Operational HR Overview
What is Operational HR?

– HR Services
  • Payroll & Pensions
  • Employee Administration
  • Recruitment
  • Advisory

– Learning & Talent

– Traded Services
  • Templink
  • Corporate Investigation Team
HR Service Area Features

HR Transformation
Working together to transform Sandwell

- HR Service Centre
- Employee Self Service
- Manager Self Service
- HR Business Partners
- Learning & Talent Management
Key Milestones

- October 2010 – Transformation Completed
- July 2009 – Mar 2010 - Single Status implementation
- Oct 2009 – Present – support equal pay settlements
- 31 March 2011 – Additional Self Service delivering i-expenses, Mileage & I-recruitment
The vision behind the HR service is to create a highly efficient and responsive service which provides managers with all the information and professional advice they need to manage their staff.

• Transform Sandwell is investing in and improving the HR infrastructure which will deliver on the stated objectives of the Council for the Partnership.
How
Overall the Transform Sandwell Human Resources vision will

- Improve service provision to all Thematic Areas through tangible improvements to the delivery of HR services, for example employee enquiries, recruitment processes, performance reviews, training requests etc. will be faster than current performance levels

- Reduce service delivery costs with improved decision making with staff and managers spending less time collating data and producing information

- Reduce absenteeism through improved management information
HR Service Centre
The major strand of our HR Transformation is the development and implementation of a HR and Payroll Shared Service Centre.

• From a customer perspective the Service Centre will consist of:
  
  – An intranet site providing the widest possible range of self service information, knowledge, advice and employee administration
  – A front office team of skilled advisers, informed and supported to resolve a wide range of issues on a first call response basis
  – Specialist expert back office teams seeking to resolve more difficult issues on a first call basis and providing casework support on the genuinely complex problems
  – Back office teams to process all transactional activities that cannot be processed on line by the customer.
How the Service Centre should work:

**Stage 1**
The customer is encouraged to search the SMBC Intranet for a solution to their enquiry

**Stage 2**
The customer calls the HR Service Centre to speak to a HR advisor

**Stage 3**
Customer referred to Back Office Specialists for face to face resolution
Learning & Talent Management
What changes will you see?

- One Corporate Menu of Learning & Development options for all staff, covering all areas of training, including e-learning
- Self-service for all employees to select and register bookings for courses and learning solutions
- On-line PPD facility
- Clear personal development objectives in PPD linked to solutions in the Learning & Development Menu
- Professional pathways
How will we achieve this?

- Increasing our capacity and flexibility through bringing together Learning & Development staff into one People and Talent Development Team
- Introducing new technology to increase our efficiency, minimise paper based systems and deliver timely and accurate management information
- Redesigning our processes and ways of working to make them as efficient as possible and focussed on delivering the best service for managers and all staff in the organisation
- Changing the way we work with the organisation to take more proactive role in defining and delivering people and talent development solutions
- Management information and tools for skills and career development for all staff
Adopting a fresh new approach to the HR Service

• We've created a simpler, more customer-focussed way for you to work. Expect fewer forms, fewer phone calls and far more freedom to concentrate on what it is you do best. Namely, providing excellent services to the citizens of Sandwell.

• Through the introduction of Online Services and a brand new service centre, we are able to offer greater access to specialist services to provide quality support to managers on strategic issues.

• The day to day aspects of HR and front line advisory have been improved to ensure legally sound - operationally effective advice across a range of complex cases.
HR Self Service

For Employee & Managers
What is HR Self Service

Available Now
• Absence recording & Triggers
• Learning & Talent
• HR Dashboards
• Workforce Report
• Employee Self Service
  – Payslip
  – Change Details

Available by April 2011
• i-expenses
• Mileage Claims
• Annual Leave recording
• i-recruitment
• Authorisation to recruit
Why are we moving to HR Self Service?

Strategic
- Improved people management processes contribute towards improved Council performance
- Greater accuracy of workforce data
- Enhancement of corporate people strategies and initiatives (e.g. workforce planning, talent management)

Operational
- Improved Management Information (Real Time).
- Improved managerial control (e.g. absence) contributes to better management of performance.
- More accessible information for managers and employees

Employee
- Access to change personal information without needing to contact Employee Services
- Easy access to payslip and other employee information
# How we manage the change
## Themes, TS and Managers

<table>
<thead>
<tr>
<th>What's expected of Thematic Leaders</th>
<th>What's expected of Transform Sandwell</th>
<th>What's expected of managers</th>
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<tbody>
<tr>
<td>Raise awareness to their teams</td>
<td>Support processes will be in place.</td>
<td>Utilisation of system.</td>
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<tr>
<td>Provide sanction to proceed</td>
<td>Monitoring activity as required.</td>
<td>Responsibility for accurately recording data.</td>
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<tr>
<td>– Deliver presentation to next levels of management</td>
<td>Notice of resources that are required will be provided</td>
<td>Providing implementation resources.</td>
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<td>Contact information for training logistics</td>
<td>Schedule of training sessions will be provided</td>
<td>Manager attendance at the designated training sessions and cascading to teams</td>
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<td>Nominations for Thematic representations</td>
<td>We are going to provide the enabler (the system) and the key messages for managers to communicate.</td>
<td>Managers deliver and supporting the step change the Council requires in the management of its HR processes.</td>
</tr>
<tr>
<td>Commit to the timescales and approach</td>
<td>Develop &amp; Update HR Intranet</td>
<td>Employee attendance at ESS seminars</td>
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<tr>
<td>Commit to the governance arrangements</td>
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‘Behind the Scenes’ improvements

• Retropay – the HR system now automatically calculates back pay (by bulk or individually)

• Occupational Sickpay – we operate 2 schemes (teachers & LG Services) – this is now automated
Critical Success Factors

• Joint ownership between TS and Service users
  – Use of the systems by all Managers.
  – Use of the system by all employees.
  – Training on using new systems
  – Communications
Communications, Training and Support Plan

- Managers attending training sessions – 2 hours each
- Managers cascading sessions with employees
- Train the trainer where required
- A portfolio of training materials
  - Managers training pack
  - Drop in sessions
  - Employees training pack
  - Online documentation
  - Frequently asked questions
- Managers confirming set up of system hierarchy
High-level Outcomes

• The HR Transformation Vision is designed to transform the way HR services are delivered. Transform Sandwell continue to bring capacity and skills, and work collaboratively with Sandwell Strategic HR to realise the Council's vision.

The Sandwell MBC as a whole the HR Transformation will:

• Reduce the administrative burden of employing, managing and developing staff by achieving optimum efficiency and best value in all related processes
• Reduce the total cost of HR, enabling Sandwell to re-direct resources to corporate priorities including front line activities that will directly impact the community
• Ensure that the maximum amount of senior resource within HR is focused on the key core services of 'Strategic Personnel advice and guidance' and driving the organisation's transformation.