

# REPORT TO CABINET

REPORT OF:      CORPORATE MANAGER – HUMAN RESOURCES &  
ORGANISATIONAL DEVELOPMENT

REPORT NO.      HR&OD71

DATE:              11<sup>TH</sup> OCTOBER 2004

<b>TITLE:</b>	Draft People Management & Workforce Development Strategy
<b>FORWARD PLAN ITEM:</b>	HR Strategy
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	17 <sup>th</sup> July 2004
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Policy Framework Proposal

<b>COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Councillor Linda Neal
<b>CORPORATE PRIORITY:</b>	No
<b>CRIME AND DISORDER IMPLICATIONS:</b>	None
<b>FREEDOM OF INFORMATION ACT IMPLICATIONS:</b>	None
<b>BACKGROUND PAPERS:</b>	Pay & Workforce Strategy for Local Government – ODPM – March 2004 CPA Workforce Development Planning Guidance – Employers Organisation – May 2004 Conclusions of the Consultation Programmes and the approval of the Council's Corporate Planning Arrangements – Chief Executive – May 2004

## **Purpose of Report**

1. The purpose of this paper is to introduce drafts of these two documents for Cabinet consideration. The People Management Strategy is a base document on which the Workforce Development Plan is based. The people strategy concerns the management and development of members (as leaders) and employees.

## **Recommendations to Cabinet**

2.
  - (1) I commend the people management vision described on page 3 of the report. I ask Cabinet to agree it.
  - (2) Confirm agreement as to where HR should be positioned in the organisation.
  - (3) Agree the overall structure of the Strategy document.
  - (4) Agree the contents of both the documents.

## **Brief Commentary**

3. I have attempted to link these documents to the Council's corporate planning arrangements and also to the Local Government Pay and Workforce Strategy. The national strategy itself borrows from the Local Government Pay Commission of 2003. The strategy therefore includes those issues of importance which have been identified locally – naturally local considerations predominate.
4. I hope you will be able to identify an overriding theme running through the strategy encompassed in the people management vision statement. I might have said in that “what is good for the employee is good for the organisation and what is good for the organisation is good for the employee”. This may be an oversimplification but it is a theme. This derives from the concept of HRM (Human Resource Management) and the distinction between “hard” and “soft” HR approaches. The hard approach emphasises that people are important resources through which organisations achieve their objectives. They have to be acquired, developed and deployed in ways that will benefit the organisation. Hard HRM focuses on the quantitative calculative aspects of managing human resources.
6. The soft approach<sup>(1)</sup> involves “treating employees as valued assets” who help achieve organisational objectives “through their commitment, adaptability and high quality (of skills, performance and so on)”. It views employees as “means rather than objects”. It focuses on gaining commitment. Culture plays a key part in this.
7. This strategy contains both hard and soft approaches but leans towards the soft.

**Comments of Director of Finance and Strategic Resources**

8. None.

**Comments of Corporate Manager, Democratic and Legal  
Services (Monitoring Officer)**

9. None.

**CHRIS SHARP  
CORPORATE MANAGER  
HUMAN RESOURCES & ORGANISTIONAL DEVELOPMENT**

<sup>(1)</sup> The Key to Improve Business Performance (Armstrong & Barron, CIPD 2002)