

Our People Strategy

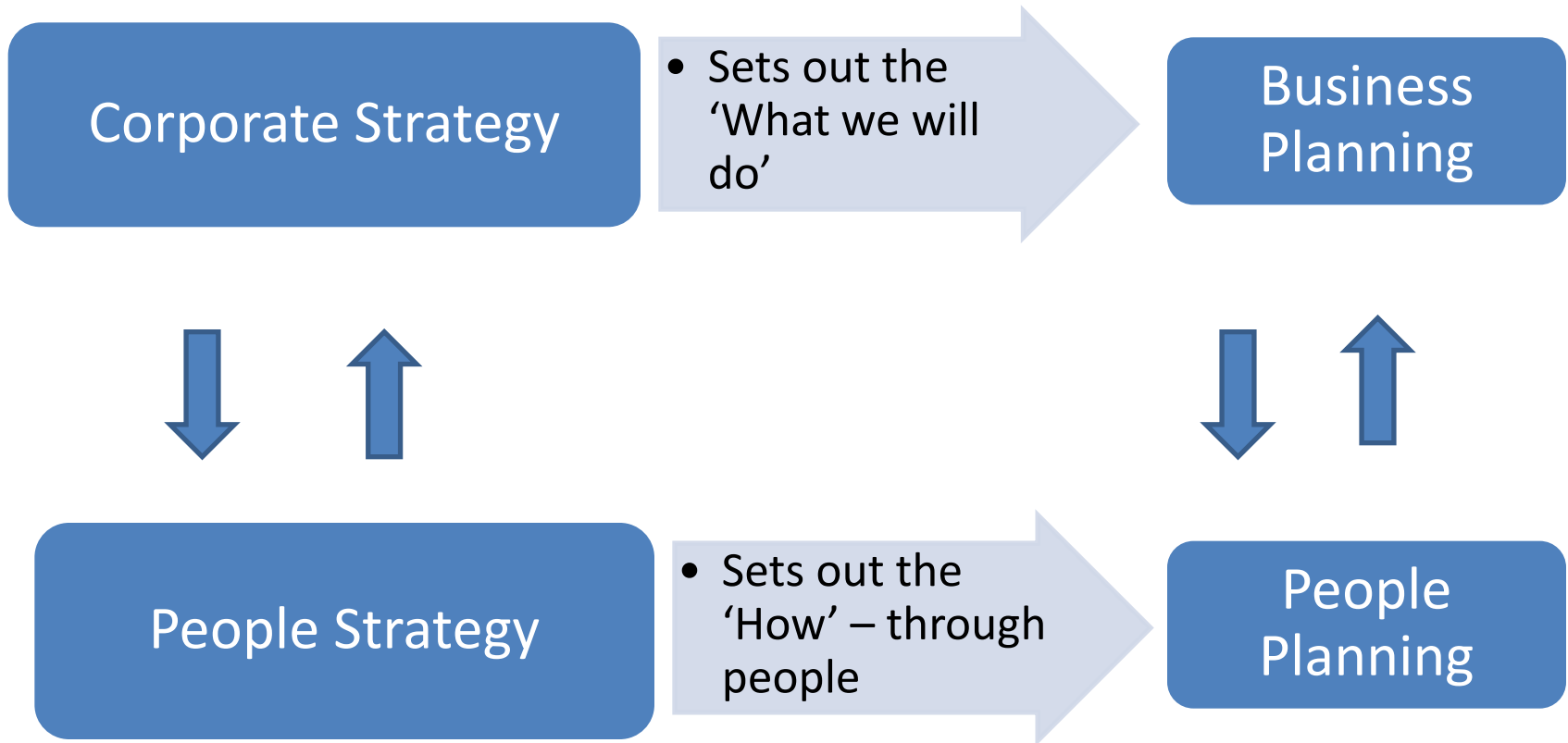
2011- 2015

Making DECC a great place to do great work

December 2011

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The role of a People Strategy



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People
Strategy
2009

- Getting the basics right
- Planning and prioritisation
- Building a learning culture
- Recruiting and developing our talent
- Effective management, feedback and reward
- Valuing diversity
- Leadership and staff engagement
- Promoting wellbeing and recognising life outside work

Highlights

Getting the basics right

New pay scales agreed, pay awards made and terms and conditions harmonised ✓
Clear approach to performance management ✓

Effective management, feedback and reward

Establish a DECC mentoring scheme ✓
Establish a rewards and recognition scheme, both financial and non-financial ✓

Planning and prioritisation

Development of business and workforce plans ✓

Valuing diversity

Establish a Diversity Advisory Group and associated networks ✓
Implement Equality Impact Assessments on all relevant policy work ✓

Building a learning culture

Front Line visits ✓
DECC School ✓
Learning Portal ✓

Leadership and staff engagement

Regular whole group assemblies and meetings ✓
Establish Leadership as core to our learning and development programme ✓

Recruiting and developing our talent

Encourage staff to develop their careers across DECC ✓
Bring people from outside the Department to work more closely with us ✓

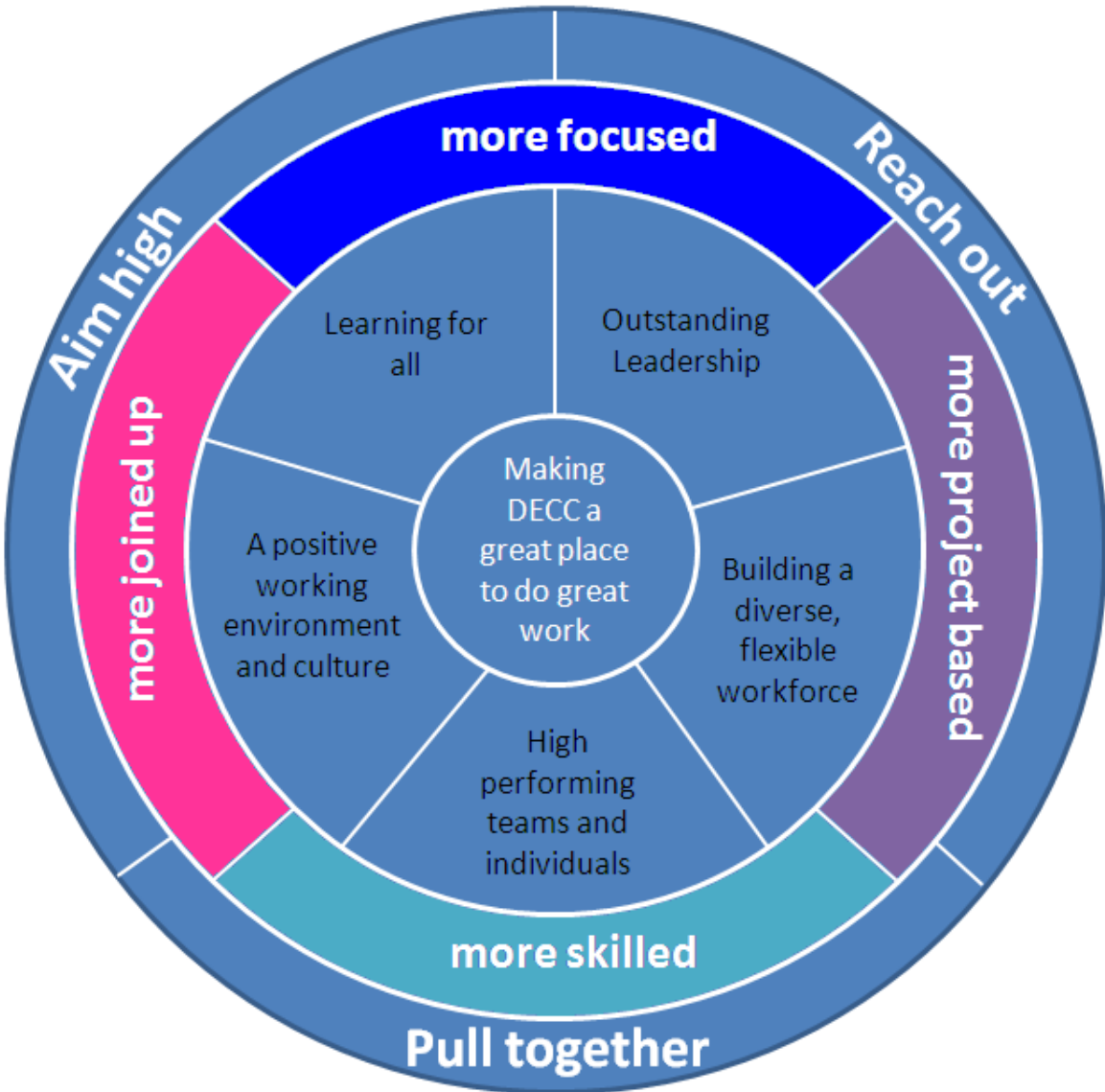
Promoting wellbeing and recognising life outside work

Establish flexible working patterns ✓
Allow up to 2 days leave per year to take part in volunteering projects ✓

Creating DECC's People Strategy involved:

- consulting stakeholders including the DGs; key Directors; the DECC Future team; NEDs; the delivery unit; and the HR team
- feedback from DECC staff through the Civil Service People Survey
- the wider priorities for the department recently established through the DECC Future planning process
- developments across the wider Civil Service

DECC People Strategy – delivering the capability DECC needs to achieve its goals

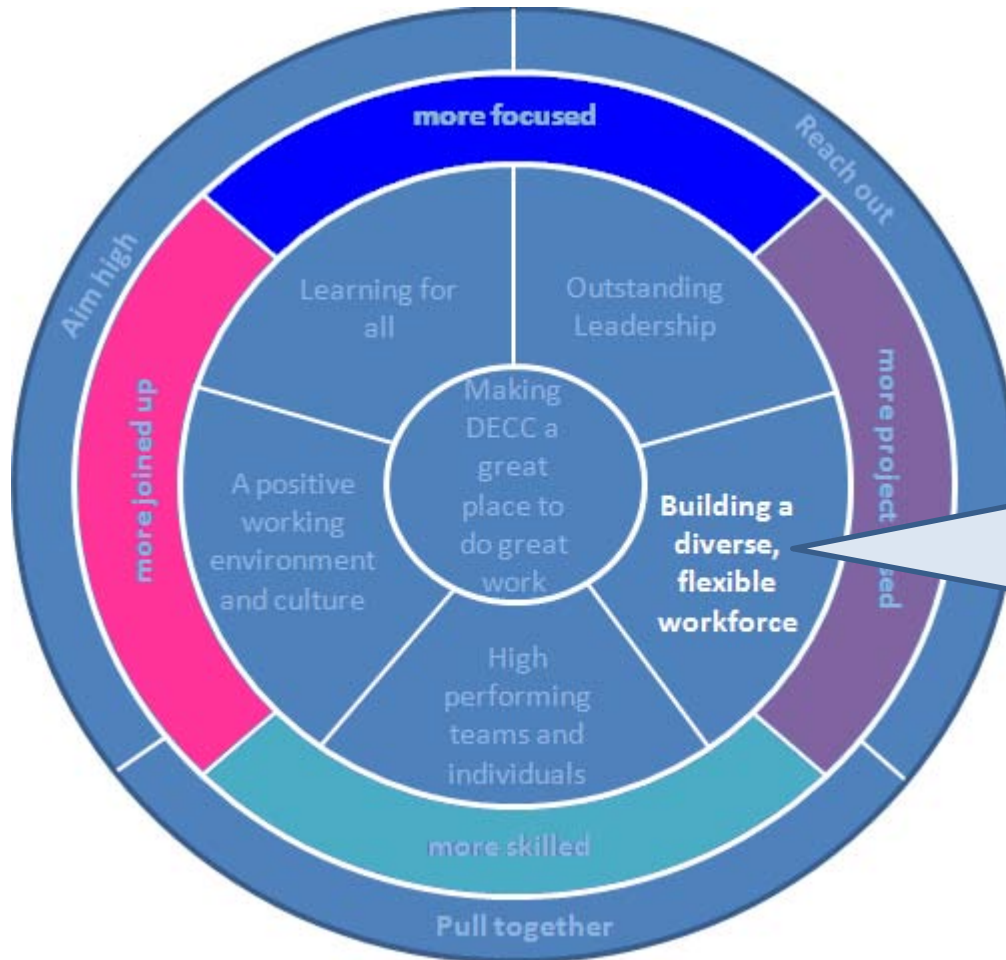




Aim

We will have leadership capability for success at every level of the organisation

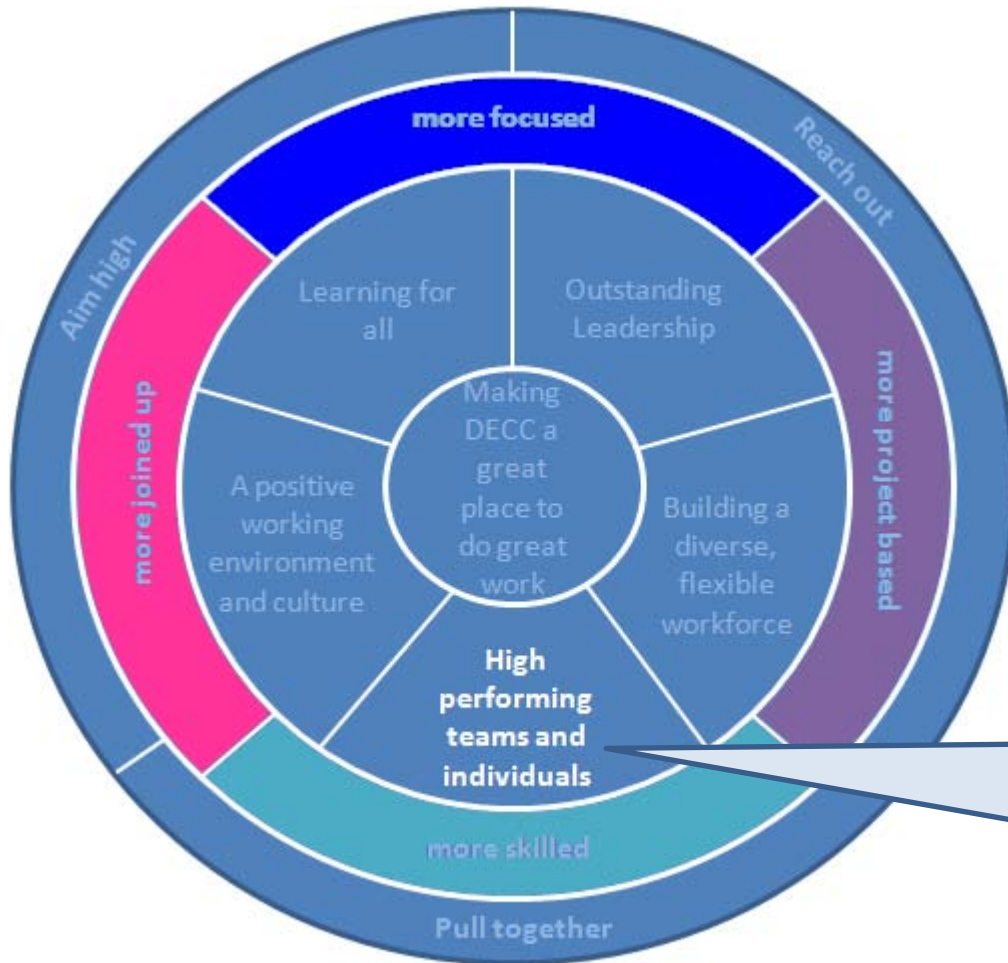
- Senior leaders will set clear direction in line with department priorities, ensure they are visible to staff and help staff to understand how they contribute to the department's goals
- All leaders at every level of the organisation will demonstrate DECC's values and ways of working in their behaviour
- Leaders will ensure everyone in the department strives to effectively deliver the results needed to achieve departmental goals
- SCS will take the lead in actively identifying, developing and deploying talent and the senior leaders of the future
- Leaders will provide help and encouragement to ensure all staff have the skills and experience they need to fulfil their potential and that barriers to development are removed



Aim

We will ensure DECC has the right people with the right skills in the right place at the right time

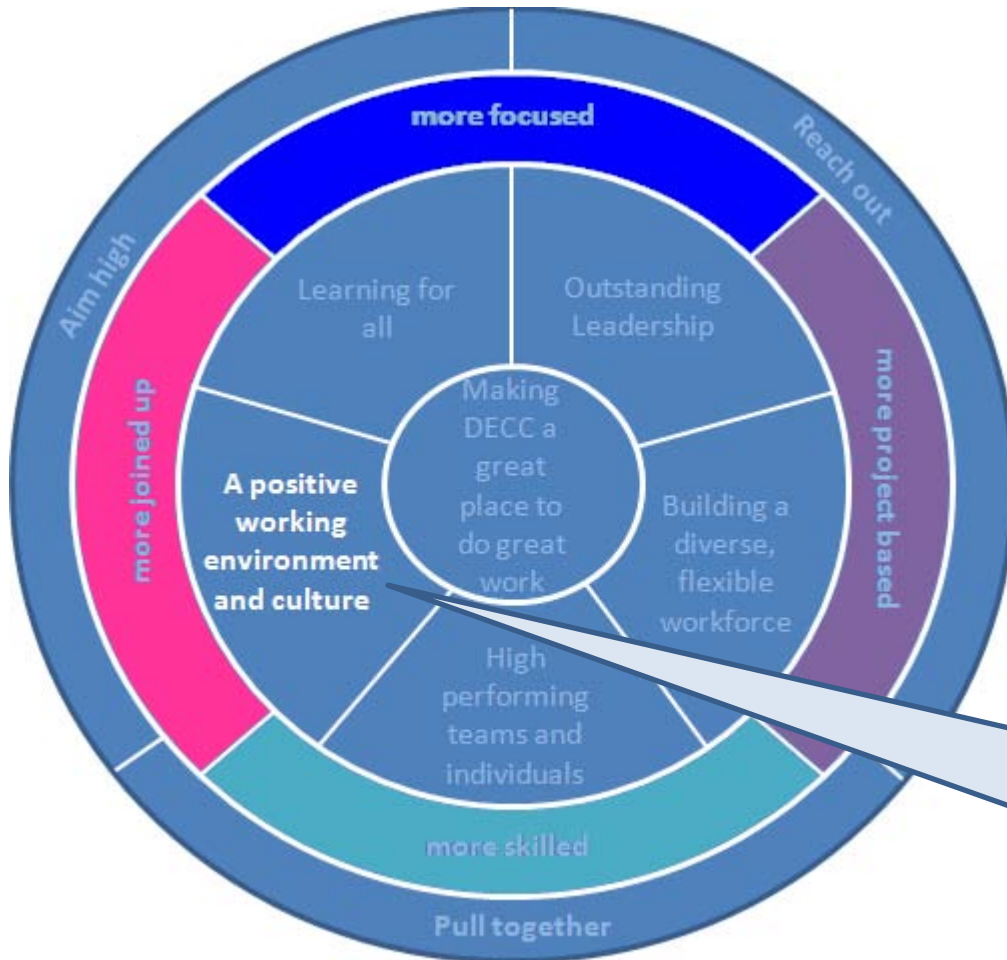
- All managers will take care to be impartial in their dealings with all staff and ensure colleagues are treated fairly and positively
- Ensure DECC achieves through robust analysis the size, type, demographics and quality of workforce it needs to meet its objectives
- Meet DECC's recruitment needs – including specialists – through innovative, flexible and timely recruitment
- Develop flexible resourcing solutions that will enable DECC to move resources more easily and respond more effectively to change and ensure that we meet future needs
- Collaborate with other government departments and external bodies in order to develop best practice and innovate



Aim

Performance will be fairly and rigorously managed in DECC to ensure staff realise their potential, to motivate staff and ensure that individual performance is clearly linked to departmental performance

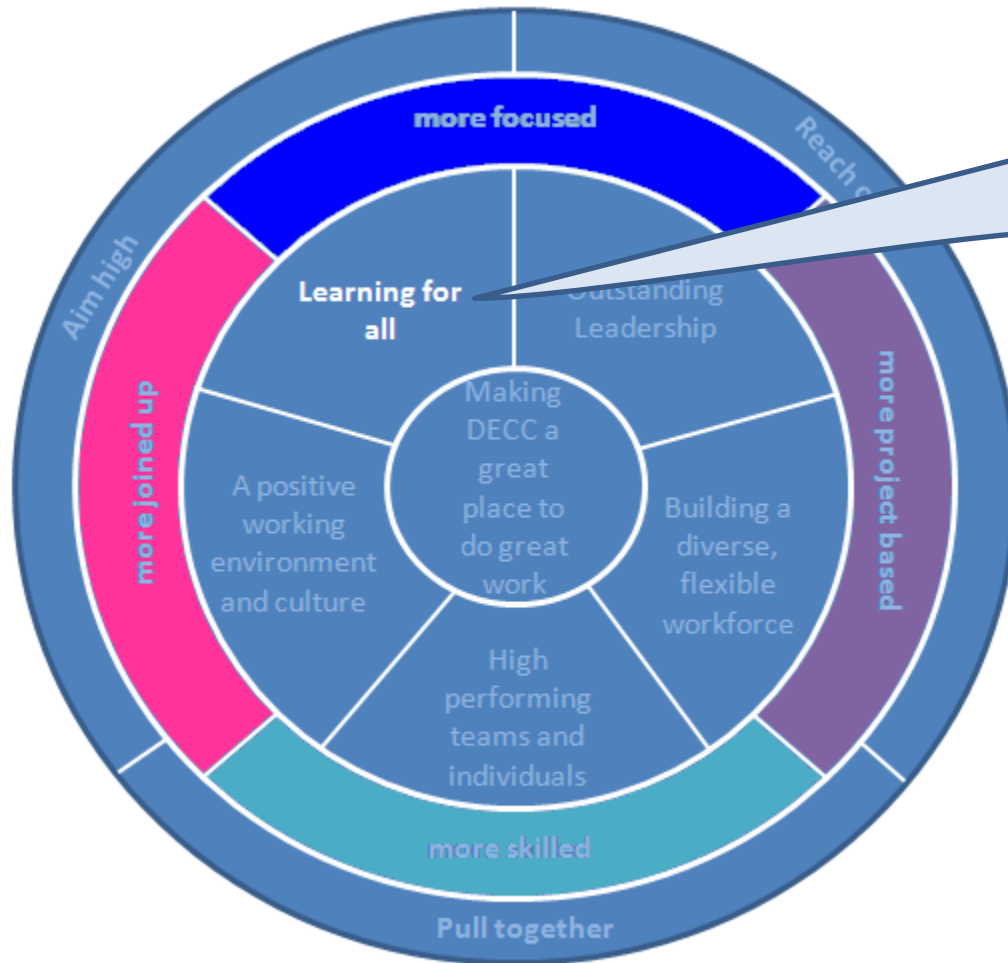
- Members of staff will know what is expected of them and how their work contributes to the success of DECC
- Regular feedback and recognition should be given by Ministers, Permanent Secretary and Management ranging from a simple thank you, team recognition, and non pay rewards, to in year special bonuses to celebrate success and contribute to successful working environment and culture
- Managers will identify and address poor performance
- People will be rewarded for innovation; constructive challenge of the status quo will be encouraged
- Career development must be clearly included in objectives and appraisal
- All staff to undertake diversity training



Aim

We will aim to create an environment that supports employees in the workplace and enables flexible working

- Improve how we work
- We will ensure the necessary equipment and support is available to staff to help promote a culture of flexible working where home working is available where appropriate
- We will create a pleasant working environment. We will use the current resources to support this in the best way possible
- We will support employee wellbeing by providing access to sporting activities and promoting health and relaxation
- Diversity: Ensure systems and processes are fair, open and transparent and that there are no fundamental barriers to fulfilling potential



Aim

Learning is a continuous requirement for everyone. DECC will develop the right skills and knowledge to increase its capability, supporting staff to meet DECC's objectives and develop their careers

- Learning is for all – everyone in DECC has the right to access the learning and development they need
- All line managers have a responsibility to develop their staff
- Managers will be responsible for ensuring they develop the skills – including key delivery skills - they need in their teams
- Everyone in DECC has a duty to develop the agreed skills – including delivery skills such as PPM and commercial awareness- and knowledge at a level appropriate for their role in order to meet DECC's priorities
- Staff must take responsibility for their own development

DECC People Strategy – delivering the capability DECC needs to achieve its objectives



Achieving our key objectives to:

- Save energy with the Green Deal and support vulnerable consumers
- Deliver secure energy on the way to a low carbon energy future
- Drive ambitious action on climate change at home and abroad
- Manage our energy legacy responsibly and cost-effectively

Measures of Success

Our success will be measured as follows:

DECC engagement survey:

- 5% improvement on Leadership and Managing Change Theme from 45%-50%
- 5% improvement on Workload theme from 68%-73%
- 17% improvement on Learning and Development from 43%-60%
- 5% improvement on Line Manager from 66%-71%
- a 20% reduction in complaints about the working environment in the engagement survey open question.

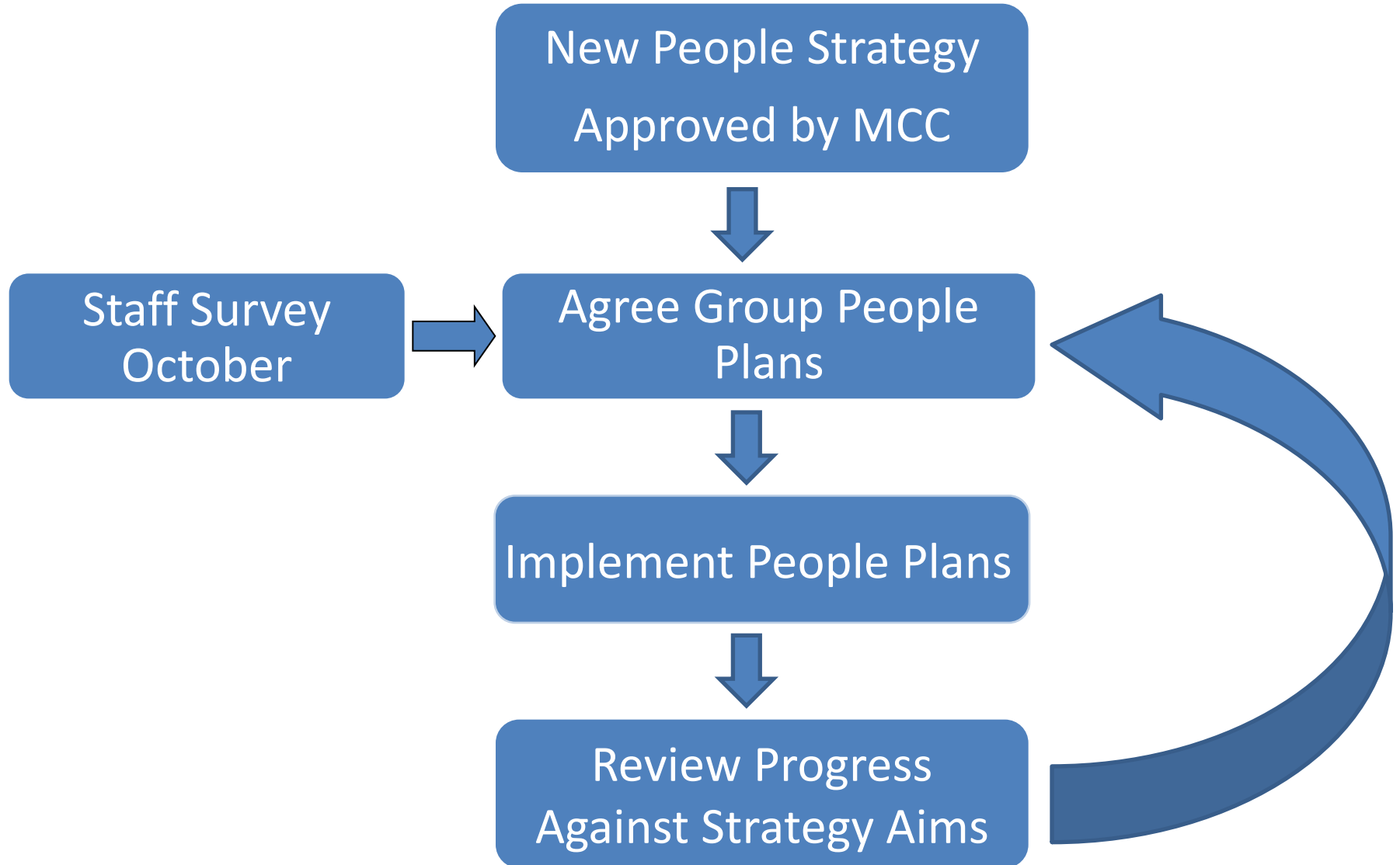
Stakeholder survey:

- 70% of stakeholders believe that staff have the right skills and abilities to deliver the department's objectives

SCS Diversity Targets met:

- 39% women, PB2 34% women; 5% disabled and 5% BME

DECC's staff profile matches CSR profiles.



Outstanding Leadership

Things we can do

- publish and publicise our objectives to our teams
- publish team objectives on intranet
- share progress against group/team business plans quarterly

Things I can do

- regular floor walking
- include staff development in my objectives
- have career development conversations with my staff

Building a diverse, flexible workforce

Things we can do

- ensure everyone completes e-learning diversity training
- agree and report against workforce plans
- encourage staff to join professional associations and take part in external events

Things I can do

- complete e-learning diversity training
- be clear in job requirements of roles I need to fill
- join professional association and participate in external events

High performing teams and individuals

Things we can do

- staff to have SMART objectives
- group assemblies include celebrating success and awards/commendations to staff
- full use made of in-year bonuses

Things I can do

- be personally responsible for performance within my team
- celebrate success and awards/commendations within my team
- nominate staff for DECC Awards

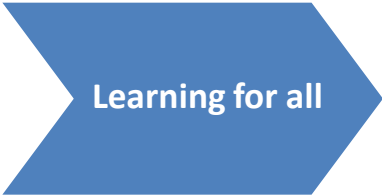
A positive working environment and culture

Things we can do

- use our people plans to develop and promote improved ways of working
- be clear on our responsibilities for health, safety, well-being and diversity
- support Health, Safety, Well being and Diversity events

Things I can do

- lead by example to demonstrate flexible working
- complete mandatory DSE e-learning
- ensure completed diversity declaration on 4me

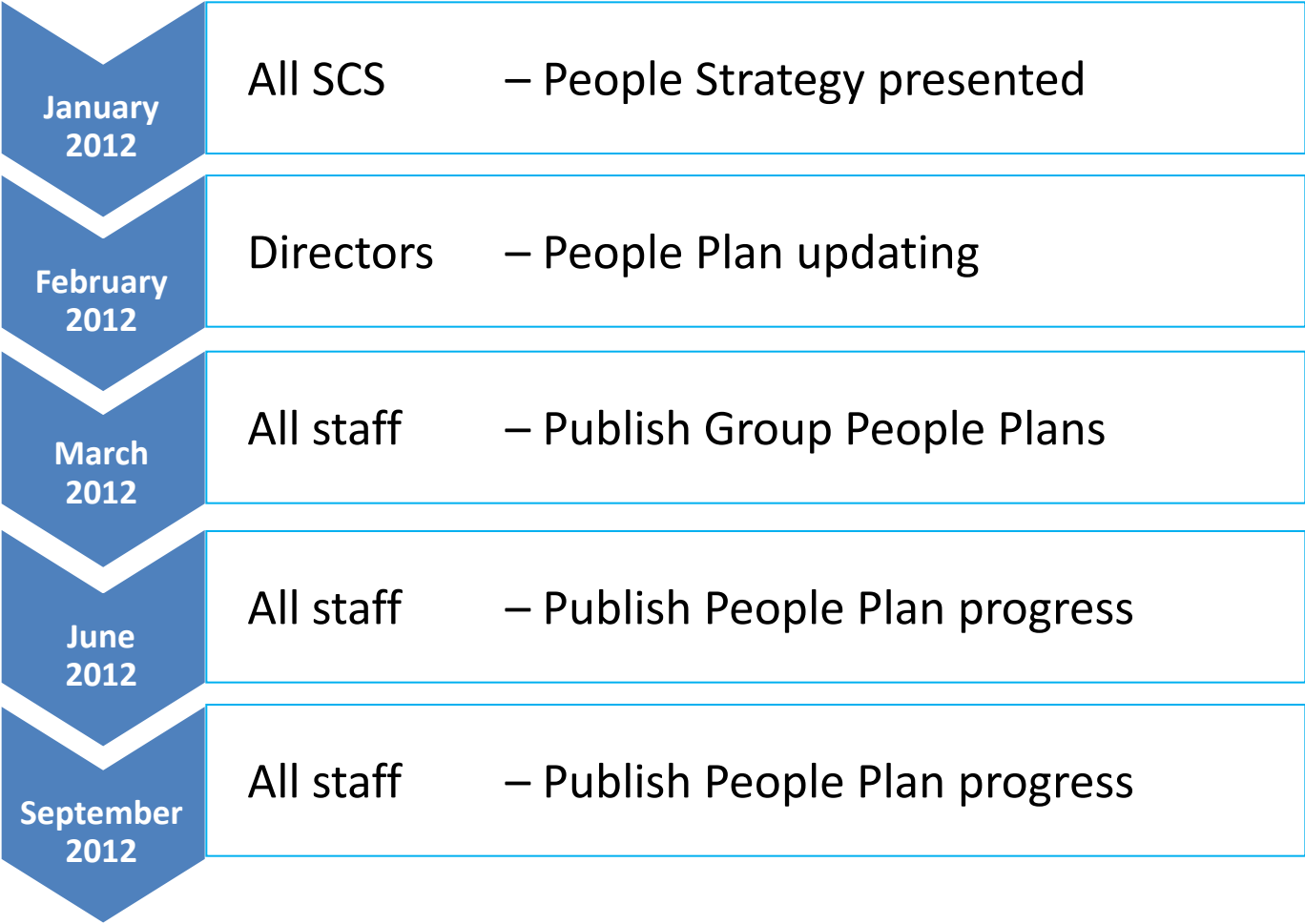


Things we can do	Things I can do
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- lead by example in undertaking and promoting development opportunities
- have training, guidance etc on having frank career conversations
- have team development plans which summarise the key development areas in line with our business plan

- include staff development in my manager's objective
- have career development conversations with my staff
- support my staff draw up and follow development plans

DECC People Strategy – next steps



DECC People Strategy – timeframe

