

Appendix 5 – Support and Assurance for HR processes and HR Team

This document explains the general structure for supporting Managers and the HR Team in the exercise of their delegated powers and duties.

HR Policy creation and maintenance

The HR Director provides a service to the HR Sub Committee for all committee business relating to HR policies and business. There is a 3-year rolling review programme for existing policies to ensure that they are kept up to date. Policy reviews may also be instigated internally as a result of feedback from using policies or from the Chief Executive's formal review of all disciplinary and grievance cases.

The HR Team meets on a weekly basis to discuss ongoing issues and agree responsibility for various issues with the HR Director. There is also a more formal monthly meeting to assign substantial pieces of HR work. A designated HR Manager is responsible for a six-monthly report to SMT on employment law – items are drawn from personal research, professional networks, alerts from ILF legal advisors and CIPD alert bulletins. The employment law review also informs changes to existing policies or the introduction of new policies.

Draft policies are drawn up by the HR "lead" and there is an internal quality assurance process which includes reference to the HR Director, all Directors, the Chief Executive, and ILF legal advisors. HR Policies are discussed with PCS via the formal JNC process and put to the HR Committee for approval.

The HR Sub Committee has Terms of Reference agreed by the main Board of Trustees

HR Policy application and assurance

Policies are made available via the ILF Policy system "CETIS" (software which was purchased for this purpose) which is accessible via the ILF Intranet. Staff are advised by email or intranet message when policies are added or revised. They use the CETIS system to review and "accept" the policy. CETIS can be set up so that a brief knowledge questionnaire has to be answered before a policy can be accepted. The HR Policy team track acceptance and review any issues raised during acceptance.

The HR Team provide support, coaching and guidance to all Managers, and for some policies will also run training sessions on new policies or when significant

changes are made to existing policies. This activity provides an opportunity for the HR Team to monitor and report on the application of HR policies. Issues are raised via the HR Director to the Chief Executive or the SMT.

Additional assurance on application of policies can be obtained through HR work such as sickness absence recording, reporting & monitoring, percentage checks of appraisal reports, specific action triggers, Control Checks on staff flexi sheet records and involvement in formal reviews of discipline & grievance.

Pay Remit

The HR Director deals with the annual pay remit, which commences around February when HM Treasury produce the formal Pay Remit Guidance and proceeds to DWP clearance – this includes meetings with the HR Director to clarify limits, expectations and measures. The HR Director submits a business case for the ILF pay remit via the Chief Executive to DWP, who are responsible for authorisation; this includes consideration of any pay bid submitted by PCS.

Once the ILF pay remit is authorised there are formal negotiations with PCS and the pay award is eventually agreed by the Chief Executive (ideally with PCS agreement, but can be imposed if agreement fails). The HR Committee has a review role for the employees pay award and oversees the remuneration of the Chief Executive as well as considering recommendations of the Chief Executive on any performance related pay for the directors.

HR Team – recruitment, payroll and pensions

There is a Recruitment and Selection policy to guide recruitment, and the Chief Executive's agreement is required on numbers to be recruited. Procedures are based on working documents, previous experience and HR team meetings. Any decision to vary start salary is reserved to the HR Director. There is a post recruitment review which includes a report to the HR Director and this iterative process helps formalise/document future working practice.

Payroll and pensions are new activities for the HR Team (from April 2007) and the team had the support of Ceridian (for payroll) and APAC (for pensions) in the implementation, and in the development of working practice. Payroll input is 100% checked by a second HR Team member, and a senior HR Manager who has not been involved in the process carries out a Control Check after the monthly payroll has been transmitted.

HR Team – Learning & Development

The L&D Team does not have specific delegated authority from the Trustees or Chief Executive except in their Budget Holder role (see Appendix 4). However the team provides an important internal service to ensure ILF staff have the necessary skills in all roles.

A Learning and Development strategy and plan is agreed by SMT. Directors act as sponsors for major training initiatives to ensure training is appropriate and to agree evaluation measures for the benefit to the organisation. Staff can request learning and development activities via their one-to-one meetings and use a personal development plan to agree training needs with their managers.

Learning and development is reported to SMT quarterly via the Business Plan update reports, and six-monthly in a Learning & Development review. The evaluation of training initiatives is included in the Performance Dashboard and reported to Trustees on a quarterly basis.

HR Team advice and assurance

The HR Team is able to draw on advisory services including ILF legal advisors, CIPD and other professional networks, Ceridian/APAC/DWP for pay/pensions, Occupation Health advisors and training providers. The team is of a size that permits regular whole team meetings with the HR Director, who is therefore able to monitor activity and receive updates on a first-hand basis as well as receiving written reports as requested.

Control Checks and Performance Dashboard measures provide formal reports for SMT and Trustees which add to the overall assurance process. PCS may raise issues relating to HR policies, recruitment activity and personal cases, and this provides an opportunity for the HR Director and Chief Executive to review Managers and HR Team performance in the related areas. The formal reviews of discipline and grievance cases also provide an opportunity to review policies and application, and the HR Team support role.