



**STAFF COMMISSION FOR  
EDUCATION AND LIBRARY  
BOARDS**



**BUSINESS PLAN 2007/2008**



**A copy of this report can be made available, on request, in alternative formats including in large print, in Braille, on computer disc, on audio cassette and in minority languages for those who are not fluent in English.**

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## CONTEXT

This Business Plan is based on the assumption that, with effect from 1 April 2008, the Staff Commission will cease to exist as “... some of the Commission’s functions will be absorbed into the new Education Authority, while others will no longer be required.” (Minister’s statement 22 November 2006).

Preparations for the establishment of the Education and Skills Authority and the regional Library Authority will have a major impact on the Commission’s priorities in 2007/08. The Commission looks forward to collaborating with the ESA Implementation Team in taking forward the many complex HR issues associated with the sweeping changes in the administration of education.

This Business Plan will be kept under review to reflect changing priorities.

## BUSINESS PLAN 2007/08

This Business Plan shows how the work of the Commission during 2007/2008 will contribute towards the achievement of the Commission’s strategic objectives.

All the objectives and targets are set on the basis of what is achievable in one year and within the current funding/staffing allocation.

A hierarchical approach is adopted:

- the appropriate strategic objective is stated;
- associated objectives are identified;
- the key performance indicator (KPI) for each objective is specified.

## **Objective 1**

### **Review of Public Administration (RPA) - Implementation Arrangements**

Work in partnership with the Department of Education, the Education Employing Authorities, the Trade Unions, the Public Service Commission (PSC) and other stakeholders to help achieve the human resource objectives of the RPA.

#### **Associated objectives:-**

#### **1.1 To assist the Education and Skills Authority Implementation Team to identify, develop and implement human resources proposals for dealing with the impact of RPA on all affected Education Sector staff.**

KPI Identify, develop and implement Human Resources proposals for dealing with the impact of RPA on all Education Sector staff affected by RPA.

KPI Identify, analyse and present proposals for dealing with the HR terms and conditions and policies and procedures that exist across the Education bodies.

KPI In line with the Public Service Commission's Guiding Principles and DE's Communication Strategy, develop and follow an HR Communications Plan that includes consultation with, and involvement of all HR Stakeholders across the Education Sector.

KPI To meet the comprehensive application of Section 75 obligations across the Education Sector.

#### **Equality Agenda**

KPI Provide advice on equality to ensure that equality considerations are central to the decision making process.

KPI Develop a draft Equality Plan for consideration by ESAIT.

KPI Assist ESAIT in the implementation, monitoring and review of its Equality Action Plan.

KPI Assist ESAIT in the screening and/or EQIA of HR RPA policies.

KPI Advise on equality training requirements and facilitate training as necessary.

## **Communications**

KPI Contribute to the development of an overarching communications strategy and plan.

KPI Assist, as required, in the dissemination of information to the education sector.

### **Objective 2**

#### **Code of Procedures on Recruitment and Selection**

To ensure that the Education and Library Boards provide fair and equal treatment for all employees and potential applicants by actively promoting best practice.

#### **Associated objectives:-**

##### **2.1 Facilitate and monitor the implementation of the Code**

KPI Review, in consultation with the Boards' Chief Administrative Officers and the Human Resource Managers, the application of the Code in the context of the Education Sector Policy on the Control of Vacancies, efficiency measures including inter-Board service sharing and the development of HR policies in the lead-up to the establishment of the Education and Skills Authority and the Library Authority.

KPI Provide advice and guidance on best practice in recruitment and selection.

KPI Provide training to Board officers and Members in implementing the Code.

KPI Monitor the implementation of the EQIA of the re-drafted Code.

##### **2.2 Appoint officers of the Staff Commission as Observers at shortlisting/interview panels across the Education and Library Boards to ensure that the Code is adhered to**

KPI Monitor feedback from Observers on the effectiveness of the recruitment and selection process.

**2.3 Appoint Assessors, as required, to provide advice on the professional and technical suitability of applicants for appointments and ensure that the Assessors receive appropriate briefing**

KPI Monitor feedback from the Education and Library Boards in relation to the performance of Assessors in the recruitment and selection process.

**Objective 3**

**Industrial Relations**

To ensure that suitable machinery and mechanisms exist for negotiating the terms and conditions of employment for all officers of the Education and Library Boards.

**Associated objectives:-**

**3.1 Ensure that the Joint Negotiating Council (JNC), its Executive Committee and the Senior Management Pay Review Panel (SMPRP) are effective in negotiating the terms and conditions of service of Board Officers.**

KPI Provide an independent joint secretariat, research and advisory facility to the JNC, the Executive Committee and related sub-groups, including preparation and issue of agenda and minutes.

KPI Ensure that the JNC is consulted, as appropriate, on Commission initiatives.

KPI Provide chair, research, secretariat and advisory facilities to the Senior Management Pay Review Panel.

KPI Monitor the progress of the negotiating bodies and the SMPRP in line with the Commission's statutory responsibility.

KPI Report to the Commission on the operation of the negotiating bodies and the SMPRP on an ongoing basis.

**3.2 Provide an advisory and support service to the Education and Library Boards and the Trade Unions on the implementation of employee relations policies and procedures.**

KPI Contribute to the formulation of policies which impact on the conditions of service of Education and Library Board staff and Commission staff.

KPI Through participation in the LRA Working Group, identify options for simplifying and improving all aspects of employment dispute resolution.

KPI Review appropriate policies in conjunction with the arrangements for implementing the Review of Public Administration.

KPI Maintain a database of terms and conditions of service of officers of Education and Library Boards and other relevant human resource and industrial relations matters.

KPI Record and monitor the information sought and advice provided to users of our service.

KPI Acknowledge requests for advice within 3 working days.

### **3.3 Assist in the on-going implementation of the Single Status Agreement.**

KPI Provide a research, training and advisory service to Management and Trade Unions on specific initiatives related to the Single Status Agreement, i.e., harmonisation of terms and conditions of service for staff, working arrangements and pay reviews.

KPI Participate in and, where appropriate, chair the various working parties/sub-groups related to the Single Status Agreement.

KPI Assist in the ongoing EQIA on the implementation of the Job Evaluation Schemes.

### **3.4 Maintain and extend links with public, private and voluntary sector organisations to promote best practice in Industrial Relations and Human Resources Management.**

KPI Consult with relevant organisations e.g., Labour Relations Agency, Chartered Institute of Personnel and Development, on the implementation of industrial relations legislation and employee relations initiatives in order to advise and inform the Education and Library Boards.

KPI Review and publicise, as appropriate, employee relations initiatives adopted in other employment areas.

## **Objective 4**

### **Training and Development**

To provide training, support and guidance in relation to new initiatives, organisational development and human resources management in order to ensure that professional standards are achieved and maintained.

#### **Associated Objectives:-**

#### **4.1 Ensure the application of best practice and procedures in relation to new initiatives, organisational development and human resources management.**

KPI Develop and promote a range of advisory and information materials in partnership with other employers/sectors to ensure best practice across a range of issues with particular focus on the management of change in the context of the Review of Public Administration.

#### **4.2 Provide appropriate training, support and guidance in relation to new initiatives.**

KPI Provide advice and assistance to the Education and Library Boards in relation to the implementation of new initiatives.

KPI Develop and pilot training programmes in support of Commission and Board initiatives e.g., industrial relations, equality, and human resources issues.

KPI Evaluate the effectiveness of the Commission's training and development opportunities.

## **Objective 5**

### **Promoting the Staff Commission**

To promote the role and positive image of the Staff Commission

#### **Associated Objectives:-**

##### **5.1 Develop mechanisms to share best practice with other public authorities**

KPI Maintain and develop links with statutory agencies and public authorities to share best practice models, policies and procedures.

KPI Identify opportunities for joint initiatives and promote joint events.

##### **5.2 Promote the positive image of the Staff Commission**

KPI Publicise information on the Commission's functions and current initiatives via its website.

KPI Gain positive media coverage of Commission events, including the launch of documents/initiatives.

KPI Respond positively to opportunities across the public service for the Commission's resources to be used effectively by outside agencies.

## **DEVELOPING ORGANISATIONAL EFFECTIVENESS**

The Chief Executive/Secretary and all staff are responsible for ensuring that the Corporate and Business Plans are supported through the provision of an effective, efficient and high quality service.

## **ASSOCIATED BUSINESS PLAN OBJECTIVES 2007/08**

**Encourage and assist staff to develop their knowledge and skills to contribute to both personal and organisational improvement.**

- KPI Provide awareness sessions for all staff on the Commission's Corporate and Business Plans.
- KPI Monitor and review the system to ensure that IIP standards are maintained in line with our post-recognition review.
- KPI Provide appropriate opportunities for staff to meet their identified training and development needs and ensure that they are equipped to meet the challenges/opportunities presented by the introduction of the Education and Skills Authority.

**To provide a high standard of service and value for money**

- KPI Maintain and, where possible, improve levels of service provision.
- KPI Evaluate progress in meeting key corporate and business objectives.
- KPI Ensure the cost effective use of resources and the provision of value for money.
- KPI Update all financial policies and procedures in line with Audit Office and Internal Audit recommendations.

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