



STAFF COMMISSION FOR EDUCATION AND LIBRARY BOARDS



OPERATIONAL PLAN 2004/2005



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.

The Chief Executive/Secretary and staff are responsible for ensuring that the Commission's three year Corporate Plan is supported through the provision of an effective, efficient and high quality service. The Operational Plan 2004/2005 describes the activities and performance indicators for each objective in the 2003/2006 Corporate Plan. In implementing this plan the Commission will demonstrate its commitment to effective and professional service delivery.

OPERATIONAL PLAN 2004/2005

This Operational Plan shows how the work of the Commission during 2004/2005 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;
- key associated objectives are indicated;
- the key performance indicator (KPI) for each objective is specified.

Objective 1 – Promoting Equality of Opportunity and Good Relations

To assist the Education and Library Boards in mainstreaming equality to ensure that equality is central to the policy making process and to encourage an organisational culture where diversity and good relations are valued.

Associated objectives:-

1.1 Assist in the strategic management and the effective implementation of the Boards' statutory equality duties.

KPI Co-ordinate the programme of work linked to the Statutory Equality Duty to ensure a co-joined approach across the Education and Library Boards and within the 'education community'.

KPI Participate, as required, in the screening of inter-Board policies.

KPI Assist the Education and Library Boards, the Department of Education and the Department of Culture, Arts and Leisure in the completion of Equality Impact Assessments.

KPI Prepare progress reports on the implementation of the Statutory Equality Duty for the Education and Library Boards.

KPI Monitor and review the implementation of the Statutory Equality Duty across the five Education and Library Boards.

1.2 Assist in the development and implementation of good relations and diversity policies in all aspects of human resources management.

KPI Develop and promote a range of advisory and information materials to promote best practice on employment equality issues in the Education and Library Boards.

1.3 Enhance relationships with community and voluntary groups, in particular, those representative of the nine categories of persons identified in Section 75 of the Northern Ireland Act 1998.

KPI Co-ordinate the programme of work of the Joint Consultative Forum established as a result of the mid term review of the consultation strategy.

KPI Explore, in partnership with "trade unions and the community/voluntary sectors" opportunities for partnership working to implement the equality duties.

1.4 Maintain and extend links with other public authorities and external networking groups to share and develop best practice.

KPI Assist partners in the education community in the implementation of the Statutory Equality Duty.

KPI Represent the 'education community' on the Equality Commission's Advisory Group.

KPI Contribute to the Public Authorities' network meetings.

KPI Facilitate the implementation of the European Union funded project "Anti-Discrimination and Diversity in Action " across the education service.

1.5 Provide an advisory and support service to the Education and Library Boards and the Trade Unions on equality and human resource issues.

KPI Develop and promote a range of advisory and information materials to promote best practice on equality and human resources issues.

Objective 2 – Code of Procedures on Recruitment, Selection and Promotion (the Code)

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

2.1 Facilitate and monitor the implementation of the redrafted Code.

KPI Launch the Code in partnership with the five Boards, recognised Trade Unions and the Equality Commission.

KPI Monitor the implementation of the results of the Equality Impact Assessment (EQIA) of the redrafted Code.

KPI Provide advice, assistance and training to Boards in implementing the Code.

2.2 Appoint Officers/Members 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 Develop a work programme to target specific grades in the recruitment and selection process in relation to the recommendations of the EQIA.

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.

2.4 Co-operate with the Human Resources Managers in the development and monitoring of Assessment Centres.

KPI Provide advice and support to the Human Resources Managers on the options for selection for employment.

Objective 3 – Training and Development and New Initiatives

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.

3.1 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 to promote best practice on matters relating to new initiatives, organisational development and human resources management.

3.2 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.

3.3 Provide training in partnership training with the trade unions, community and voluntary sectors.

KPI Organise a further Industrial Relations event in support of the work of the Joint Negotiating Council.

Objective 4 – Industrial Relations

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

4.1 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 facility to the JNC, the Executive Committee and related sub-groups, including preparation and issue of agenda and minutes.

KPI Provide a research, training and advisory service to the JNC and its committees on an on-going basis.

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.

4.2 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 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.

4.3 Assist in the strategic management of the 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 relating to the Single Status Agreement.

4.4 Assist in the development and implementation of the inter-Board strategy for the implementation of job evaluation.

KPI Provide advice and support to the Central Management Support Unit, the Education and Library Boards, the Department of Education, Department of Culture Arts and Leisure and the Trade Unions in relation to the strategy for the implementation of job evaluation.

KPI Assist with the on-going development and implementation of the procedures relating to the Greater London Provincial Council Job Evaluation Scheme.

KPI Assist with the completion of the job evaluation exercise for the remaining former non-manual posts in the Boards' Headquarters and Outcentres.

KPI Support Management and Trade Unions in the completion of the job evaluation exercise for former manual posts in the current year.

4.5 Maintain and extend links with the 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 5- Promoting the Staff Commission

To promote the role of the Staff Commission and the positive image of the Education and Library Service in Northern Ireland.

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 Monitor and review such links to establish how communication mechanisms can be improved.

5.2 Prepare the Staff Commission to meet the needs of the Education and Library Boards arising from the Review of Public Administration.

KPI Facilitate the development of policies and procedures to assist the Education and Library Boards in a change management process.

KPI Provide advice and assistance on human resources and industrial relations matters related to the Review of Public Administration.

5.3 Promote the positive image of the Staff Commission and the Education and Library Boards.

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.

SUPPORTING PRIORITY

DEVELOPING ORGANISATIONAL EFFECTIVENESS

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

ASSOCIATED OPERATIONAL PLAN OBJECTIVES FOR 2004/05

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

KPI Provide an awareness session for all staff on the Commission's Corporate and Operational Plans.

KPI Evaluate the staff training and development strategy implemented in March 2003.

KPI Monitor and review the system to ensure that IIP standards are maintained.

KPI Review and develop the corporate and operational planning process.

6.2 To provide the highest standard of service and value for money

KPI Maintain and, where possible, improve levels of service provision.

KPI Produce and publicise a review of progress made in implementing the Equality Scheme.

KPI Evaluate progress in meeting key corporate and operational 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.

Staff Commission for Education and Library Boards
Forestview, Purdy's Lane, Belfast BT8 7AR
Telephone 028 9049 1461 Fax 028 9049 1744
www.staffcom.org.uk