and reduce the number of redundancies. It has also supported the introduction of a talent pool and staff development, no longer restricting them to a particular Directorate. There was some opposition and staff appealed, once again the HR professional would manage these appeals.

As a Local Authority, PCC also has an internal power conflict. We have a typical hierarchal structure of Chief, Heads of Service, Snr Management alongside we have the political structure of Leader of the Council, Cabinet and Elected Members. The challenge is to get these two influences to negotiate and agree. Kew and Stredwick (2016) support the view that HR can influence to support change.

In a smaller 'business' the direction can be much clearer. There are less people to report to and the decision making can be the responsibility of a smaller number of people. Likewise the HR function may be a part time role or out sourced.

Harrison (1972) highlights the importance of culture types and divides these in to four different types:-

- Power – PCC would be typical of this with a top down approach to power
- People – Co-operative which is people focussed and consensual, this can be slow in decision making
- Task – A techy start business might fall in to this category. Skills and competencies are important. They can be dynamic and innovative, it always makes me think of 'silicon valley'.
- Role – NHS is typical of this culture. The bureaucracy culture can struggle to change. If we think about the NHS at the moment there is a struggle between the caring values it staff possess and the drive for cost saving that is being demanded.

Kew and Stredwick (2016) outline the internal contexts that HR needs to understand. These include:-

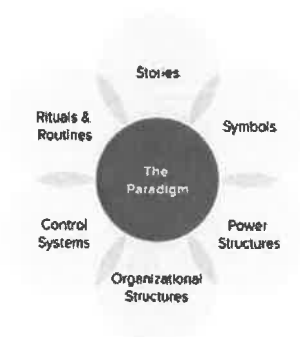
- Management systems
- Organisation performance
- Expertise in conflict, grievance

PCC are currently undertaking a culture transformation change programme which commenced last year. This has been a huge piece of work for the Learning and Development team in which I work. We were challenged with the people/behaviour aspect of the cultural transformation. As one of four advisors we began by undertaking a staff survey to discover how employees felt about the areas in which they worked and the organisation as a whole. Alongside this we ran a joint workshop for Heads of Service and Cabinet Members. We wanted them to jointly agree on the preferred culture for the future.

The conclusion was that we were working in a caring, purpose and safety culture. This would be typical of a Local Authority who provide people services and are risk averse. The desired culture that has been identified moving forward is that of purpose, results and learning. We want to encourage creativity and the need to be driven and work toward results, which in this economic environment is important. The common factor is purpose, everyone in their role needs to believe that they have a sense of purpose and make a difference.

From an organisation perspective it is a very positive piece of work. We are witnessing the Chief Officer, Senior Managers, Elected Members, middle managers and employees openly discussing the culture change and behaviours that need to come with that change.

This leads us to consider the Cultural Web (Johnson et al, 2012). Johnsons approach suggests that '*you can expose cultural assumptions and practices*', this will support the strategic changes that an organisation is trying to achieve. He highlights six areas that overlap and ultimately influence the culture:-



(Mindtools, 2019)

In the employee culture change sessions we highlighted the importance of the stories that 'people' tell, both staff and Pembrokeshire citizens and how do we change these stories. Rituals and routine, *we have always done it this way, so why change?* This has been highlighted by some staff along with "*same treacle just a different hill*". Who holds the real power in the organisation and influences the decisions?

PCC have followed this process by analysing the current culture, the new culture we want and the difference between the two.

It has changed the position of the HR function within the authority and rather than having to react to changes etc. we are being invited to be part of the strategy and be proactively involved in shaping the organisation.

This type of cultural change is slow but the impact is huge and we are already starting to see improvements. The contact centre who are under pressure from lots of complaint calls about the new recycling arrangements invited the linked Cabinet Member to visit and witness the issues that they were facing. Line Managers who were averse to agile or home working since they would not be able to 'see' their staff have been supported with training around trust and managing an agile team. As a result we have been able to reduce the number of buildings we run, reduce costs and retain staff.

Communication has been paramount and this has taken place through a range of different mediums and venues to ensure that it is all inclusive. We are due to roll out a programme of behaviour change interventions along with a new organisational behaviour standard.

The role of the HR function in formulating organisational strategy can be a challenging one. Up until recently we have been low on the food chain and our involvement has usually been once a decision has been made and an outcome that we have to react to. The recent desire to transform our culture allowed the Learning and Development HR function to feed in to the organisational Transformation strategy. I would suggest that this has been a move from the more traditional approach of top-down to interactive.

This piece of strategic change has been challenging for HR but never the less inspiring. Instead of reacting we have been given the opportunity to lead.

A good example of this would be the change in culture that we are currently supporting. HR are leading on the People Behaviour Work stream. The intent is to move the organisation from a culture of caring, safety & purpose to that of purpose, learning and results, a massive shift. As with any proposal within PCC a report is produced for the joint senior and cabinet team and if approved fed through down the food chain. This group is made up of a senior leader from each of the Directorates and acts as the representative. In this instance 'my' Head of HR & Central Services would present the report that I have written and briefed him on. This process can take weeks.

If I link back to (Quinn 1980)

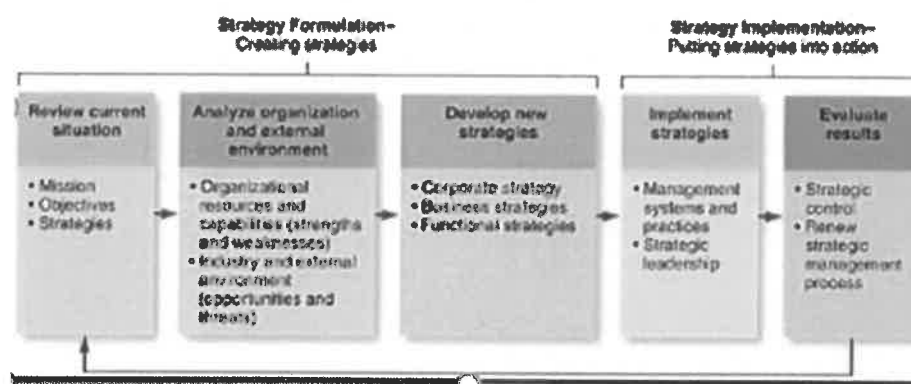
'A major strategy is the pattern or plan that integrates an organisation's major goals, policies and actions into a coherent whole' I can make this link to the People Behaviour Work stream that HR are currently working towards:-

Defined Goals with policy guidelines - the move toward Learning, Purpose & Results. L&D have created an organisational action plan in the form of a 'road map' (Appendix 1).

Effective strategies – These have been broken down to include different Work streams – Buildings, access to services, people & behaviour, technology etc.

Unpredictable/unknown – As a Local Authority, transformation has started against a backdrop of Brexit and political change. Measures have had to be considered to address these unknowns and how or if they impact this piece of strategy.

Related, supporting strategies – how does transformation fit/impact the strategies we currently have in place? A typical change here has been Performance Appraisals and this is a piece of work that I am currently working on. The majority of employees now work on an agile basis with an added drive to be paper free. The current PA process does not complement either of these goals and thus this needs to change. I have attached a copy of the initial report that was submitted to the senior management team for perusal and approval (Appendix 2)



Higgins and Vincze five stage model

Likewise Higgins and Vincze (1993) describe their five stage process in a very logical way.

What does our organisational mission statement, objectives and strategies look like? Are they clear and easily understood? In L&D we revisited these and also considered if these areas can be translated in to behaviours that we demonstrate or are they just words?

The element of including an organisations strengths, weaknesses, opportunities and threats is invaluable. The most obvious threat to the people behaviour change is the unwillingness for people to want to change. To help overcome this we have ensured that communication and involvement by staff at all levels has taken place with an opportunity for them 'shape' the changes. This had never been done before in PCC and staff were sceptical but also felt empowered to be part of the decisions. Staff have had an input at every stage and thus they have bought in to the changes, understand them and own them. In writing new employee behaviour standards we have used the words of employees rather than typical corporate spiel.

Alexander (1985) confirms this by highlighting the importance of communication and gaining employee commitment.

HR are involved at every stage rather than just the implementation stage. We have been recognised as vital to the success of Transformation and as 'experts' in our field.

From a personal perspective I have witnessed the barriers between employee and management at all levels along with elected members reduce. We are starting to work together as one team with a common goal.

This had led to new and more realistic strategies being considered, again not just words that are not understood and not practised. A typical example here is the leadership and management training approach. We have introduced management coaching, with the intent of encouraging are managers to listen to their teams, consider the ideas that they have and manage with a coaching style. We have a very simple coaching strategy in place and a process to evaluate it (Appendix 4). This strategy has allowed L&D to gain approval and funding to formally accredit an extra twelve internal coaches across different directorates to meet this agenda. A clear link can be seen here at each of the five stages. Likewise this matches with Tyson (1995) view that strategy is way of influencing practices that are adopted to improve performance.

Activity 2 – SWOT & PESTLE analysis (Appendix 3) / rough notes (Appendix 5)

The organisation that we chose to analyse as a group was Pembrokeshire County Council. PCC is a local authority responsible for the public services in Pembrokeshire and is funded via government funding. PCC currently employs approximately 6000 people who 'service' a population of 125,000 residents (2018 Office National Statistics).

To undertake this activity we focused on the PESTLE model and SWOT model.

Martin, Whiting and Jackson, (2010, p.10) highlight the PESTLE model:- political, economic, social, technology, legal & environment, these six areas focus on the external factors that may impact an organisation and allows an organisation to be aware of the environment in which they function.

According to Needham et al (1995) a SWOT analysis '*is used to match an organisation's strengths and weaknesses with the external forces in the business environment*' at a given moment.

As a rule the internal part of the SWOT analysis relates to the organisations strengths and weaknesses whereas opportunities and threats would relate to external factors that impact the organisation. An organisation needs to focus on '*accentuating its strengths and minimising its weaknesses*' Needham et al (1995)

Both models of analysis are useful planning tools and can be used to provide a greater understanding of the changes that can occur and the impact that these changes may have on the organisation.

In considering the PESTLE model with PCC we all agreed that funding was a significant political external factor and internal factor for local government in comparison to private sector organisations where funding comes from generated income and investment. Reduced funding for PCC could result in a reduction in services, redundancies, recruitment, all of which impact the 'work' of the HR function, e.g. supporting Line Managers and employees with communications, consultations etc.

This factor was also highlighted as a weakness factor in our SWOT analysis and we can see here how both analysis star to overlap.

The impact and uncertainty of Brexit has an impact on all of the organisations 'we' work within and was likewise highlighted again in the SWOT analysis as a 'threat' and the PESTLE analysis as an external factor. It's uncertainty creating huge concerns. The implications on staff and employees existed for all of us e.g. staff reductions, recruitment issues, change in employment law etc.

The SWOT analysis allows us to consider the strengths within an organisation. In the case of PCC employment is also highlighted as a 'strength'. We are one of the largest employers in Pembrokeshire offering a range of positive employee benefits including an attractive salary, holiday/sickness pay, development and HR receive a significant number of applications for every role advertised. The consequences of this on the HR function is reflected in the number of job applications we might receive e.g. a recent refuse collector role attracted in excess of fifty applications.

To conclude we agreed that unlike private organisations who have developments in both the product market and labour market to consider, PCC as a local authority focusses primarily on the labour market. Unlike private organisations a local authority does not have to consider its competitive advantage.

My personal reflection here having worked in both private and public organisations is that the public organisation can be slow to react, a trait which might impact on a private organisation significantly e.g. a reduction in share price or loss of sales or competitive edge. Once again the HR function in both instances is impacted. In a previous role as a mortgage advisor with Barclays Bank, the 'bottom' dropped out of the market mortgage overnight and within days Barclays announced a redundancy loss of 300 roles, the HR team was expected to action this in a very short space of time, thus to protect the profits of the bank and satisfy its shareholders that they were reacting. I cannot imagine PCC behaving in such a way.

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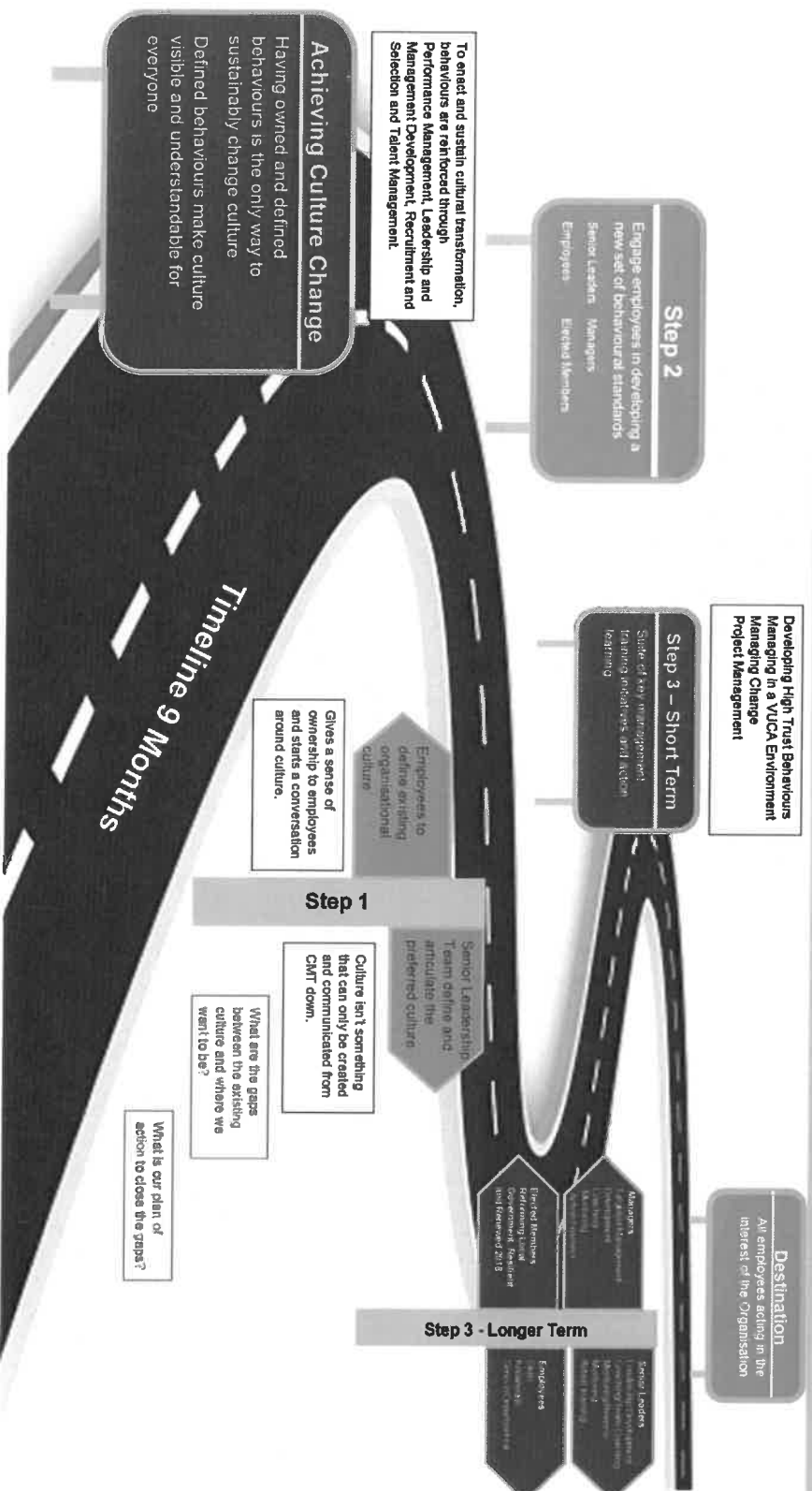
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How do we get all employees working in the interest of the organisation?



Report of: Head of HR

Date: April 2019

Revision of the Performance Appraisal Process

Purpose

To seek agreement to revise and update the current Performance Appraisal process

Background and context

The current Performance Appraisal process has been in place since 2014 and as part of our Transformation objective to create an efficient, cost effective and modern Council, it is essential to review and update our Performance Appraisal process.

The new process would align to the new Service Plan priorities, our behaviour standard that reflects the preferred culture of Purpose, Learning and Results and also supports the move towards Smarter working along with the desire to be a more digitally competent organisation.

Current status

Performance appraisals are currently paper based and completed on an annual basis with a mandatory interim half yearly review. Set objectives are included that align to the authorities' Corporate and Service Plan priorities ('Golden Thread').

There are some employee exclusions, including those on casual contracts and new starters. Group appraisals are also an option within some teams where roles and objectives are consistent e.g. Customer Service Centre staff.

However, reported completion statistics for Performance Appraisals shown below, highlights that there has been a potential reduction in completions since 2015*

(Please also refer to Appendix 1,1a&1b)

2015	2016	2017	2018
72%	74%	30%	13%

Review of current process

The purpose of a Performance Appraisal is to achieve and maintain productivity. A good appraisal process will ensure that individual job objectives are linked to organisational goals, provide valuable feedback and consider employee development. An employee will understand how well they are performing and an effective appraisal can motivate an employee and help them to feel valued, particularly in challenging times.

In reviewing the current process 75 employees including Heads of Service, Line Managers/Team Leaders and team members from across the organisation took part in focus groups. Their differing roles and working patterns reflected the diversity of employees within Pembrokeshire County Council. This approach included group discussion, responses to questionnaires and feedback conversations. The following themes were consistently highlighted:

*appraisals may have been undertaken but not reported as completed.

- *Performance Appraisals were viewed as a process that was undertaken then filed away for 12 months rather than a working document identifying objectives*
 - *That as an authority we should be aiming to put in place an online process for Performance Appraisals*
 - *Employees were in post for a considerable length of time and were not receiving performance appraisals*
 - *Regular 1-2-1's were taking place with line managers which made more sense than the current Performance Appraisal process*
- (Please refer to Appendix 2)

As part of the review, external research with other local authorities and private sector organisations was also undertaken to ascertain what successful performance appraisal processes are currently in place. (Please also refer to Appendix 3)

- Research undertaken by The Chartered Institute of Professional Development (CIPD) reveals that the annual appraisal is being replaced with regular themed performance conversations, proving to be more focused and engaging with day to day challenges.
- A themed conversational approach has been adopted by a number of large private sector organisations including G.E. and Microsoft. In 2012 Microsoft felt that their annual Performance Appraisal approach had a negative effect. In 2014, after using the conversation approach 70% of managers reported a positive impact across the organisation.
- In terms of comparable local authority approaches, Ceredigion County Council rolled out the use of iTrent online appraisals in 2018 for those staff grade 6 and above (option1). Roll out to staff grade 1 – 5 will commence this year.
- Vale of Glamorgan County Council and Worcester City Council recently launched an online process using Learning Pool, our current e-Learning provider, Pembrokeshire Online Development (POD). Their feedback has been extremely positive (option3)

After consideration of the above research and findings from the focus groups, the following options for changing the existing process are proposed:-

Option 1

Continue the current Performance Appraisal format and process, however undertake it electronically using the iTrent Performance Appraisal Module. This option would mean the current process is simplified, reducing the number of appraisal pages and detail without losing its purpose.

Advantages	Disadvantages	Costs
• Move to online process • Currently use the iTrent system access via Self Service • Paperless • Auditable	• The existing Performance Appraisal process is continued • Set up costs • Manager and employee time needed to complete the appraisal online • Not viewed positively during consultation	5 days consultancy support to develop the module, bespoke to PCC requirements £1019 per day = £5095 +VAT

Option 2

An online 'Check In' approach using a module available on 'iTrent'. This option has the flexibility to allow an employee to take part in a Performance Appraisal on a range of devices with access to the internet at any location, however the line manager is restricted to using a PCC device.

One to ones (individual or group) are undertaken on a monthly basis following a themed approach as highlighted in the research above. Employee feedback highlights that these regular conversations are already taking place but are not formally evidenced. Regular monthly 1-2-1 conversations would support staff motivation and provide valuable early insight into problems that may be affecting performance. This process would also help to develop and embed a culture of Learning, Purpose and Results (Please see Appendix 4). Key points of conversations would be recorded briefly by managers.

The suggested conversation framework could consist of the following:

- 1) Initial conversation to include objective setting in line with Service and Corporate Plan ('Golden Thread')
- 2) Climate review – in order to measure morale
- 3) Strengths and talent – to identify and develop abilities
- 4) Opportunities for growth – performance and standards, where am I against my objectives?
- 5) Learning and Development – to identify future learning opportunities
- 6) Innovation and Continuous Improvement – to help foster innovation and ideas, what can we do differently to be effective?
- 7) End of year conversation – to review overall performance and objectives With the exception of conversations 1 and 7 the above suggested themed conversations could be repeated during the year.

Advantages	Disadvantages	Costs	
• Move to online process • Currently use the iTrent system via Self Service • Paperless • Auditable • Manage poor performance and provide an audit trail for tribunals • Would support a talent pool and the SWITCH approach for those roles as risk	• Set up costs • Ongoing license cost • Manager time needed to record 'conversation' • Feedback from Ceredigion suggests that the software is slow and not user friendly	Purchase of iTrent 'Check In' module	£6500
		Up to 10 days consultancy support to develop the module, bespoke to PCC requirements £1019 per day	£10,190
		Total set up cost £16690	<u>£16,690</u>
		Annual license fee	£7800

Option 3

Online 'Check in' approach as above, however using Pembrokeshire Online Development (POD) supported by our current e-Learning provider 'Learning Pool' as the platform. The module allows online reporting with an option to review past performance along with producing Personal Development Plans to support staff growth moving forward, which would aid the *SWITCH* approach for those roles at risk along with a talent pool for succession planning.

This option has the flexibility to allow manager and employee to use via a range of devices with internet access and be at different locations to each other. This supports the agile/smarter working initiative.

Advantages	Disadvantages	Costs*	
• Move to online process • Auditable • Manage poor performance and provide an audit trail for tribunals • Online reporting • Would support a talent pool and the SWITCH approach for those roles at risk • Electronic reporting • 'Looks back' and allows for reviewing past performance • Supports Personal Development plan for moving forwards • Will update iTrent once every 24 hours • Would support regular conversations • User friendly and adaptable	• Not designed to do group appraisals but does work with 'role families' • Less costly than the iTrent option	One off set up cost	£4255
		Annual maintenance	£1500
		Annual license fee	

None of the above possess a Welsh functionality. However, we would still be able to meet the required Welsh standards by providing a paper option if requested.

Next Steps

- To visit a number of local authorities that are currently implementing each of the above options including Ceredigion, Vale of Glamorgan etc. to learn from their experience.
- To collate an options appraisal and present a recommendation way forward to CMT in June.
- To build and pilot the new process prior to roll out in spring 2020.

Recommendation

Agreement to explore and review all of the above options and to feedback to CMT with a recommendation in June.

*figures as of November 2018

Pembrokeshire County Council

PESTLE Analysis

	<u>External Factor</u>	<u>Internal Factor on PCC</u>	<u>Importance to organisation – PCC HR</u>
Political	GOVERNMENT FUNDING	The budget for the Local Authority is set by Government/Welsh Government. Last year the budget for PCC was reduced by 0.5%, as highlighted by broadcast on ITV Wales (2019). The impact of such cuts has been highlighted with the suggested increase in Council Tax in Pembrokeshire of 5%. A flat budget has also been in place since 2018/19 with in the intention that department will have to make further staff cuts to meet their budget.	The HR function will have to assist with any employee implication e.g. redeployment, restructuring, redundancy. This will include employee consultations, working with unions etc.
	BREXIT - staff	PCC employs a large amount of staff who come from the European Union (EU) which will mean that when the UK leaves the EU many of these staff will be affected.	Recruitment to replace staff who choose/are unable to continue working. Policies will need to be updated introduced Regulatory paperwork completed to meet new guidelines for those employees who remain.
Economic	Living wage	As evident in an article by the Press Association (2019) the national living wage has increased. Although implementation of this wage is voluntary, PCC honours it to ensure that all staff are paid at least £9 per hour which has a big impact in a large amount of staff employed by the organisation.	As a result of the new living wage HR will need to develop and implement new pay scales and policies to reflect the change.
Sociological	Welsh Language	As a Local Authority, PCC have a responsibility to adhere to the Welsh Language Standards. These are a set of legally binding requirements which apply to Welsh Government since March 2016. The consequences of meeting these standards can be a significant fine.	New internal policies and procedures have been introduced. HR have been required to update their recruitment policy to include Welsh as 'Essential' to some role and desirable to most. Staff in customer facing roles have been identified to undertake Welsh classes which

	AGILE WORKING	The advancement of technology has resulted in staff at PCC being able to work in a more agile way. As stated in an article by Rigby et al (2018) working agile gives employers the opportunity to be able to work from various locations that suit both their needs and the needs of the business.	have to be delivered within their working hours and at no cost to the employee. HR are also involved with issues linked to those employees who have challenged learning Welsh. This will affect HR as it will mean that an appropriate policy and procedure around agile working will need to be implemented. HR will also have to deal with any complaints from employees who have been refused the opportunity to work in an agile way.
Legal	EMPLOYMENT LAW – Parental bereavement leave	Whenever different laws are developed staff at PCC will need to ensure they are abiding by them. An example of this is the new parental bereavement leave and pay that will come into force on 6th April 2020 subject to approval being laid today(23/01/20)www.gov.uk.news	HR are responsible for updating policies relating to any changes in rules rule & regulations. A new policy will need to be written to meet the introduction of parental bereavement leave and pay.
Environmental	RECYCLING TARGETS	PCC are set targets to ensure they are abiding by the recycling regulations (2019). In order to help meet the required standards PCC recently went through a huge recruitment initiative to employ a further 30 staff in this area.	The HR function has been involved in all areas of specialism from recruitment, payroll and training to support this initiative.

Pembrokeshire County Council

SWOT Analysis

	<u>Factor</u>	<u>Impact on PCC</u>	<u>Impact on HR</u>
Strengths	EMPLOYMENT	PCC is one of the largest employers within Pembrokeshire. As an employer it offers:- ➤ Stability/security ➤ Attractive salary package which includes paid holidays/sickness/holidays ➤ Promotion opportunity ➤ Training & development ➤ Flexible working	Significant number of applications for all posts advertised
Weaknesses	> FUNDING	As a local authority PCC is heavily dependent on the amount of funding that 'Westminster' allocates to Wales and thus Welsh Government to Local Authorities. We have also become dependent on European Funding and Brexit will have a huge impact on the funding we already hold coming to end.	The impact of reduced funding could potentially mean an organisation restructure and redundancies/redeployment. All of this will mean HR will be supporting Line Managers & employees with communications, consultations etc.
Opportunities	> TECHNOLOGY	The PCC Contact Centre have recently introduced an AI robot called 'Penfro'. This robot will respond to calls to the contact centre answering common questions. It has the ability to develop its memory and thus answer more complicated queries. At first the contact centre staff were concerned about their own job security however, this has now become an opportunity for them to be developed and their roles less repetitive. As an organisation is highlights how we are embracing technology and using it to be more effective and productive.	HR provided support to contact centre Line Managers with communications and change of role for some staff.
Threats	BREXIT	The uncertainty of Brexit the unknown of how it will impact PCC has been 'hanging' around for a long time. It is challenging to set this aside and continue with a business as usual approach. PCC does a 'plan' in place	The implications could be an increase or reduction of staff. Change in employment law and regulations. The requirement for new policies etc.

		but there are many unknowns e.g. employing migrant workers, possible to change in guidelines or standards.	
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Pembroke County Council

Coaching Strategy

(2019-2021)

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3	Final		Julie Watkins	2019 - 2021	March2020
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1	Draft	December 2018	Julie Watkins	2019 - 2021	March 2020

Executive Summary

The purpose of the Coaching Strategy is to provide an overview of how coaching will be developed in response to the current and future needs of the organisation.

Pembrokeshire County Council has, and will continue to, experience significant change as a result of unprecedented financial challenges. The strategy will support the work of the Transformation Programme, particularly around Culture Change, and also Strategic Workforce Planning as set out in the HR Strategy and the Learning and Development Strategy.

Coaching is a widespread and respected aspect of HR and management practice. Reliable surveys, such as those conducted annually in the UK by the Chartered Institute of Personal Development (CIPD), show it rising in popularity due to the effectiveness, benefits and the return on investment it provides. Its power to change mind-sets and to move individuals to action is widely appreciated in organisations.

This strategy should be read in conjunction with our Coaching Policy which sets out the framework and processes that Learning and Development will implement to support the strategy.

Strategic aims of coaching for Pembrokeshire County Council (PCC)

The aims for championing and increasing the use of coaching within PCC include:

- Developing our leaders and managers to thrive within the volatile, uncertain, complex and ambiguous environment that our organisation is operating within.
- Shaping and developing the preferred culture for our organisation, enabling it to be a culture of learning, purpose and results.
- Encouraging the creativity and innovation necessary to meet the continuing austerity challenges
- Meeting our duties under the Well-being of Future Generations (Wales) Act 2015
- Continuing to have a targeted and timely approach to addressing the individual needs identified through Performance Appraisals (PA) and the objectives set out in the Corporate Plan and Service Plans.

In order to embed coaching within our organisational culture, Senior Leaders will be offered the opportunity to have an external executive coach as part of the Transformation Programme. Managers will also be offered coaching sessions through our pool of internal coaches as well as the opportunity to attend the Manager as Coach course in order to develop an all-inclusive coaching culture which has the potential to accelerate talent development and realise potential, which ultimately may lead to higher and more sustained levels of performance.

Our pool of internal coaches will be expanded through a programme of ILM Level 5 training, with the aim of having around twenty qualified coaches by the end of 2020.

What is the purpose of coaching?

Coaching is a highly effective way of developing individual and organisational performance. The CIPD's 2015 annual report shows that three quarters of organisations currently offer coaching or mentoring and an additional 13% planned to offer it in 2016. Most expect to increase their use of coaching.

A broad range of benefits from coaching have been identified including improvements in leadership and management, management performance, communication and interpersonal skills, conflict resolution, personal confidence, attitudes and motivation, as well as preparation for a new role or promotion.

Coaching is also one of the most powerful and effective ways to learn as it provides long-term impact for both the individual and the organisation.

The benefits of coaching

The annual CIPD Learning and Development survey identified direct benefits from coaching. Organisational benefits include:

- Enhanced organisational performance
- Improved implementation and acceptance of change
- Improved and increased leadership and management skills
- Development and adoption of a new culture
- More effective succession planning
- Improved communication
- Greater employee engagement and commitment
- Increased motivation of employees
- Conflict resolution
- Engaging and retaining high calibre staff

Individual benefits include:

- Enhanced individual performance
- Improved and consistent leadership and management skills
- Improved communication and interpersonal skills
- Increased ability to identify solutions to specific work-related issues
- Greater ownership and responsibility
- Development of self-awareness
- Improved relationships between individuals and departments
- Conflict resolution
- Increased motivation
- Increased self-confidence and self esteem
- More positive attitudes and behaviours
- Individualised and accelerated learning and development

- Preparedness for a new role or responsibility
- Reflecting and testing out of ideas and plans
- Reinforcement of learning from more conventional training programmes

Benefits to the coach:

- The learning gained through completing an accredited training programme will develop and improve the coach's own leadership and management skills
- The opportunity to work with others in the organisation will provide the coach with the chance to network and gain a better understanding of how other parts of the organisation operate

What is coaching?

The essence of coaching is that it encourages people to take responsibility for themselves, to find their own solutions, develop their own skills, and change their own attitudes and behaviours.

Coaching is successful because coaches work with *process* rather than content. A key characteristic of coaching as opposed to other kinds of intervention is that the coach needs no expertise in any specific subject matter. They work purely with the thinking, feeling and behavioural aspects of their clients and this is one of the reasons it is so influential in effecting change. Coaching raises self-awareness, identifies limiting mind-sets and non-helpful behaviours and identifies alternative choices. It is able to get beyond the presenting symptomatic issues and get to the root or heart of what needs to happen to effect change.

Coaching is not intended to be a remedial action for staff with performance issues. Good coaching is about individuals performing at the best of their ability – it is closing the gap between potential and performance. It is about achieving a high performance culture, not managing a low performance one.

What coaching is not

Mentoring

Mentoring in the workplace describes a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work or workplace to support the development of a more junior or inexperienced member of staff. Mentoring relationships tend to be longer term than coaching arrangements.

Psychotherapy or counselling

Psychotherapy and counselling are umbrella terms that cover a range of talking therapies. The individual and therapist set time aside to talk about life events, feelings, emotions, relationships, ways of thinking and patterns of behaviour. The therapist will do their best to help the individual to look at their issues, and to identify the right course of action for them either to help resolve the difficulties or help them find ways of coping.

What is internal coaching?

There are three types of activity that fall under the banner of 'internal coaching':

1. The line manager uses coaching skills in order to improve the performance of their team and its members. This form of coaching focusses on immediate performance and problem resolution.
2. An individual is allocated an internal Institute of Leadership and Management (ILM) accredited coach who offers the equivalent service and operates to the same standards as an external coach. Internal coaches have to be competent to practise so they are subject to the same rigour in selection, development and measurement of effectiveness.
3. Team coaching - although traditionally thought of as taking place on a one to one basis coaching can also be successfully used in a group or team environment. This process is carried out by ILM accredited coaches from within Learning and Development and they again will be operating to the same standards as external coaches.

External coaches

A pool of qualified external coaches will be utilised in the following instances:

- When there is no suitable internal coach
- When an executive coach is required for senior leaders and a suitable coach cannot be accessed via the Wales Coaching Network

Executive coaching

Executive coaching has become a widely used practice in the world of leadership development. It is a tailored process that benefits both the individual and their organisation.

The current climate places pressure on senior leaders. Executive coaching offers an excellent way to combat many tactical issues whilst building the skills and abilities needed to be a strategic thinker and transformational leader.

The pool of qualified professionals aims to help those in senior positions to navigate complex political environments, work through strategic challenges and gain greater understanding of themselves and others. Chosen for their experience and expertise in public service, they understand the context of public service leadership and the environment in which senior leaders operate.

Supervision for ILM qualified coaches

PCC is committed to the quality of internal coaching and as such provides structured supervision from external qualified, professional supervisors.

The Role of the Coaching Co-ordinator

The Coaching Co-ordinator is responsible for:

- The Coaching Strategy
- The Coaching Policy
- Assessing coaching applications
- Matching coachees with coaches (senior leaders will self-select their coaches)
- Co-ordinating the training programme for internal coaches
- Arranging supervision
- Carrying out evaluations of senior leaders' coaching

Evaluation

Evaluation of coaching will be undertaken and where appropriate will be used to determine return on investment. It will also be used in Learning and Development's Annual Report.

It will be a condition of coaching that evaluation is undertaken by all coachees, including those that access external coaches.

Monitoring and Review of the Strategy

The strategy will be reviewed and updated bi-annually.

Appendix 5

Political / Economic / Social / Technology / Legal / Environment.

Political	External Factors	Factors affected within my industry	Importance to organisation
~~Brexit - recruitment of workforce.~~	~~Steps being taken by UK to required qualification~~ Welsh Assembly Government & Government	~~Recruitment level~~ ~~Being able to deliver Bus as usual~~ Politically influenced outward to inter fund Strategy needs to be in line with policies	~~High for below. per cent qualified staff per year - this niche / profitability would suffer -~~ Strategy needs to be in line with policies while inter legislation Anded through gov
~~Economic~~	~~New Govt in place -~~ ~~financing may change.~~	~~Existing available for services within Local Authority~~ ~~political agenda may change - unknown.~~	~~Local Authority could lead. could be reduction or increase in service provision e.g. more money to spend on Social or Education or less money~~
Social menopause.	Awareness & impact of menopause on workforce. 1-8 million people 1-22 2022.	Cementing employ in excess of 30% women aged between 45-55 yrs Senior staff	Affects productivity Duty of care as employer.

Legal
Menopause

AI impact
menopause

trashed diff
under employ
and
policies/
procedures

higher power
liberals due to
manager awareness
of impact /
silence
treated

Technology

Deple
working

Perpetrate
manipulation
keeping up -
rate of
change

Cost of
machines
laptops &
software

cost reduction
training staff

Environment

meeting
external SLAs

dealing
pressure

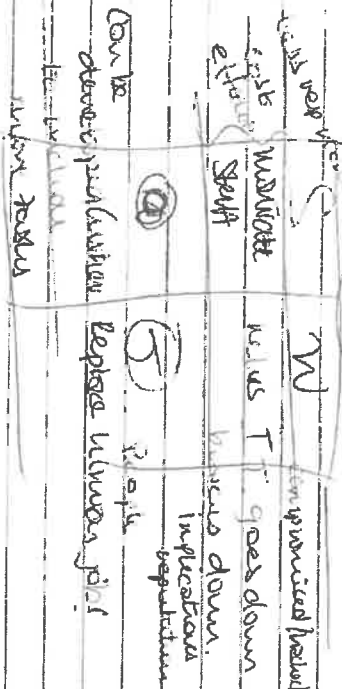
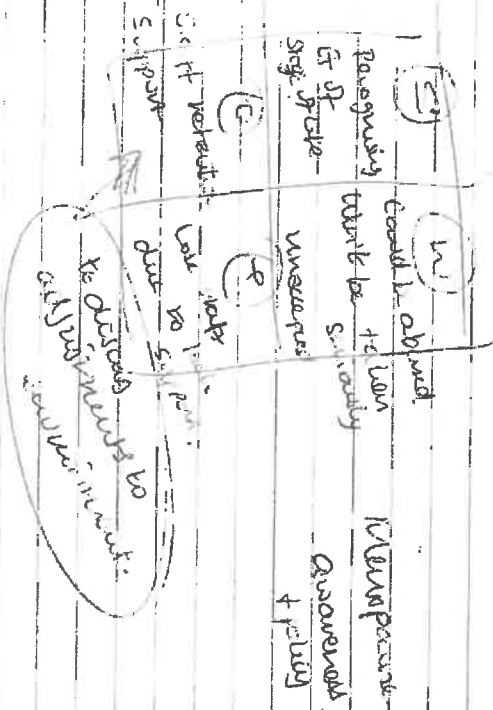
transfer of data
from paper to
online

recycling
paper

Wider
impact

increased space
needed for
long pass

cost reduction
incorporated
into



PC
MTE
training

Robots

L. Jones a

Political / Economic / Social / Technology / Legal / Environment

Political

Brexit -
recruitment
workforce.

External
Factors

Stop being
in the UK
to required
qualification

Wales / Assembly
Governed &
Government

Factors affected
within my industry

Recruitment level
Being able to deliver
Bus as usual

Politically influenced
dictated to inter
fund

Strategy needs to
be in line with
policies

Importance to
organisation

High for below
perc. qualified staff
per year - this
niche / opportunity
would suffer -

Strategy needs
to be in line
with policies
in line with
legislation
And
through
govt

Economic

New Govt in
taxation /
funding
may change.

Financing available
for services within
Local Authority
Political agenda
may change
- unknown.

Local Authority

It lead.
could be
reduction
or increase in
service provision
e.g. more money
to spend on
Social or Education
or less money

Social
measures.

Awareness
& impact of
the increase
on workforce.
1-8 known
drop
1-22 2022.

Currently
employ in
excess of
20% women
aged between
45-55 yrs
Schools & colleges

Affects productivity
Duty of care
as employer