

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY	
	HUMAN RESOURCES COMMITTEE	
date	4 April 2007	agenda item number

REPORT OF THE DEPUTY CHIEF FIRE OFFICER

HUMAN RESOURCES STRUCTURE

1. PURPOSE OF REPORT

To update Members of the plans to formulate and update the Human Resources (HR) department structure and to gain approval to instigate processes to implement the structure.

2. BACKGROUND

During 2006, following a report to the Fire & Rescue Authority, PricewaterhouseCoopers (PwC) were commissioned to produce a report reviewing the Nottinghamshire Fire & Rescue Service HR function. One of the key recommendations of that report was that a new HR structure be implemented. This report details how a process to action this recommendation has been formulated.

3. REPORT

Process

3.1 In order to develop and formulate a structure which would address the specific and overall issues identified within the PwC report, the following activities were undertaken :

- An analysis of the existing structure at Appendix A was undertaken. This was done through day to day interaction with the HR team, individual and group discussions with team members, and in-depth discussion with senior team members. This information was analysed and evaluated to determine what an HR structure would need to provide within NFRS.
- Following circulation of the existing and PwC proposed HR structures, written and verbal feedback from those listed below was considered and evaluated :
 - SMT members
 - HR team
 - Safety Services
 - UNISON

- Analysis of PwC proposed structure – PwC met with the Interim Head of HR and the majority of the HR team in order to explain in more detail the rationale underpinning the PwC proposed structure (Appendix B) and also to discuss ways in which it could accommodate, or be adapted to accommodate practical and operational considerations.
- Analysis of structures employed in other Fire and Rescue Services; HR structures employed in both Leicestershire and Northamptonshire were obtained and considered to compare against proposed structures which may be employed in NFRS.
- Consideration of HR structures from other organisations; Analysis from HR structures employed in other Public and Private sector organisations.

Outcomes

3.2 Based on the feedback and analysis of the information and feedback above, a new HR structure was discussed and debated within the HR team. As an outcome of these discussions the proposed structure (Appendix C) was the final outcome. The main differences to the proposed PwC structure are highlighted below :

- HR Manager Operations – this is a new role and reports to the Head of HR. It is reported to by the three “HR Manager” roles in the PwC structure, now re-named “Senior HR Officers”. In addition to providing leadership, co-ordination and support to the three Senior HR Officers, the role will also liaise at senior and other levels with Safety Services to ensure the continued effective operation of relationships between the two functions. The role will also provide an effective link to Trade Union representatives.
- HR Services Officer – this role is named “HR Services Team Leader” in the PwC structure, but is renamed and the role enhanced in this structure in order that it may take greater responsibility for the provision and management of HR services, both within and external to the HR function. This role will report for line management (but not service provision purposes) through the HR Manager (Corporate) in order to give better balance of line manager duties within the structure,
- HR Support Officer – termed “HR Officer” in the PwC structure. This has been reduced from two roles to one, based on assessment of need. The emphasis of the role has changed to reflect a first point of contact provision, helping to manage, prioritise and deal with incoming workload.
- HR Services Administration – the proposed structure increases this provision to three and a half roles instead of two. This is based on assessment of need.
- As the Equalities and Employee Relations Officers have a function-wide and organisation-wide responsibilities, these roles now report directly into the Head of HR.

- 3.3 It is important that an early and ongoing review process is put in place to consider the effectiveness of this structure, as there are real possibilities, as existing heavy workloads reduce, the structure and its roles may be amended
- 3.4 A summary primary purpose for all roles in the structure has been formulated. (Appendix D). These will be developed, along with full Job Descriptions and Person Specifications

4. FINANCIAL IMPLICATIONS

The structure will need to be costed once all appropriate roles are put through the job evaluation process. In addition, any new posts will need to be equally costed and evaluated.

5. PERSONNEL IMPLICATIONS

Those employed within the function have been fully consulted through this process.

6. EQUALITY IMPACT ASSESSMENT

All procedures used in populating the structure have an Equality Impact Assessment.

7. RISK MANAGEMENT IMPLICATIONS

The report by PwC identified that the Service was “at risk” if actions were not taken to improve how the department worked. This revised structure is part of that process of improvement. By implementing this structure the department should be able to meet the current challenges more effectively and reduce the risk of claims through employment tribunals and other legal processes.

8. RECOMMENDATIONS

That Members consider and approve the proposed structure (Appendix C) to which appropriate consultation and implementation processes will be applied.

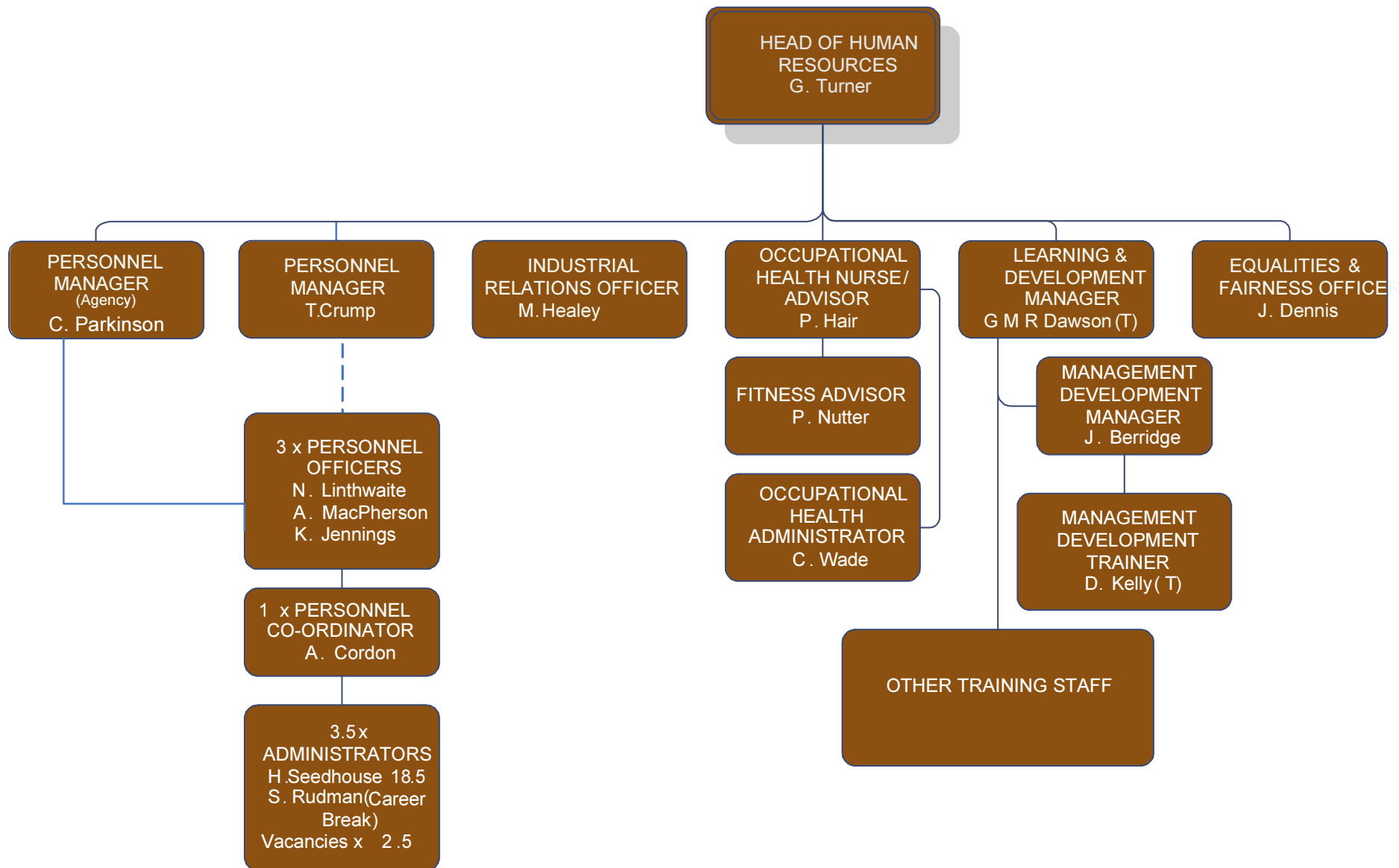
9. LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS (OTHER THAN THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION)

None.

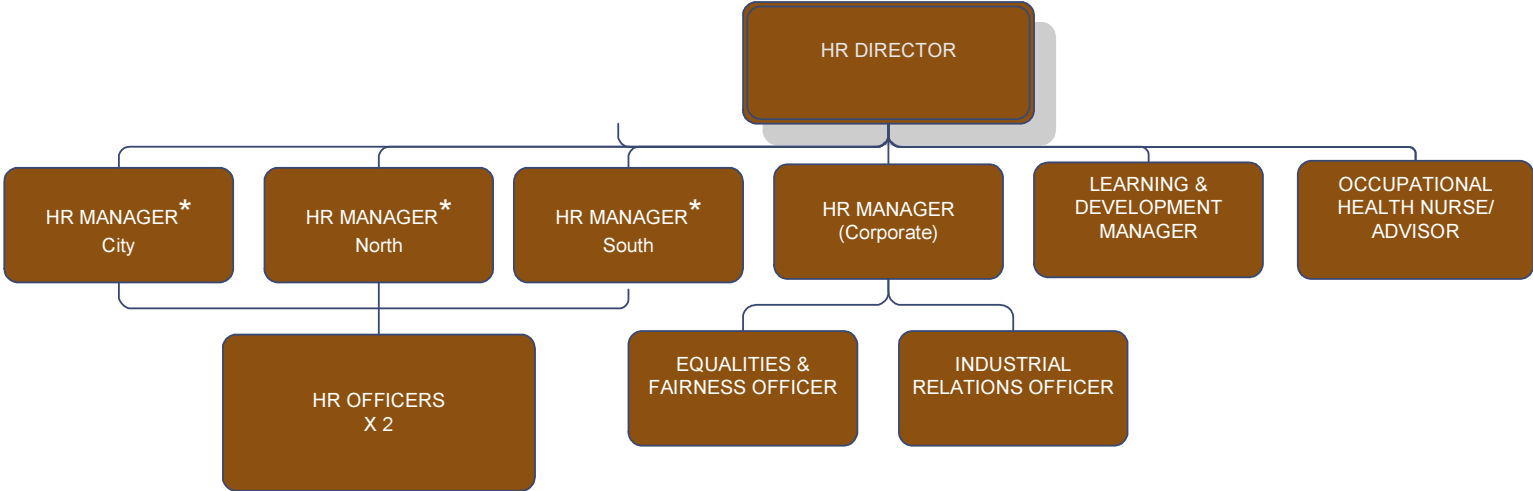
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Present Human Resources Structure

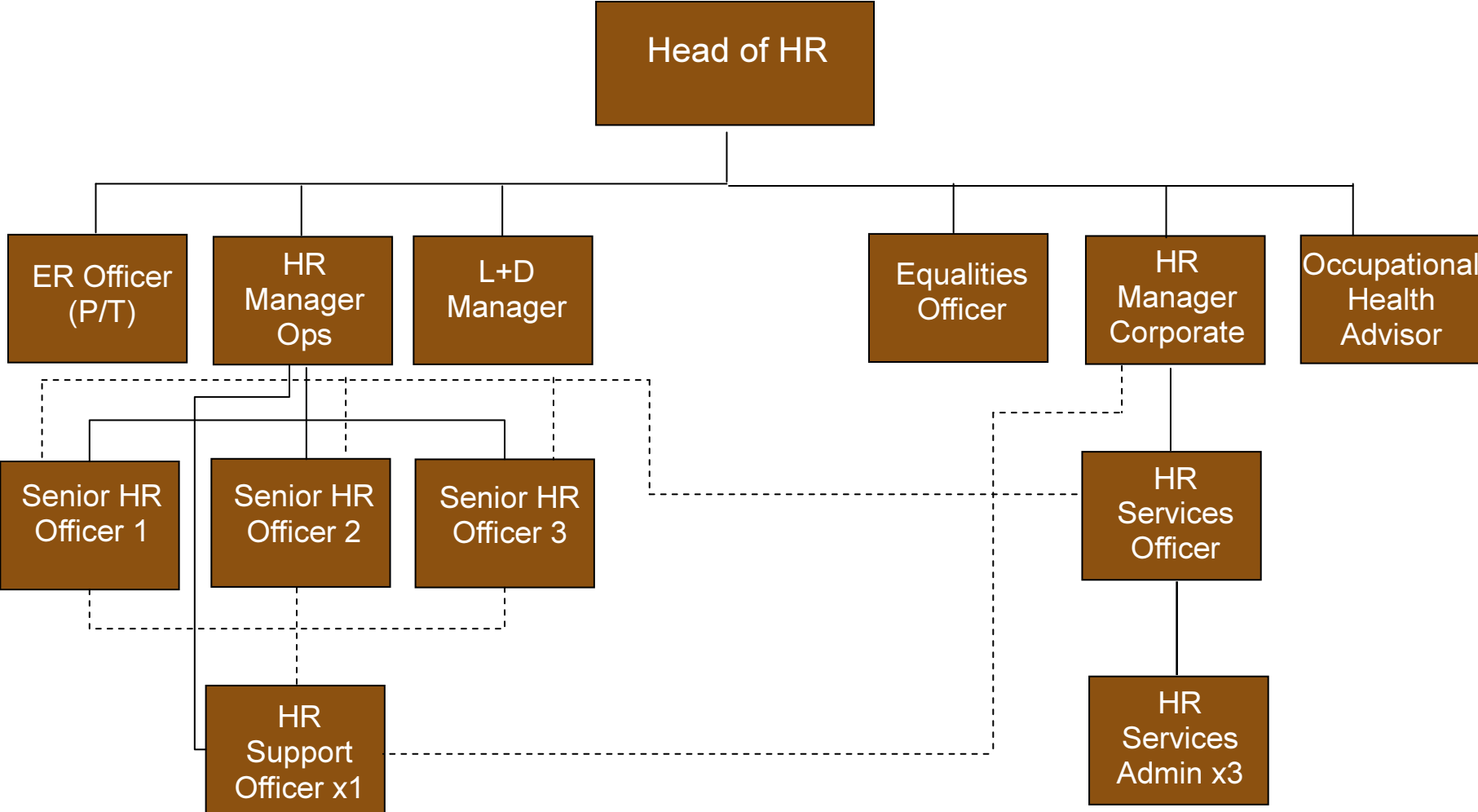


Proposed HR Structure



* Control, training centre & HQ staff to be allocated to the 3 HR Managers

Proposed HR Structure – Draft for further internal discussion



HR DEPARTMENT ROLES, PRIMARY PURPOSE

Head of HR

Member of SMT, provides input, advice and guidance on all HR, Training and Occupational Health issues

Responsible for ensuring that strategic direction of the Department complements organisational strategy

Acts as primary contact with all Regional and external bodies

Responsible for management of the Department and staff, providing leadership, guidance, support and appropriate resources

Leads Senior HR team

HR Manager Corporate

Member of Senior HR team provides input, advice and guidance on all non operational HR issues

Member of PACT

Co-ordination of all Departmental business planning

Co-ordinates relevant Departmental and Organisational activity relation to Policies, Procedures and HR related Best practice, Legislation and Regulatory guidance

Responsible for overall management of the HR services function and staff, providing leadership, guidance, support and appropriate resources

Deputises for Head of HR, in their absence, or by specific delegation

HR Manager Operations

Member of Senior HR team provides input, advice and guidance on all operational HR issues

Co-ordination of structures, processes and communication with relevant Operational Managers

Co-ordinates relevant Functional activity relation to Operational processes and practices

Responsible for overall management of the HR Operational function and staff and providing leadership, guidance, support and appropriate resources

Senior HR Officer

Provides operational HR advisory and support service to relevant Uniformed and non-uniformed managers for defined elements of the organisation

Supports fellow Advisory and other colleagues, where appropriate

Where defined, responsible for management of the HR support function staff and providing leadership, guidance, support and appropriate resources

HR Services Officer

Manages general administrative and clerical support for HR Corporate and Operational functions

Specific responsibility for co-ordination of clerical and administrative aspects for specific activity, such as recruitment, pensions

Responsible for management of the HR services function staff and providing leadership, guidance, support and appropriate resources

HR Support Officer

Acts as first point of contact for internal customers to the HR Operational function, to enable effective and speedy communication of issues, or to provide advice and guidance, commensurate with knowledge and expertise

Provides practical and specific clerical and administrative support for the HR Operational and Corporate functions

HR Services Admin

Provision of a full range of administrative and clerical support to the HR function, to encompass specific activity, as requested, or directed.

Provide cover for role colleagues as and when required

Employee Relations Officer

Provide advice and guidance to Managers at all levels on all ER related matters. Proactively promote good employee relationships through establishment and maintenance of formal and informal communication networks.

Chair/input to formal/informal meetings with employee representatives.

Equalities Officer

Provide advice, interpretation and guidance on all existing and new equality and diversity issues, (including legislation) which may impact the service.

Proactively provide guidance and practical assistance to ensure that all in the organisation are able to fulfil their obligations in relation to equality and diversity and to ensure that compliance is monitored.

Learning and Development Manager

Manage the provision and delivery of all internal training and development and interface with external provision, where appropriate.

Liaise with all relevant managers to ensure that training and development need is identified and fulfilled as appropriate

Occupational Health Advisor

Manage the provision and delivery of all internal occupational health services and interface with external provision, where appropriate.

Liaise with HR department and relevant managers to ensure that employees are able to have optimum access to preventative, diagnostic and remedial OH provision.