# Activity 13.0: Human Resources

## Accountable Manager: Chris Till

### What services are provided?

- Supporting organisational culture and capability; including learning, people and leadership development
- Remuneration Support
- Human Resources Operational Support and Advice, including people information management, employee documentation, payroll liaison, administration support and recruitment
- Health, safety and well being support/Legal Compliance
- Employment Relations/Legal Compliance

### Why do we provide these services?

Human Resources provide these services internally for a variety of reasons:

- To assist and support managers to consistently resource, lead, develop and grow people within the organisation. This ensures that the Council has current and future organisational capability to plan and deliver the Council's Vision, Strategy, Activity Management Plans and the Long Term Plan
- To assist and support managers in complying with legal and "good employer" requirements
- To assist and support the Council's focus on continuous improvement
- To lead and co-ordinate collective employee relations and negotiations
- To ensure a safe and healthy workforce environment with emphasis on people's overall well-being as a precursor to people being engaged and satisfied in their work environment and culture

The provision of these in-house services centrally as a shared service is far more efficient, focussed and conducive to consistency, control, visibility and fairness of approach than a de-centralised model.

| What outcomes are we trying to achieve? | How do the services contribute to desired outcomes? |
|---|---|
| *Human resources services support the delivery of Council activities and services to the community, and thus contribute to all community outcomes.* | |
| Christchurch City Council needs to be both a "best employer" and ensure statutory obligations are met by the Council. Increased productivity, customer service, capability, innovation and safety are the ultimate outcomes. | *Human resources services serve to develop organisational culture and Engagement and ultimately organisational capability, productivity, customer service, safety and innovation. Human Resources develop and implement high-quality people strategies, tactics and leadership/management practices that support the vision and objectives of the Council. They also support the organisation to understand and comply with relevant employment legislation.* |

**Which group or section of the community will benefit from this activity?:**

- The Chief Executive Officer, the Executive Team, Managers, Team Leaders and staff of the Council.

**Key legislation:**

- Health and Safety in Employment Act 1992
- Employment Relations Act 2000
- Local Government Act 2002

## Customer

***What business results must we deliver to our customers, to deliver on the outcomes?***

## Non- LTP Performance Standards

| Non-LTP Performance Standards | Current performance | Benchmarks | Recommended LOS | Rationale | LTP Committee Direction |
|---|---|---|---|---|---|
| **Supporting organisational culture and capability** | | | | | |
| 13.0.1<br>Support improvement of staff Engagement | Engagement score<br>2012: 58%<br>2011: not surveyed<br>2010: 54%<br>2009: 55%<br>2008: 45% | Current Local Government Australasia sector average 50%<br>Current best practice score Aus/NZ >65% (Best Employers 2010 74%) | Improve overall Engagement score each year:<br>• 2014 to 65%<br>• 2015 to 67% | Engagement provides an internal measure of how much staff want to, and actually do, take action to improve the Council's organisational results. A strong positive correlation between Engagement, productivity, customer service, health and safety and achievement of business results exists.<br><br>Each Human Resources Manager to support their designated Group(s) to increase their target, in turn achieving an overall Engagement score.<br>Combined Engagement score is a strong indication of the support and focus provided by the Human Resources Managers across the organisation. | ***Accepted*** |
| 13.0.3<br>Support implementation of organisation wide learning and development | Learning and development Engagement survey driver result<br>2012: 64% | Learning and development Engagement survey driver result for New Zealand average 2011 56% as at September 2012 | 13.0.3.1<br>Achieve 65% in learning and development Engagement survey driver question<br><br>13.0.3.2<br>Achieve 85% positive feedback from participants attending training programs | Programmes that deliver effective learning outcomes alter over time in accordance with environmental drivers and organisational imperatives. For this reason, programmes need to be regularly reviewed, feedback acted upon as quickly as possible, redundant programmes ceased and emerging areas of need catered for. | ***Accepted*** |

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## Non- LTP Performance Standards

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|---|---|---|---|---|---|
| **Supporting organisational culture and capability (cont'd)** | | | | | |
| 13.0.10 Develop leadership capability | Current rating is 99% positive feedback from attendees on leadership programmes | | Maintain at least 90% positive feedback in the use of information or ideas (being a rating from somewhat to greatly) from participants attending annual Team Leader and Senior Manager Workshops | Developing leadership capability helps drive overall Engagement score, productivity and retention. | ***Accepted*** |
| 13.0.11 Support culture change | Culture change programme delivered annually | | Continue culture change programme | | ***Accepted*** |
| 13.0.12 Support performance | Retention programme delivered annually | | Maintain retention programme | Retention programme includes leadership programme, engagement actions, market-based remuneration framework, staff well-being programme, ***and five paid staff support days in the 2013/2014 year.*** | ***Reference to staff support days added*** |
| **Remuneration Support** | | | | | |
| 13.0.13 Support managers with remuneration advice and processes | Compensation (Pay) Engagement survey driver result for 2012: 48%<br><br>New measure<br><br>New measure | Current Local Government Australasia sector in Compensation (Pay) Engagement survey driver question average 47% (Best Employers 2010 60%) | 13.0.13.1<br>Achieve 50% result in Compensation (Pay) Engagement survey driver question<br><br>13.0.13.2<br>Ensure 85% of new managers attend remuneration training<br><br>13.0.13.3<br>Achieve 85% satisfaction result in internal remuneration review survey | A shared service model for remuneration ensures consistency, efficiency and minimises risk.<br>Feedback on the overall HR Shared Service provision will be identified by an internal feedback survey. | ***Accepted*** |

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## Non- LTP Performance Standards

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| **Human Resources Operational Support and Advice** | | | | | |
| 13.0.2<br>Support increase in People (HR) Policies and Procedures Practices score in Engagement survey | People (HR) Policies and Procedures Practices score<br>2011/12: 50%<br>2010/11: not surveyed<br>2009/10: 42%<br>2008/09: 44% | Current Local Government Australasia sector average 42% (Best Employers 2010 73%) | Improve results of the People (HR) Policies and Procedures Practices Engagement driver question each year :<br>2013/14 - to 58% by May 2014<br>2014/15 - to 62% by May 2015<br>*2015/16 - to 66% by May 2016* | Provides internal measure of how satisfied staff are with the application of the policies and procedures that effect their employment experience. | ***Accepted*** |
| 13.0.5<br>Provide a Human Resources service that best meets our Customers' business needs | Internal Shared Services Survey<br>2011/12: 76% | Satisfaction rating from Internal Shared Services survey | Improve/maintain satisfaction rating in internal shared services survey each year:<br>2013/14 to 85%<br>2014/15 to 90%<br>*2015/16 to 90%* | Modern, progressive HR services work out, proactively, what internal service customers want and how Human Resources are delivering to requirements and improving over time. | ***Accepted*** |

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|---|---|---|---|---|---|
| **Human Resources Operational Support and Advice (cont'd)** | | | | | |
| 13.0.6<br>Support managers with the production and maintenance of employee documentation | 2011/12: 100%<br>2010/11: 85%<br>2009/10: 85%<br><br>2011/12: 100%<br>2010/11: 85%<br>2009/10: 85% | Satisfaction rating from Internal Shared Services survey | 13.0.6.1<br>Process 85% of offer letters within one full working day (following receipt of required approval, via online form)<br><br>13.0.6.2<br>Process 85% of other letters within two full working days (following receipt of required approval, via online form)<br><br>13.0.6.3<br>Acknowledge and/or resolve 85% of all customer enquiries within two full working days | A shared service model for HR Administration ensures visibility, control, consistency, efficiency and minimises risk.<br>Feedback on the overall HR Shared Service provision will be provided via the Internal Shared Service Survey. | ***Accepted*** |
| 13.0.7<br>Support managers with advertising, recruitment and selection processes | 2011/12: 100%<br>2010/11: 90%<br>2009/10: 85%<br><br>2011/12: 100%<br>2010/11: 85%<br>2009/10: 85% | Satisfaction rating from Internal Shared Services survey | 13.0.7.1<br>Place 90% of advertising on the Council's website within two full working days (following receipt of required approval, via online form)<br><br>13.0.7.2<br>Arrange 85% of interviews within four full working days (following receipt of the interview shortlist matrix from the hiring manager)<br><br>13.0.7.3<br>Offer 85% of new managers individual support with their first recruitment process<br><br>13.0.7.4<br>Acknowledge and/or resolve 85% of all customer enquiries within two full working days | A shared service model for recruitment ensures best practice processes, is efficient for managers, improves visibility, control and leadership capability and minimises risk. | ***Accepted*** |

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| **Human Resources Operational Support and Advice (cont'd) - Reporting** | | | | | |
| 13.0.14<br>Support managers with HR Reports and advice | Provide regular reports including :<br>Monthly – Unit People management reports, reports to manage leaves, casuals, turnover<br><br>Six/nine monthly Unit People Management Report<br><br>PR&D Status Reporting (eight weeks prior to review)<br><br>Annually – workforce planning and Engagement Reporting<br><br>Ad Hoc Reports - Earthquake related, Audit required, management required | Satisfaction rating from Internal Shared Services survey | 13.0.14.1<br>Deliver 85% of HR Reports within agreed timeframes<br><br>13.0.14.2<br>Acknowledge and/or resolve 85% of all customer enquiries within two full working days | A shared service model for reporting ensures consistency, efficiency and minimises risk. | ***Accepted*** |
| **Human Resources Operational Support and Advice (cont'd) - HR Advisors** | | | | | |
| 13.0.15<br>Support Managers with HR advice | Internal Shared Services Survey<br>2011/12: 76% | Satisfaction rating from Internal Shared Services survey | Acknowledge and/or resolve 85% of all customer enquiries within two full working days | A shared service model for HR Advisor advice ensures consistency, efficiency and minimises risk. | ***Accepted*** |

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| **Health, safety and well being support / Legal Compliance** | | | | | |
| 13.0.4<br>Maintain and achieve tertiary level in the ACC Partnership Programme | Tertiary level in the ACC Partnership Programme achieved consistently since 2002 | ACC Partnership Programme Audit Standards | Maintain and achieve tertiary level in ACC Partnership Programme | Provides independent benchmark for health and safety and injury management across New Zealand workplaces. Encourages continuous improvement to achieve best practice. | ***Accepted*** |
| 13.0.9<br>Meet legal obligations under Health and Safety legislation | No Prosecutions under Health and Safety Legislation | Health and Safety in Employment Act 1992 | 13.0.9.1<br>Meet all obligations under Health and Safety legislation<br><br>13.0.9.2<br>No prosecutions under Health and Safety legislation | | ***Accepted*** |
| **Employment Relations / Legal Compliance** | | | | | |
| 13.0.8<br>Meet legal obligations under NZ Employment Law | 100% compliance | No benchmarks | Meet all obligations under employment relations legislation | Providing strategic employment relations (ER) advice to CEO, GMs and HR Team as appropriate. Providing day to day ER advice to HR Managers and Line Managers.<br>Ensuring policies, employment agreements and processes are legally compliant across the organisation, maintenance of constructive relations with Unions, resolution of employment related disputes, personal grievances and collective bargaining, employment institutions (mediation, authority, court) matters addressed and advocated where required.<br>Current practice and arrangement works well, provides a high level of service and minimises potential risks to the organisation. | ***Accepted*** |