



Fermanagh & Omagh
District Council
Comhairle Ceantair
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HR Issues in Local Government in Northern Ireland

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RPA – 2 years on



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- Almost 2 years on from 1 April 2015
- Establishment of new Structure
- Integration of Councils and transferred staff
- Loss of experienced staff

RPA – 2 years on Cont'd



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- Establishing the new culture
- Formalised Performance Management and Improvement Arrangements
- Working with larger group of Elected Members

RPA – 2 years on Cont'd



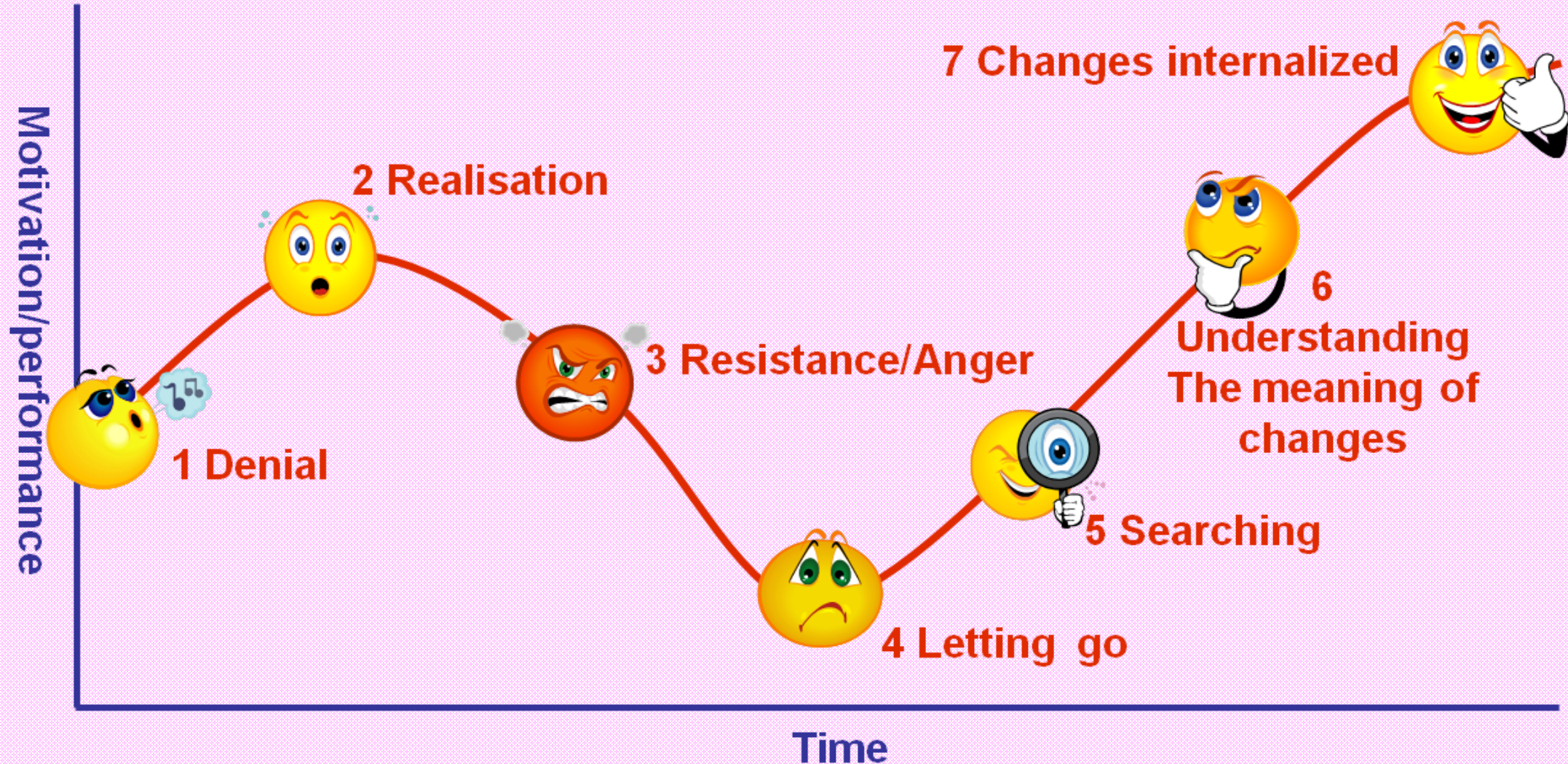
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- Geographical location
- Managing expectations from the public
- Managing expectations of employees
- Overcoming resistance to change

The Kübler-Ross Change Curve



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Change Management



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- Resistance was inevitable
- Pace of change and acceptance of change can be slow
- Look forward – once we stop looking backwards we start to let go



Change Management (Cont'd)

- Coaching staff through change
- Transformation will be another change for the future
- Remember LG has not seen any significant change since 1972

What are the issues from a HR Managers perspective?



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- Operational issues –v – Strategic Issues
- High volume grievances, complaints and concerns
- Need to respond quickly to alleviate concerns
- Communication – get information out before the grapevine

Issues from a HR Managers perspective (Cont'd)



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- Legislative changes and case law e.g. holiday pay calculations
- TUPE
- Pension Schemes
- Management of Absence and Health & Wellbeing

Issues from a HR Managers perspective (Cont'd)



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- Stress Management – self and others
- Building relationships and trust
- Trade Union consultation and negotiation
 - Local –v- Regional consultation and negotiation
- Building a new culture

Issues from a HR Managers perspective (Cont'd)



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- Focusing on the future and not being dragged back into the past
- Policy development and dealing with different legacy policies
- Pay differences and harmonisation issues
 - Job Evaluation – Revised GLPC Scheme

Issues from a HR Managers perspective (Cont'd)



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- Dissolution of the Local Government Staff Commission
- Future arrangements for Local Government Training Group and associated learning and development support

Through PPMA Regional Working Groups



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- Recruitment Working Group
- LGTG Practitioners Group
- Pensions Working Group
- Planning Working Group
- Policy Group – Job Evaluation
- Attendance Management Group

Future Priorities

- Embedding Performance Management to support the Councils statutory duty of Continuous Improvement
- Policies, Procedures and Training on Performance Management
- Consistent application of Policies and Procedures – especially newly agreed ones
- Establishing the HR strategy and longer term vision



Future Priorities Cont'd

- Absence management
 - Ensure procedures/policies are in place and applied consistently
- Presenteeism
 - Support health and wellbeing of employees and build resilience
- Stress Management
 - Review policies and procedures and conduct stress audit in conjunction with HSE NI
- Leadership Development and capacity building

Future Priorities Cont'd



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- Improve communication
- Maximise use of Information Communication Technology – modernise systems
- Use of Social Media
- E-Learning

Future Priorities Cont'd



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- Harmonisation
- Regional Bargaining Machinery
- Collaborative Working
- Service Reviews and Improvement



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Thank you

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