

# Our People Strategy

## 2011- 2015

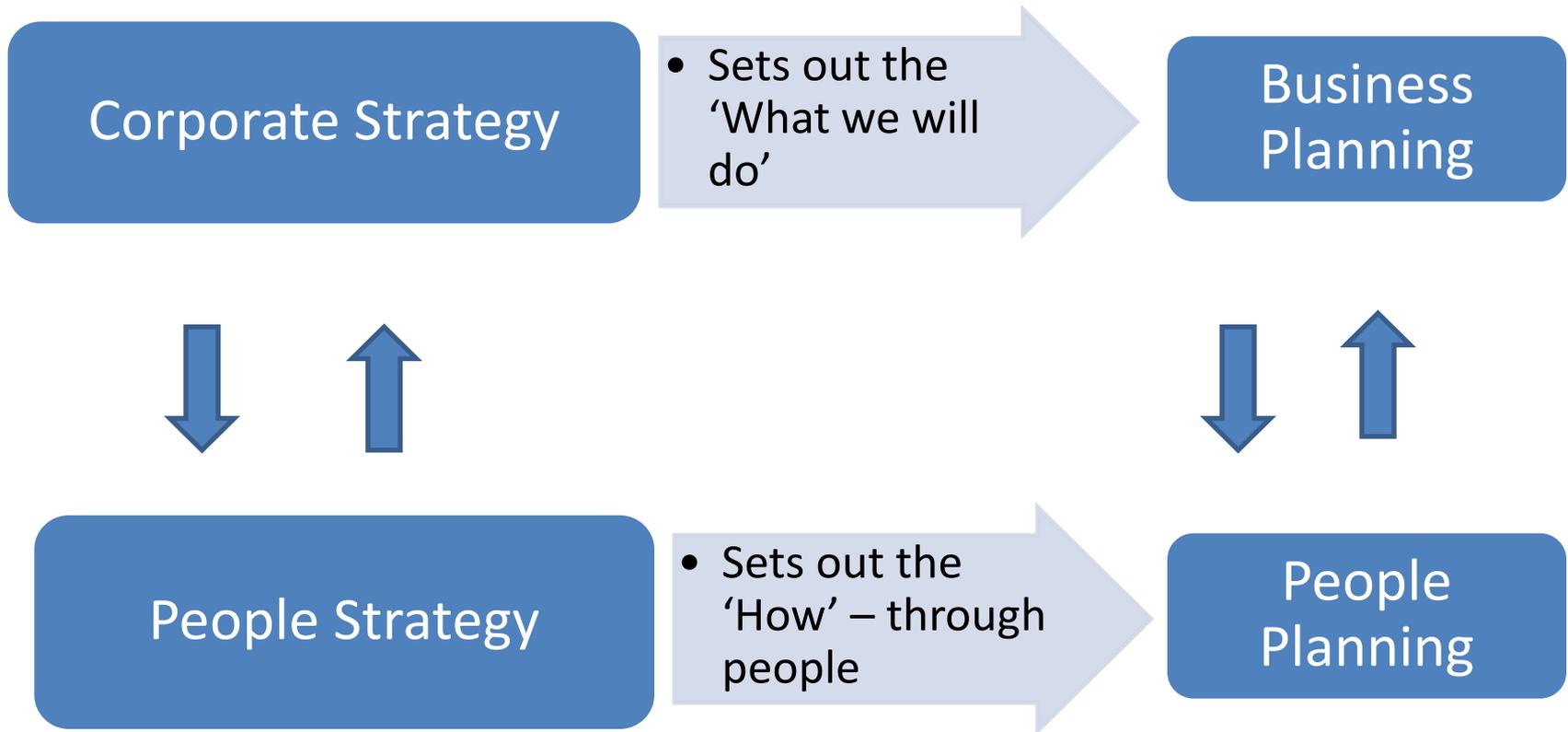
Making DECC a great place to do great work

December 2011

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# The role of a People Strategy



A large blue arrow pointing to the right, containing the text "People Strategy 2009".

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 ✓

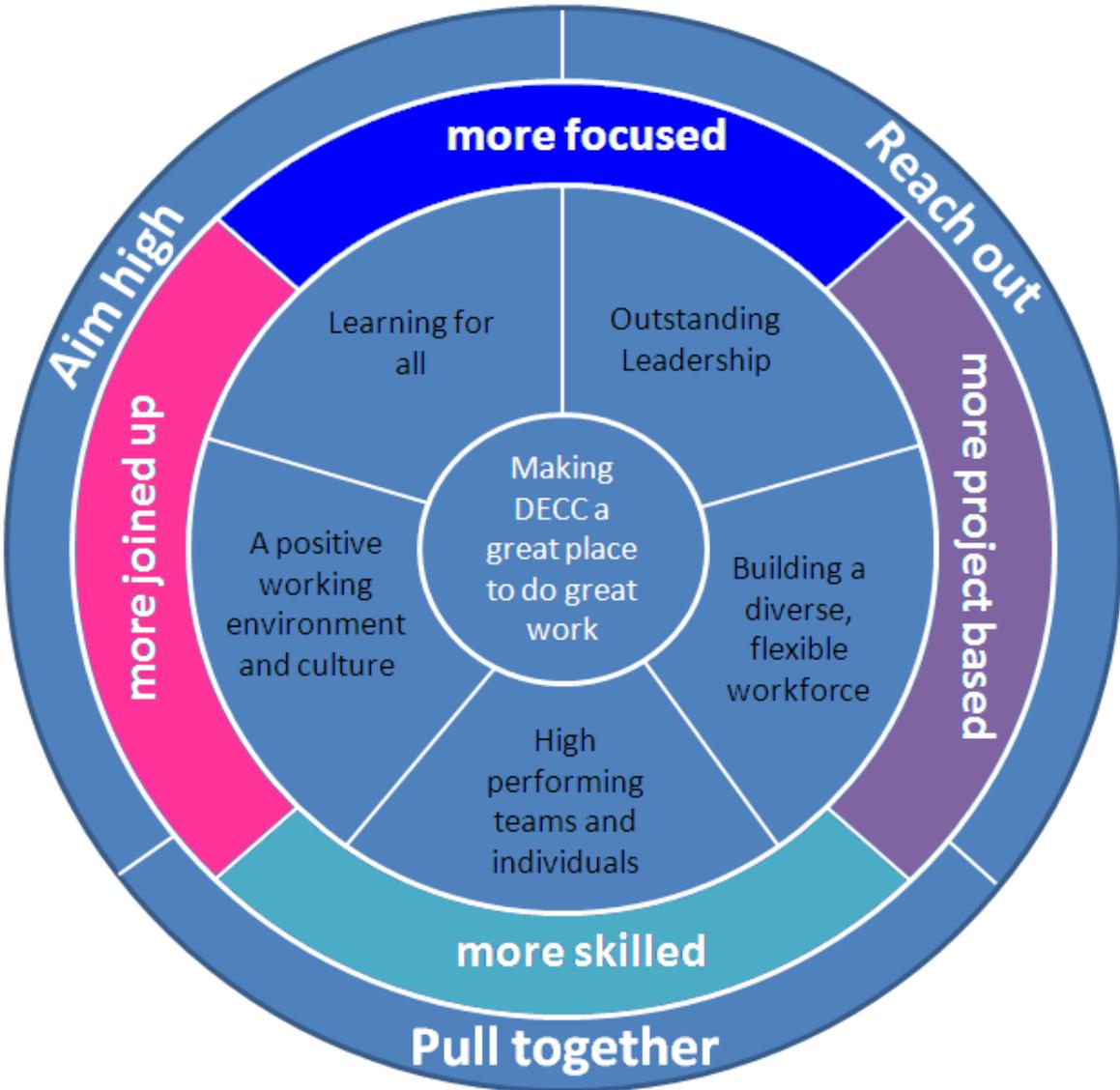
## Promoting wellbeing and recognising life outside work

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

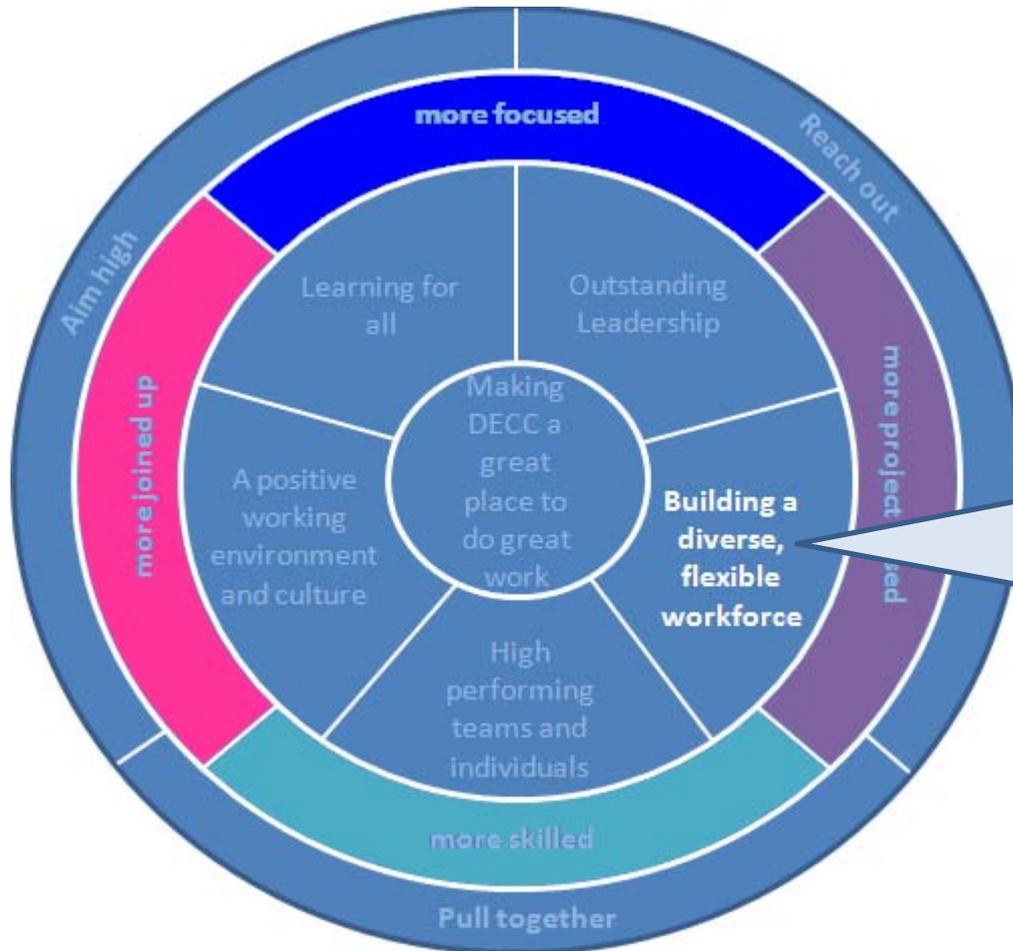




## Aim

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

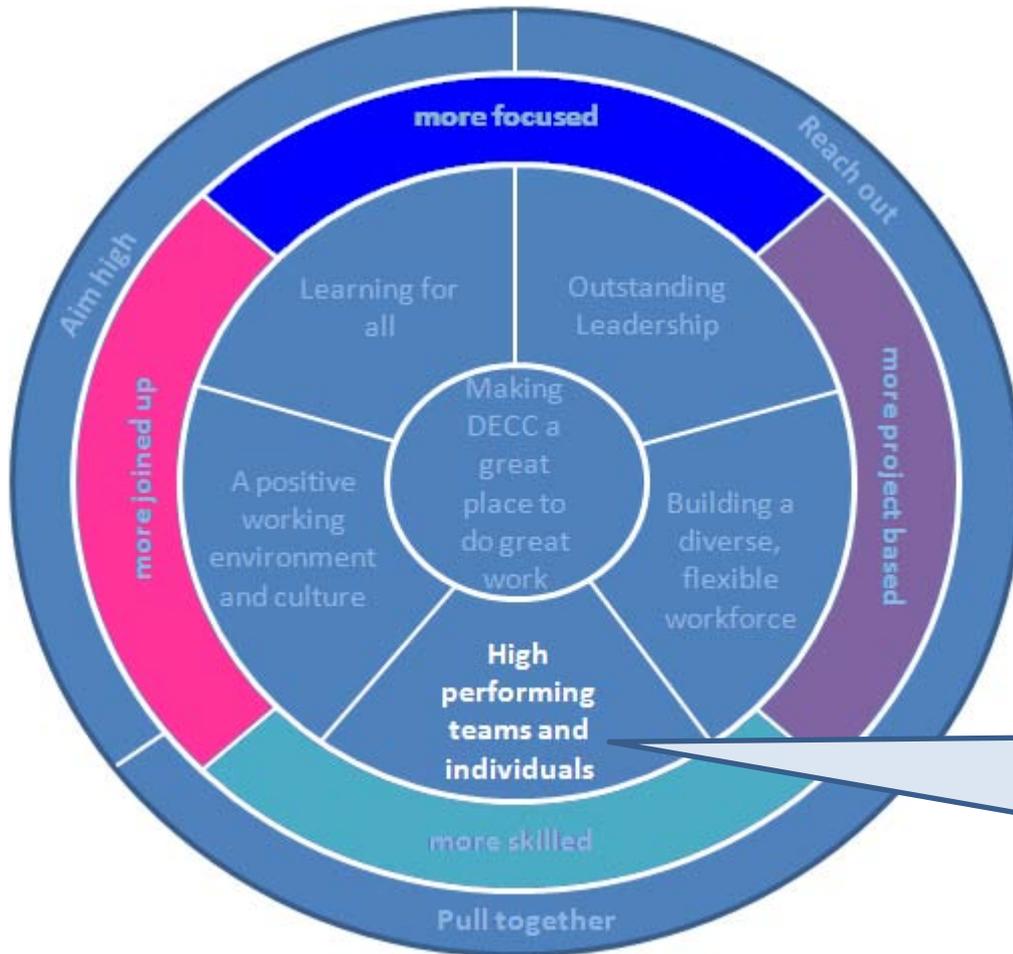
- Senior leaders will set clear direction in line with department priorities, ensure they are visible to staff and help staff to understand how they contribute to the department's goals
- All leaders at every level of the organisation will demonstrate DECC's values and ways of working in their behaviour
- 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

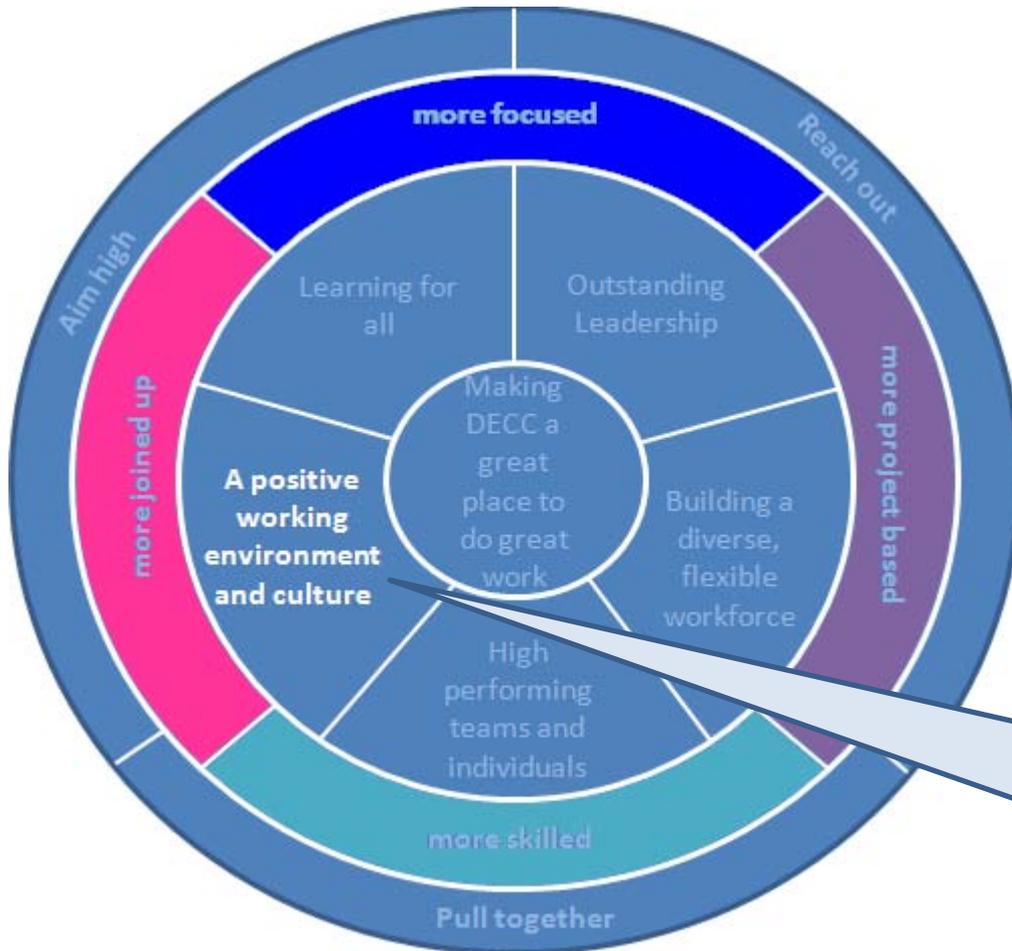
- All managers will take care to be impartial in their dealings with all staff and ensure colleagues are treated fairly and positively
- Ensure DECC achieves through robust analysis the size, type, demographics and quality of workforce it needs to meet its objectives
- Meet DECC's recruitment needs – 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

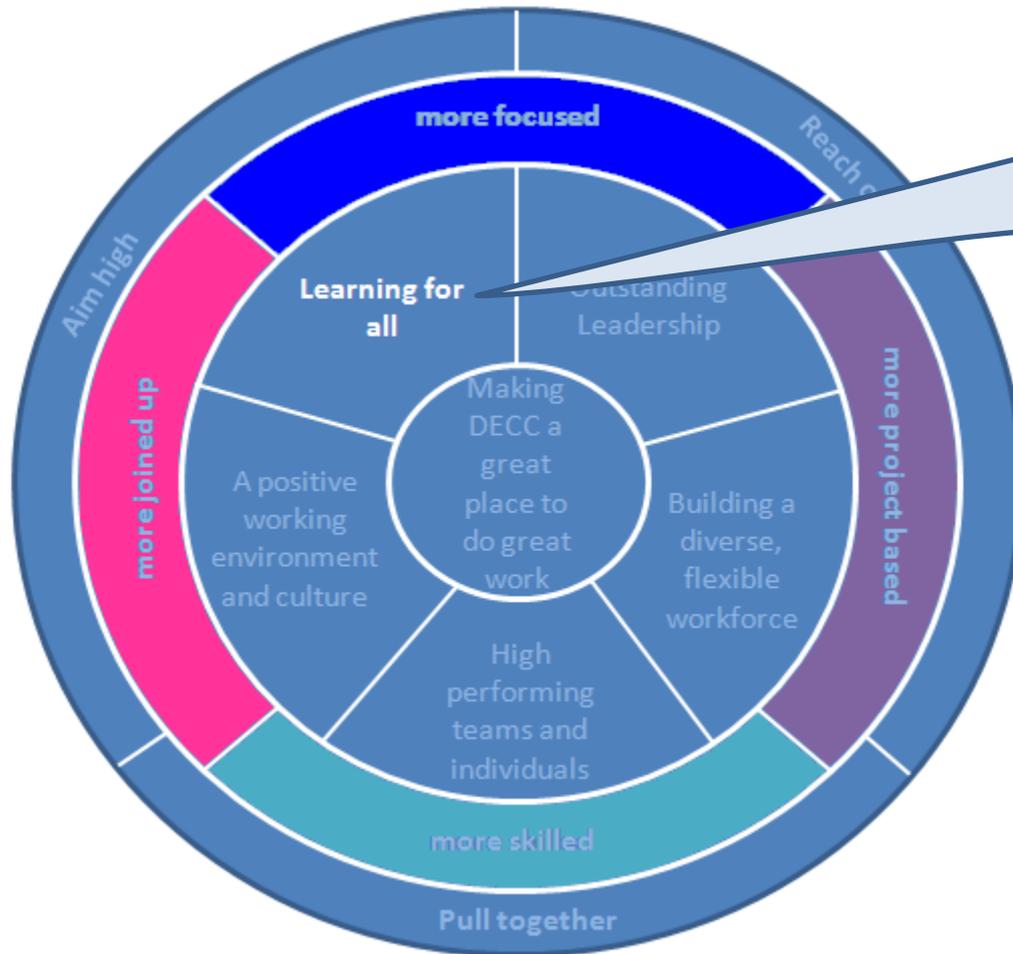
- Members of staff will know what is expected of them and how their work contributes to the success of DECC
- Regular feedback and recognition should be given by Ministers, Permanent Secretary and Management ranging from a simple thank you, team recognition, and non pay rewards, to in year special bonuses 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

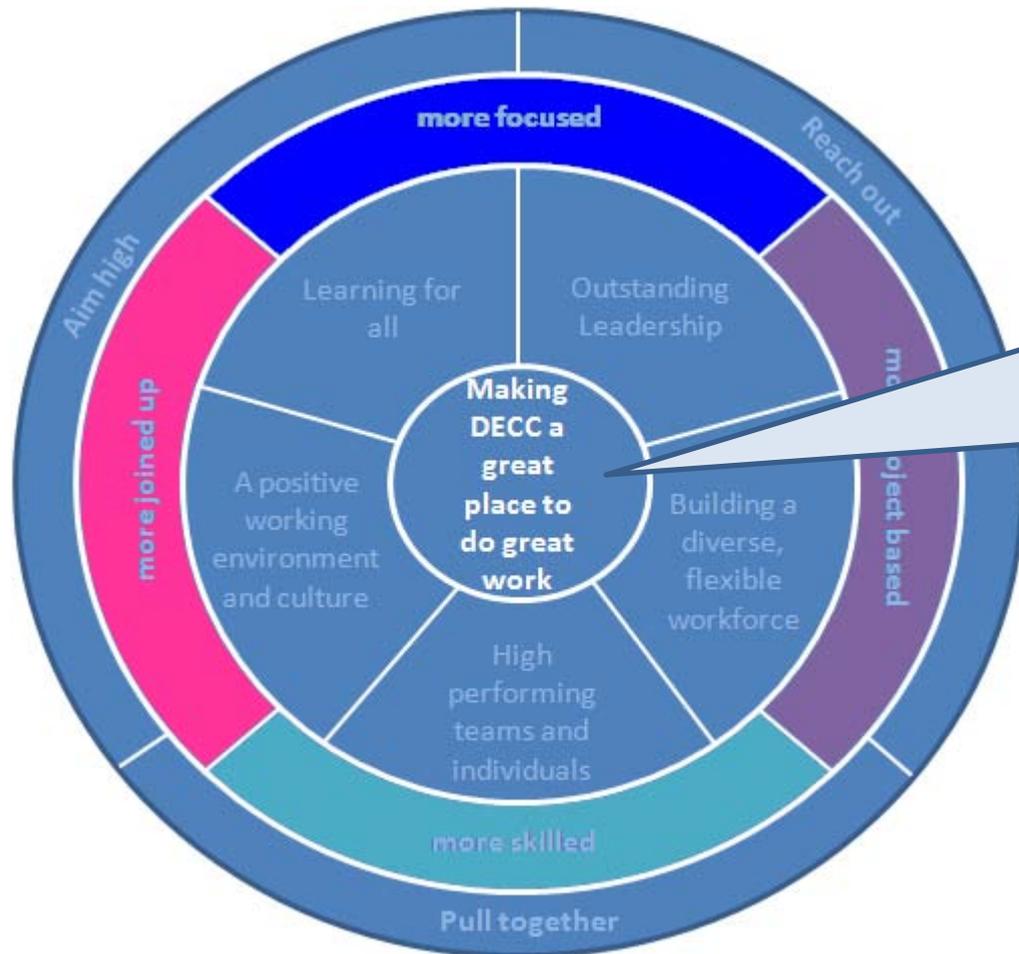


## Aim

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

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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.

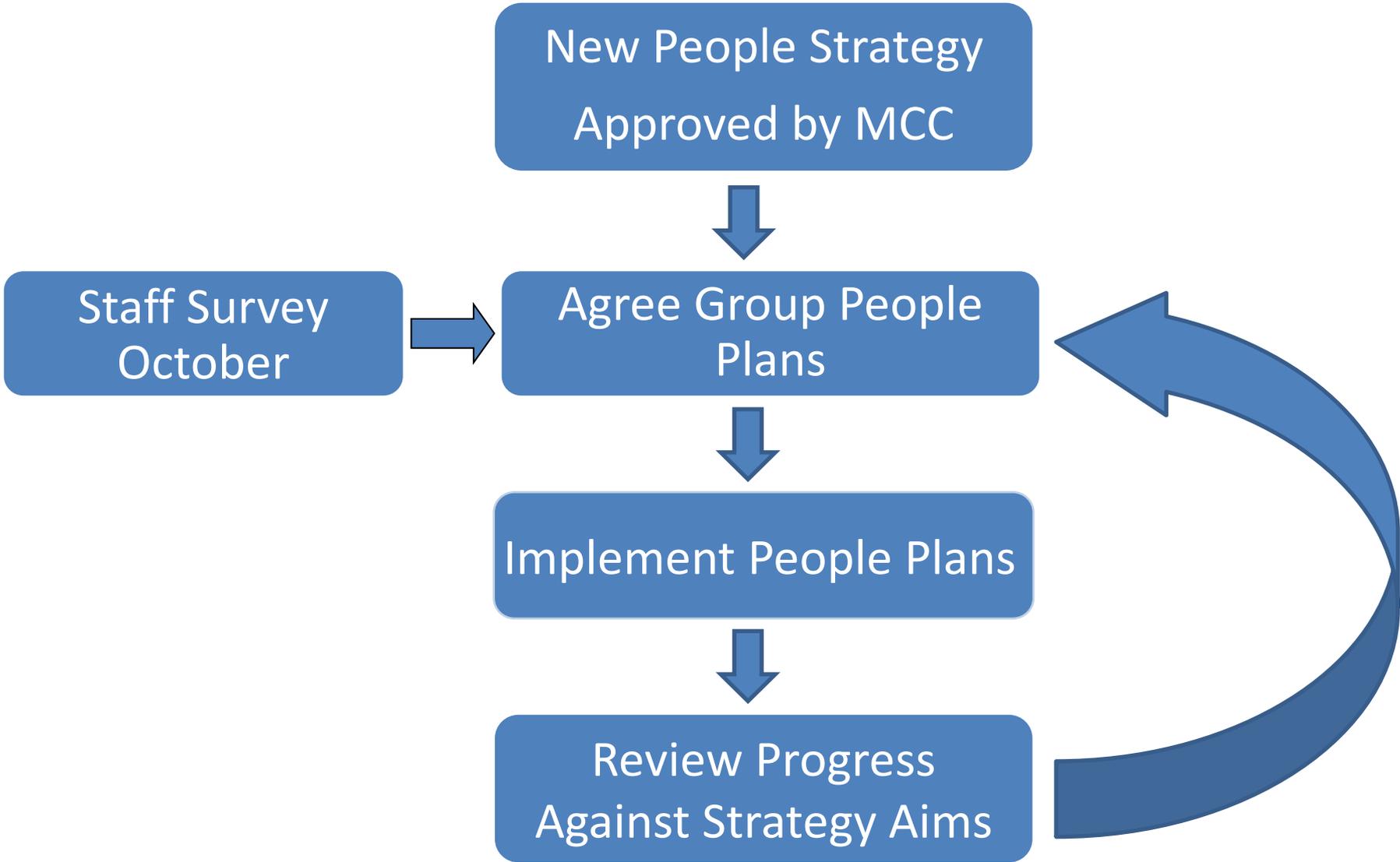
**Stakeholder survey:**

- 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

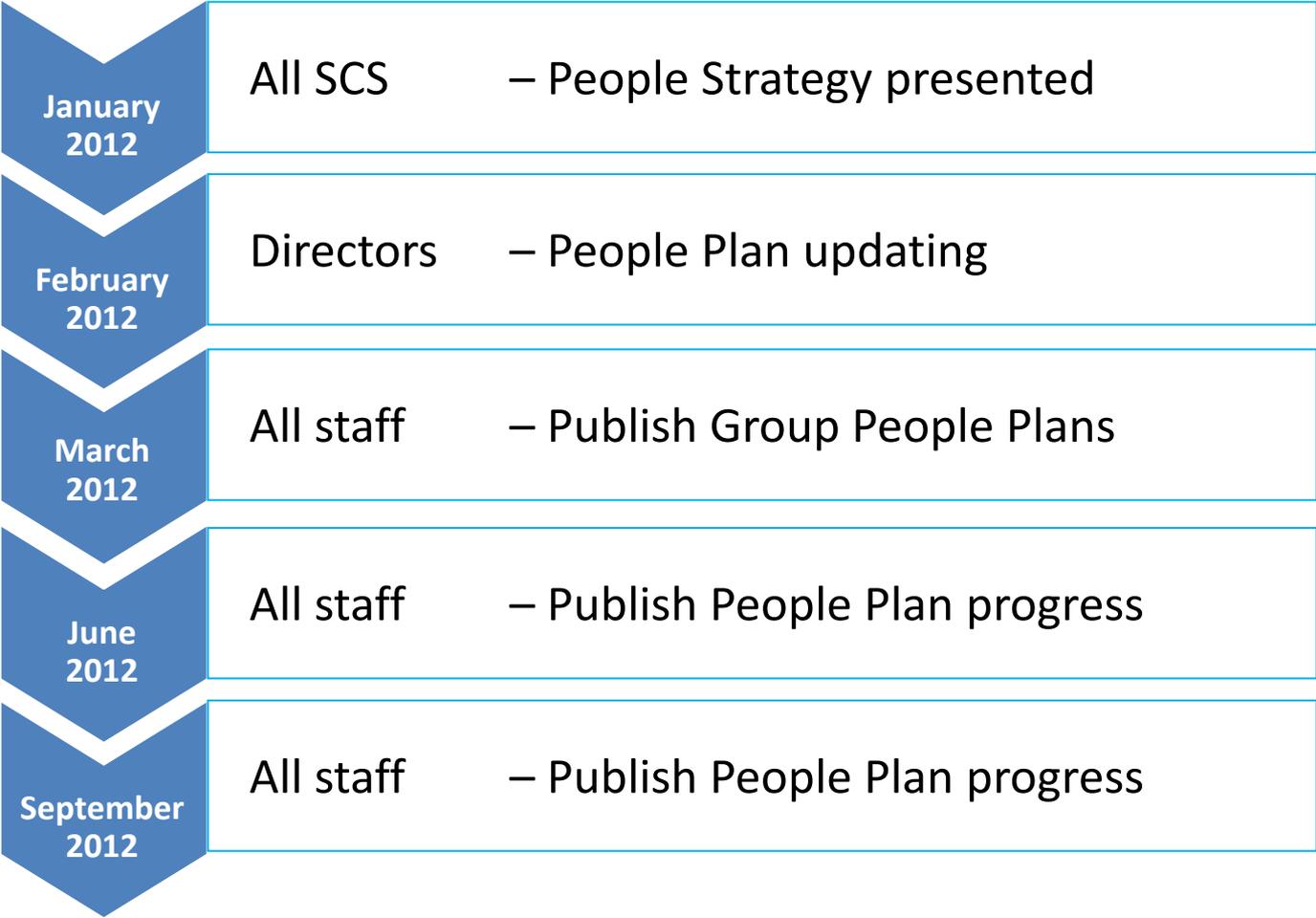
- lead by example to demonstrate flexible working
- complete mandatory DSE e-learning
- ensure completed diversity declaration on 4me



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 – timeframe

