

HUMAN RESOURCES STRATEGY

March 2008

Title	Human Resources Strategy
Implementation Date	March 2008
Review Date	31 March 2009
Responsible Officer	Director of Human Resources

1. **INTRODUCTION**

The Western Health & Social Care Trust operates in a constantly changing environment and is required to provide a range of modern, high quality services to its population. To achieve this, effective deployment of and investment in the people who work in the Trust is essential.

This HR Strategy aims to describe the way in which employment issues will be addressed by the Trust both in the creation of a framework to support interventions and in the setting of clear priorities. An essential feature of the strategy is that it has been developed in partnership by the Trust with its recognized trade unions.

The partners to this strategy agreed that at this point in the Trust's development it is important to set out the broad principles that underpin our work. That way, the strategy can create trust and confidence in its HR interventions and ensures that any new and emerging priorities can be taken account of by reference to these principles.

2. **PRINICIPLES**

The following principles underpin the Human Resources Strategy and the way HR works:

Integrity

- Exercise dignity and respect in all actions
- Build trust through open and honest relationships

Involvement

- Work in partnership to maintain an effective employee relations climate
- Ensure effective communication through timely information
- Ensure meaningful involvement in organisational strategy and redesign

Fairness

- Promote equity, equality of opportunity and diversity
- Recognise the balance in the employer/ employee relationship

Professionalism

- Ensure that the HR Strategy is embedded within the context of organisational objectives and, in turn, influences organisational strategy
- Promote evidence based HR practices that support service improvements and aim to build staff confidence

3. **PRIORITIES FOR ORGANISATION**

DHSSPS NI PRIORITIES

- Review of Public Administration
- Priorities For Action
- Comprehensive Spending Review
- Agenda For Change
- Shared Services

TRUST PRIORITIES

- Strategic Change and Efficiency Programme
- Capacity Building –leadership
- Governance e.g. RQIA, Risk Management, Controls Assurance, Royal Colleges' Audit

LEGISLATIVE PRIORITIES

- European Working Time Regulations
- Changes in legislation and compliance

IMPROVING WORKING LIVES

- Healthy workplace
- Family-friendly/flexible working options & life balance
- Staff care

4. **PRIORITIES FOR HUMAN RESOURCES**

- Implementing the Human Resource Structure: e.g.
 - Realignment of functions
 - Clarity of roles & responsibilities
 - HR productivity indicators
- Managing the employment issues resulting from the merger
- Legislative compliance and Terms & Conditions changes
- Harmonisation of priority policies and application of policies
- Governance
 - Controls assurance
 - Risk register
 - Professionalism
 - Registration
- Agenda for Change implementation
- Joint Forum and effective partnership working

- Building relationships e.g.
 - Strategic partner and service provision
 - Equity, visibility and accessibility across WHSCT area
 - Consistent standards of management interventions
- Workforce information
- Training and development strategy
- Case management approach to absence

5. EQUAL OPPORTUNITIES/HUMAN RIGHTS

As an equal opportunity employer, the Trust will seek to promote equality in the implementation of this policy regardless of the person's gender, marital status, perceived religious affiliation, political opinion, race ethnic origin, disability, age or sexual orientation. In pursuance of this objective managers should ensure they apply fairness and consistency to all decisions within their department.

These provisions have been developed within the context of Equality and Human Rights statutory obligations and requirements.

6. FORM OF AGREEMENT

This strategy was agreed by the Joint Forum at its meeting on 5th March 2008 and was approved by the Trust Board on _____.

All parties understand that it is a working document which will need to respond to change when required. It will be subject o major review no later than 31 March 2009. However, a review of the operational priorities will be put in place to commence no later than 31 December each year so that an annual plan can be agreed which describes the roles and responsibilities of all the partners and the key objectives for the year.

Gerard Guckian
(Chairman)
Western Health & Social Care Trust

George McKnight/Olive Wylie
(Co Chairs of Staff Side)
Western Health & Social Care
Trust Joint Forum

Date: _____

Date: _____