



St Helena
Government

HR and Organisational Development Department

Directorate Strategy and Delivery Plan April 2020 – March 2023

Version: [2]

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Prepared by: HR&OD Department Senior Management Team

1. Our Vision, Mission and Values:

Our Vision: Saint Helena, a great place to live, learn, work, visit and invest

Our Mission: Improve the lives of all within our community and help the island thrive

Our Values:

- **Fairness** We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.
- **Integrity** We communicate openly and we are honest and accountable
- **Teamwork** We work together and we support each other

2. The role of the HR and Organisational Development Department:

The role of the HR and Organisational Development Department is to provide everyone with the tools and capability to do their jobs effectively supported by up-to-date and fit for purpose policies, simple procedures and easy to follow guidance.

We are a support department that works closely with directorates to ensure we understand their needs and how we can support them to deliver excellent services to the community on St Helena.

We are a people focussed department where employee engagement and wellbeing is at the heart of what we do; we want to create a welcoming and rewarding work environment for our employees and ensure they have the opportunity to fulfil their full potential.

3. What we have achieved so far:

The HR and Organisational Development Department will continue to build on our key achievements over the last three years and maintain the high standards that have been set. As well as developing a highly qualified team with members now CIPD (Chartered Institute of Personnel and Development) qualified to Level 7, Level 5 or Level 3 depending on their role, the department has also been instrumental in:

- Creation of the Employee Representative Committee and Partnership Forum
- Job Cadres introduced
- Succession Plans put in place to localise posts

- Introduction of the first Future Leaders Programme
- A Training Needs Analysis process is in place
- Workplace Wellbeing Programme introduced
- The Staff Handbook has been provided to all employees
- A Continuous Improvement programme has taken place and a number of Change Champions identified and trained

4. Where we want to be:

We recognise and value our people as our most important asset in achieving our Policy Priorities, Strategic Objectives and National Goals. We also acknowledge that there are no facts about the future and the world, and the world of work, is transforming at such a fast rate that the Organisation for Economic Co-Operation and Development estimates that 65% of children going into primary education now will go into jobs that don't yet exist.

Therefore our HR&OD strategy needs to address how we build the capability and capacity within the organisation to innovate, manage uncertainty, ambiguity and transformation, develop new skills and embrace the opportunities that come with digital transformation. The key points for the HR&OD strategy therefore are:

1. Ensuring the HR&OD function has the right capability to deliver:

- The HR and Organisational Development Department must be fit for purpose and have strong foundations. We need to be able to deliver the day-to-day Transactional HR Service (administration) and Operational HR Service (case management) to a high standard with minimal failure demand. If our foundations are right it will allow us to focus on 'added value' interventions;
- The People System needs to be structured appropriately and have the highest level of data quality; accurate people data will be a cornerstone in realising organisational strategy. It should be used to provide useful management information that can be analysed and reported on to support decision making;
- We need a strong Workforce Planning capability. This includes a reportable baseline of the current workforce so that as the strategic direction develops we can put in place appropriate workforce strategies (including learning strategies);
- We need a strong Organisational Development capability. Organisational development is concerned with improving individual and organisational effectiveness and key elements are leadership development, effective communication, employee engagement and change management.

2. Building the required capability within St Helena Government:

- Imbedding the Vision, Mission and Values into all people processes – balancing the need for technical capability with the need to recruit and develop based on potential, mind-set and attitude. The vision, mission and values should underpin all people initiatives from recruitment through induction, performance management, recognition, reward, access to development, promotion and leadership development. There needs to be consistency and clarity on what SHG values;
- Creating a Skills Development Framework across all roles and levels of leadership – being clear on the skills needed so we can assess where the gaps are. These will be technical skills but also skills and attributes such as adaptability, problem solving, collaboration skills, emotional intelligence, creativity and innovation, leadership skills, digital skills, risk management skills, entrepreneurial skills;
- Ensuring value for money investment in developing the workforce - once it's agreed what skills are needed, we need to know who has them and where they need to be developed. This would start with our leaders but then move through the organisation. We need to put the right Workforce Planning framework in place to be able to understand and talk about our people; we won't be able to afford to develop everyone the same so we need a way to fairly invest time, money and resources in developing individual and therefore organisational capability. This is a fundamental part of workforce and succession planning;
- Creating the ability to recruit and identify talent - we need to define it, have the ability to recognise it and then utilise it effectively. We also need to understand where we need it, so looking at roles or requirements now, in the next 1-3 years, and 3-5 years. We will also need the ability to use talent to deliver the organisational strategy, that means using talent across boundaries and systems, rotating jobs and having stretch assignments;
- Organisational flexibility and agility needs to be developed - this can be done by having an organisational structure that is not made up of lots of individual job descriptions but instead uses broader generic role profiles and Cadres to support flexibility and adaptability in career pathways, and people moving roles or being re-trained. It also supports the creation of broader skill bases;
- Employee Engagement is fundamentally important - our employee engagement approach will ensure we create connection (continue the strong strategic narrative), give employees a voice (harness the ideas, creativity and innovation within the workforce), support people and ensure all work is meaningful;
- Having a clear approach to creating an inclusive and diverse workforce - developing effective working environments and constructing our policies, processes and surroundings to reduce the opportunity for bias;
- Wellbeing initiatives need to continue to be developed – these will support individuals, provide space and time to think and build personal resilience;

- Reward and recognition initiatives - allow us to celebrate those people who live the values and their achievements for SHG;
- Breaking down barriers and silo working – through creating cross directorate learning opportunities to allow peers and colleagues to meet and build professional connections and relationships. This also helps create a more flexible workforce.

3. Building the required leadership capability within St Helena Government:

- The success of any organisation depends heavily on the effectiveness of its managers, therefore investing in managers at all levels is crucial to the success of SHG;
- We will ensure we have the leadership skills to develop and manage the organisational strategy – this includes technical skills such as project and budget management, but also developing through various initiatives, people who can take on multiple perspectives, develop a systemic vision, look at the whole picture and take a step back to see what's possible. We will develop visible, active leadership.

The aims outlined above will help drive the required changes in culture, leadership, talent management, performance, reward and recognition, personal development, ways of working and structures that will be needed to ensure SHG achieves its policy priorities, strategic objectives and national goals.

To succeed we need the right people with the right skills and values in place at the right time. We need exceptional leaders who champion our culture, live our values and facilitate high performance, plus a highly talented, diverse, skilled and motivated workforce who are empowered and engaged through working in a developmental, collaborative, inclusive and supportive working environment.

5. How we will achieve this:

The HR and Organisational Development Department has 4 Directorate Priorities which will support the delivery of our National Goals and the achievement of our Strategic Objectives and Policy Priorities and meet the needs of the communities we serve. Each element of this Directorates activity will be aligned to at least one of the Strategic Goals and all our activity will be underpinned by our values.

<p>DIRECTORATE PRIORITY ONE</p> <p>To deliver an effective, professional and innovative HR and Organisational Development service.</p> <p><i>That supports the achievement of SHG's Policy Priorities, Strategic Objectives and National Goals.</i></p>	<p>DIRECTORATE PRIORITY TWO</p> <p>To develop Leadership and Management capability and capacity.</p> <p><i>Embedding SHG values and leadership competencies at all levels and empowering leaders to effectively manage performance and deliver excellence within a framework of continuous improvement.</i></p>	<p>DIRECTORATE PRIORITY THREE</p> <p>To develop an effective Workforce Planning Framework.</p> <p><i>To ensure a right sized, right skilled, agile, change-ready and flexible workforce.</i></p>
	<p>DIRECTORATE PRIORITY FOUR</p> <p>To deliver the Prospectus for Change people initiatives.</p> <p><i>Inspiring a culture of inclusivity, employee engagement, good health and wellbeing.</i></p>	

Each of these priorities covers a range of Directorate activity which is set out in more detail in the Delivery Plan in Section 6.

The diagram below shows how each Directorate Priority is linked to our Strategic Objectives and Strategic Goals (and to our Policy Priorities where applicable):

Directorate Priorities		Policy Priorities		Strategic Objectives		National Goals
<p><i>To deliver an effective, professional and innovative HR and Organisational Development service.</i></p>		<p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p> <p>6.1.2 Protect SHG, including employees and assets</p>		<p>6.1 Ensure effective governance through efficient and effective systems and processes</p>		<p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>
<p><i>To develop Leadership and Management capability and capacity.</i></p>		<p>2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes.</p> <p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p> <p>6.1.2 Protect SHG, including employees and assets</p>		<p>2.2 Improve and Build capacity of St Helena's workforce through effective investment in education and training opportunities</p> <p>6.1 Ensure effective governance through efficient and effective systems and processes</p>		<p>2. ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE</p> <p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>
<p><i>To develop an effective Workforce Planning Framework.</i></p>		<p>2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes.</p> <p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p> <p>6.1.2 Protect SHG, including employees and assets</p>		<p>2.2 Improve and Build capacity of St Helena's workforce through effective investment in education and training opportunities</p> <p>6.1 Ensure effective governance through efficient and effective systems and processes</p>		<p>2. ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE</p> <p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>

<i>To deliver the Prospectus for Change people initiatives.</i>	5.1.1 Maintain efforts to reduce prevalence of non-communicable chronic diseases	5.1 Improve the health of the community	5. ALTOGETHER HEALTHIER		
	6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change			6.1 Ensure effective governance through efficient and effective systems and processes	6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
	6.1.2 Protect SHG, including employees and assets				

6. HR and Organisational Development Department Delivery Plan

Directorate Priority 1:						
<i>To deliver an effective, professional and innovative HR and Organisational Development service.</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Implement a centralised HR Delivery Model with the introduction of HRBPs.	Director of HR&OD	1. Implementation of Centralised HR Service	1. De-centralised model (with HR Focals on Directorates)	Administration Review Undertaken	Implementation of New Structure	Maintenance of New Structure
Develop a full self-service capability utilising the Intranet.	Director of HR&OD	1. Launch of HR Pages on Intranet	1. 0% intranet pages	100% published	100% published	100% published
Finalise Code of Management.	HR Manager	1. Publication of final CoM on HR Pages on Intranet	1. 0% Published	100% published	100% published	100% published
Directorate Priority 2:						
<i>To develop Leadership and Management capability and capacity.</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Imbed the Leadership Competency Framework into	Director of HR&OD	1. Leadership Competency Framework embedded	1. 0% imbedded	100% imbedded	100% imbedded	100% imbedded

the recruitment, appraisal, and succession planning process	OD Advisor / HR Advisor / HR Manager	into the recruitment, appraisal and succession planning process				
Develop and implement the Core Leadership Programme.	OD Advisor	<ol style="list-style-type: none"> 1. Implementation of Core Leadership Programme 2. At least 80% of participants/line managers giving a positive evaluation against Kirkpatrick evaluation (level 2 'learning' and level 3 'behaviour') 	<ol style="list-style-type: none"> 1. 0% implemented 2. Not Applicable 	75% implemented 80% positive	100% implemented 80% positive	100% implemented 80% positive
Development of a Coaching and Mentoring Network.	Director of HR&OD	<ol style="list-style-type: none"> 1. 20 Coaches trained through the ILM coaching qualification 2. Implementation of Coaching and Mentoring Network across SHG 	<ol style="list-style-type: none"> 1. 0 coaches trained 2. 0% implemented 	20 Coaches Trained 100% implemented	20 Coaches Trained 100% implemented	20 Coaches Trained 100% implemented

Directorate Priority 3:						
<i>To develop an effective Workforce Planning Framework.</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Ensure effective establishment management, and associated recruitment, retention, skills development strategies are in place.	Director of HR&OD HR Manager/HR Advisor/OD Advisor	<ol style="list-style-type: none"> 1. Creation and Implementation of a revised Establishment Management Policy 2. Creation and Implementation of an updated Recruitment Policy/Toolkit 	<ol style="list-style-type: none"> 1. Not Applicable 2. Not Applicable 3. Not Applicable 	Policy 1 and 2 100% complete	Policy 3 and 5 100% complete	Policy 4 100% complete

		<ul style="list-style-type: none"> 3. Creation and Implementation of a Succession Planning (to include talent management) policy 4. Skills Development Framework created 5. Creation and Implementation of a revised Learning and Development policy 	<ul style="list-style-type: none"> 4. No Framework 5. Not Applicable 			
Ensure regular appropriate reporting and scrutiny at directorate SMT and CLG.	Director of HR&OD HR Manager	<ul style="list-style-type: none"> 1. People Metrics to be reported as part of CLG Balanced Score Card quarterly 2. Creation of a People Data Pack to be reported at SMTs quarterly 	<ul style="list-style-type: none"> 1. Not reported 2. Not reported 	<ul style="list-style-type: none"> People Metrics Developed within FY People Data Pack Developed within FY 	<ul style="list-style-type: none"> Data reported 100% of the time Data reported 100% of the time 	<ul style="list-style-type: none"> Data reported 100% of the time Data reported 100% of the time
Undertake a Pay and Allowances Review across SHG.	Director of HR&OD	<ul style="list-style-type: none"> 1. Pay and Allowances Review completed 2. Pay policy developed across all employment types, grades of pay and working patterns 	EOS 2018 'Pay*': Q1 39% Q2 26% Q3 14% Q4 20% Overall 25%	Pay and Allowances review completed and Pay Policy developed within FY	Overall Score to increase by 10% (35%)	Na
Undertake a functional / structural review of SHG.	Director of HR&OD	<ul style="list-style-type: none"> 1. Functional/structural review undertaken 	1. Not Applicable	Fit for the Future Programme Phase One complete	Fit for the Future Programme Phase Two complete	Fit for the Future Programme Phase Three complete
Ensure we can capture and report on TC Officers 'Active	Director of HR&OD HR Advisor	<ul style="list-style-type: none"> 1. Active Capacity Building strategy and plan 	1. Not reported	Active Capacity	Data reported	Data reported

Capacity' Building - Return on Investment of TC Officers to workforce development above and beyond just undertaking their role		developed and implemented with quarterly activity reports to CLG		Data Pack Developed within FY	100% of the time	100% of the time
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Directorate Priority 4:						
<i>To deliver the Prospectus for Change people initiatives.</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Roll out/embed the Mission, Vision and Values based on feedback from Staff across the organisation alongside strategic narrative/SHG 3 year strategy.	OD Advisor	1. Vision, Mission and Values rolled out across SHG	EOS 2018 'Planning': Q1 16% Q2 17% Overall 31%	Overall Score to increase by 10% (41%)	Overall Score to increase by 10% (51%)	Overall Score to increase by 10% (61%)
Develop and implement the Employee Recognition Scheme.	Director of HR&OD	1. Employee Recognition Scheme developed and agreed by CLG and ERC 2. Employee Recognition Scheme launched and imbedded in SHG	EOS 2018 'Reward & Recognition': Q1 14% Q2 65% Q3 14% Q4 25% Overall 29%	Scheme launched within FY	Overall Score to increase by 10% (39%)	Overall Score to increase by 16% (55%)
Create a diversity and inclusion Strategy and Action Plan – agreed by all stakeholders – for SHG as an employer	Director of HR&OD	1. Diversity and inclusion Strategy and Action Plan developed and agreed by CLG and ERC	1. No Strategy and Action Plan	Action Plan developed within FY	33% of Action Plan delivered	66% of Action Plan delivered

7. Financial projections:

The table below shows the HR and Organisational Development Department's financial projections for the financial year 2020/21 with a summary of outputs linked to budget submissions. Links are also made to Directorate Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2020/21 £'000	Directorate Priority	Policy Priority
Salaries	021-01103	£23,615	To deliver an effective, professional and innovative HR and Organisational Development service.	6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets
Salaries	021-01103	£24,044 £23,615	To develop Leadership and Management capability and capacity.	2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes. 6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets
Salaries	021-01103	£36,066 £23,615	To develop an effective Workforce Planning framework.	2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes. 6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets
Salaries	021-01103	£17,174 £23,615	To deliver the Prospectus for Change people initiatives.	5.1.1 Maintain efforts to reduce prevalence of non-communicable chronic diseases 6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets
Total Recurrent Allocation		£222,000		
Total Funding		£222,000		

8. Workforce Plan:

The HR and Organisational Development Department recognises that our success in delivering our Strategic Goals and achieving our Strategic Objectives and Policy Priorities depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

The Directorate's 5-Year Workforce (Action) Plan is an internal document which underpins this Directorate's Strategy and Delivery Plan.

9. Risk Management and Mitigation

The HR and Organisational Development Departments Risk Register is shown as an Appendix to this Directorate Strategy and Delivery Plan.