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**Manchester City Council  
Report for Information**

**Report to:** Overview and Scrutiny Human Resources Subgroup – 5 October 2010

**Subject:** Integration of Human Resources and Organisation Development Services

**Report of:** Assistant Chief Executive (People)

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**1. Purpose of Report**

- 1.1 To outline the progress in the implementation of the HR/OD integration and the development of M People approved at Personnel Committee on 2<sup>nd</sup> June 2010.

**2. Background**

- 2.1 The transformation of human resources management (HR) has been accelerated because these services are critical in supporting the rest of the organisation to deliver the new business plans and the transformation programme. Alongside the transformation of the service, the existing redeployment process has also been prioritised for transformation to enable the positive and assertive movement and development of staff across the organisation to deliver key priorities.
- 2.2 As an essential part of the HR transformation process, the previously separate Personnel and OD services are being merged. The critical challenge for the new service will be to support the implementation of the transformation models for all of the Council's functions and services.
- 2.3 The service will support Strategic Directorates to develop their people in order to have the skills and capacity to meet the Council's objectives. The structure is based upon the widely respected 'Ulrich Model'. This comprises:-
- Shared Services
  - A smaller core of HR/OD professional expertise
  - Strategic Business Partner roles

- 2.4 Working with Directorate Management Teams, the service has identified the key principles that will underpin the development of existing staff and increase the opportunities for people to move around the organisation. This approach is referred to as 'm people'.
- 2.5 It is designed to deliver on the Council's commitment to aim for no compulsory redundancies, as it moves to a smaller more agile workforce over the next three years. The m people principles are detailed below:
- Concentration on developing our existing workforce
  - Pace
  - Progression paths must be clear
  - Evidence based
  - Creating demand for movement
  - Dealing effectively with poor performance
  - Pull not push for roles
  - Incentive based
  - All staff on an m people pathway.

### **3. Progress to Date**

#### Communication and Engagement

- 3.1 Throughout the implementation of the HR/OD integration process there has been a strong focus on staff engagement and communication to enable those affected to be supported and participate in the process. Since the second staff engagement event was held on 7 June 2010, communication has been extensive.
- 3.2 Change bulletins have been issued fortnightly and full responses have also been made to staff questions and queries compiled and forwarded by the Trade Unions. These have been posted to the intranet. A regular blog has been written by the Deputy Chief Executive Performance.
- 3.3 In addition weekly drop in sessions have been diarised to the end of the implementation period. At these sessions, 2 of the senior managers responsible for the change processes, meet staff and answer individual questions. These continue to be well received.

#### Application of m people

- 3.4 The m people process is now in an advanced stage of development with information on this being shared with staff and Trades Unions on a regular basis. This has been well received and response to the proposals from staff continues to be very positive.
- 3.5 As a key part of the m people approach, Personnel and OD staff are being supported at every stage of the process. Change workshops have been in progress since the second week in June and career coaches have been nominated to support individuals. The role of the career coach has been

extended and they will offer support to staff, in thinking about their career options, existing competencies and experience, over an extended period.

#### Skills Audit and m people Passport

- 3.6 The m people approach has been developed round a skills audit, comprising a skills baseline and a competency assessment and, where applicable, technical capacity. The outputs of these will be combined to form an employees 'm people Passport' which will be used to support their movement within the workforce.
- 3.7 The second element of the skills audit is the competency assessment which is based upon the behaviours that demonstrate the values. These behaviours have been drawn from the experiences of over 2000 who have attended the Connect Events. The competency assessment which aims to measure the demonstration of behaviours that reflect the values in action have now been completed for the new HR/OD Service. Applicants from other services who have applied for roles in the new structure have also been assessed under this process.
- 3.8 Work is now under way to create a legacy process which can be used as m people is rolled out across the Council. This is being developed by the new Strategic Business Partners and Assistant Business Partners and staff appointed to the m people team.
- 3.9 The HR/OD assessment process has been run as a pilot for the main m people process which is to be rolled out across the Council. Clear lessons have emerged from the process.

#### Appointment to the HR/OD structure

- 3.10 The first appointments to the new structure have been made with Strategic Business Partners appointed and whom started in post on 20<sup>th</sup> September. The Service Delivery Manager, Employee Relations Manager, PA to ACE People, two Assistant Business Partners and one Service Delivery Team leader have also been appointed. Two developmental placements have also been offered to assist with the development of m people. All these posts have been appointed to from existing staff across the Council.
- 3.11 It has not proved possible to appoint to the Head of HR/OD Strategy role either through internal advertisement or by a placement. Therefore, the role has been approved by the Vacancy Panel for external recruitment. The population of the posts under the Head of HR/OD Strategy have been postponed until recruitment to this post has taken place. Those individuals ring fenced to posts within the HR/OD Strategy part of the structure are being brought into one team and managed by the ACE People pending the appointment of a Head of HR/OD Strategy.

- 3.12 In the next two weeks the remainder of the structure is due to be populated through a series of ring fence interviews and internal adverts across the Council.  
m people Opt-In
- 3.13 A key feature of the m people process is to enable staff to make a move by 'opting in' ahead of the more traditional appointment processes. There has been a strong take-up by staff with over 20 people moving into other vacant roles or placements across the Council.

#### **4. Summary**

- 4.1 The HR/OD Service Integration has made progress in line with its project timeframes. The next two weeks will see the appointment processes completed for the service aside from the HR/OD strategy team
- 4.2 The m people pilot is on schedule and has provided useful evidence on the management of such a process going forward.