

“Working together because we care”

Developing a new Talent and People Strategy



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Background

In June 2016 the Board approved an ambitious five year strategy with the aim of “Reaching more people”. The strategy depends on our ability to attract and retain dedicated, caring, skilled, high-performing people across the Hospice. We needed a Talent & People Strategy (T&PS) that supports our strategic aspirations.

Aims

To develop a T&PS to ensure we have the right people with the right expertise, skills and values to meet our business needs both now and in five years’ time.

Process

We engaged a senior Human Resources/Organisation Development practitioner to work with us. We wanted them to use a rigorous and participative approach to:

- Consider what our workforce may look like in five years time – including the potential to widen the role of volunteers
- Identify gaps in skills, expertise and competencies and plans to fill them
- Challenge pre and/or mis-conceptions about structures, skill mix, role design, professional boundaries etc
- Consider talent management and succession planning so that we make best use of existing talent and capabilities

Results

- 80% of our 406 paid staff (303 FTE) and many of our volunteers participated in a “Fathoming the future” workshop, sharing ideas about what a future workplace might look like
- The top ten priorities were shaped into five ambitions for our people that underpin the T&PS and provide the structure for a series of recommendations, actions and milestones for the next three years.



These things were important to our staff

- How can the Hospice Reach more people ⁽³⁶⁾
- Working smarter/more flexibly ⁽³⁸⁾
- Collaborate - cross organisational working ⁽⁷³⁾
- Employee Wellbeing ⁽⁵²⁾
- Communications ⁽⁶²⁾

- Reward and Recognition ⁽³⁵⁾
- Growing our own talent ⁽¹¹⁹⁾
- New skills and new ways of working ⁽¹¹⁴⁾
- Information Technology to support growth of the business ⁽⁷⁴⁾
- Work environment ⁽³⁹⁾

Note: Numbers in brackets refer to the number of people who told us this.

Our five ambitions & commitments for our people

To live our I-CARE Values	To grow, nurture and sustain great leadership	To grow, nurture and sustain flexible, engaged, skilled people	To build a high performance culture	To nurture the wellbeing of our people
<p>Commitments:</p> <ul style="list-style-type: none"> • Build on our I-CARE values to include “What great managers & leaders do” • Explore cross-departmental buddying • Embed these new attributes into our job profiles and HR processes to recruit, select and develop our people • Weave the I-CARE values into 360° feedback process 	<p>Commitments:</p> <ul style="list-style-type: none"> • Strategic Leadership Development Programme • Future Leaders Programme and Senior Buddy Scheme • Stepping into Leadership Programme • Coaching Programme • 360° feedback process • Development and succession planning process and guide 	<p>Commitments:</p> <ul style="list-style-type: none"> • Hospice development programme • Augmented Apprenticeship Programme • Graduate Traineeships • Regular and often development conversations • New skills and new ways of working and training to help our people meet our new challenges • Build further on our mix of staff and volunteers to resource our services 	<p>Commitments:</p> <ul style="list-style-type: none"> • Internal communications developments • Empower and enable our people to share ideas about service improvements • Explore scope for staff to volunteer in other parts of the Hospice • Ensure a creative remuneration package which enables us to attract and retain good people • Ensure our culture and practice of thank yous reaches every team • Everyone’s objectives to link to the five year strategy 	<p>Commitments:</p> <ul style="list-style-type: none"> • Encourage smarter/flexible working where this can be accommodated • Promote our existing free employee counselling scheme, mental health at work training, regular mindfulness and resilience sessions, healthy eating programmes and Schwartz Round sessions • Provide a safe, welcoming and well-equipped work environment

Conclusion

By developing a T&PS in a structured and participative way we have a framework that enables us to make decisions around structures, skill mix, and succession planning and at the same time focus on the priorities that are most important to our staff, all in the context of an overall plan which will best assure the success of our new strategy.