



OUR PEOPLE STRATEGY
2005–2008

Note on how the strategy was developed

This strategy was developed between February and August 2005.

An initial consultation with a representative sample of staff led to a draft vision. This was presented to the Human Resources Committee. The strategy was then further developed using input from about 150 people and from meetings with teams and representative staff groups (e.g. Union members and the Whitley Council).

The strategy was presented to the Management Board in late June, and a final version produced to reflect their feedback.

Acknowledgments

We would like to thank the many (over 300) people involved in the process of drawing up the People Strategy, especially Chris Pontin for his work on managing the production and developing the various drafts.

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DFID's mission is to help eradicate poverty in the world's poorest countries.

Our objectives, as set out in our Public Service Agreement (PSA), include:

- ❖ reduce poverty in Sub-Saharan Africa;
- ❖ reduce poverty in Asia;
- ❖ reduce poverty in Europe Central Asia, Latin America, the Caribbean, the Middle East and North Africa;
- ❖ increase the impact of the international system in reducing poverty, preventing conflict and responding effectively to conflict and humanitarian crises;
- ❖ develop, support and promote policy that assists poverty reduction and the achievement of the Millennium Development Goals (MDG's); and
- ❖ improve the impact and effectiveness of DFID's bilateral programme.

These objectives are underpinned by a set of values:

- ❖ our ambition and determination to eliminate poverty;
- ❖ our ability to work effectively with others;
- ❖ our desire to listen, learn and be creative;
- ❖ our staff, their diversity and their need to balance work and private life; and
- ❖ our professionalism and knowledge.

The main resources we have to achieve these goals are money and most importantly the skills, experience and knowledge of our people. Indeed, it is through harnessing the capabilities of our people that we make choices about how to channel our aid in the most effective way. But our approaches are changing as we respond to new challenges. Now more than ever we need to make sure we are recruiting, deploying and developing all our staff so they can lead our contribution to improving the lives of poor people. The quality of our leadership and management is critical.

This is the first time we have written down a set of high-level people goals, which, if achieved, will make us more effective, whether: in an overseas office in a difficult environment; or at a high-level negotiating table discussing international financing; or in providing effective corporate services to the business.

The strategy underpins our existing commitments to the 'Next 3 Years'. It is also important in the context of wider Civil Service reform, which challenges us to professionalise our people and manage headcount reductions.

The Management Board is committed to monitoring progress against the goals of the strategy and to hold leaders and managers in the organisation to account for our collective performance.

Each Division will produce a delivery plan for each of the high-level goals in the strategy. These will be published. The Management Board will ask the HRC to review the delivery plans on a regular basis.

Finally, this strategy will only succeed in bringing about positive change if all staff are committed to achieving its goals. By working together, we can improve the way our people are managed, deployed and developed. This will, in turn, make us more effective in achieving our PSA targets, and with our partners, the MDGs.



Suma Chakrabarti
Permanent Secretary, DFID

Our vision and commitments

This strategy outlines our vision and commitments on how we will lead, manage, develop and support our people over the next three years. It gives us:

- ❖ a shared sense of direction and purpose on people issues, and a way to measure progress;
- ❖ a tool to help integrate people issues into all business planning, policy and strategy; and
- ❖ an 'umbrella' framework for our commitments to diversity, management development, Investors in People and HR Transformation.

The strategy has four high-level goals:

Goal 1

To demonstrate excellence in the leadership and management of people

Goal 2

To support all staff in their continual professional development and performance improvement

Goal 3

To provide all staff with a healthy, safe workplace, in which diversity is a recognised asset

Goal 4

To use efficient and effective people processes to support DFID business delivery

On pages 6-13, each of these goals is broken down into a set of vision statements (where we want to be) and key actions and behaviours (what we need to do). There is also a set of high-level indicators to assess whether the strategy is achieving the desired improvements.

On page 14, we outline how we will implement the strategy, and who is accountable for its delivery.

Scope of the strategy and key drivers of change

- ❖ The People Strategy applies to all staff, including staff appointed in country (SAIC), those in the organisation on secondment and permanent staff working elsewhere.
- ❖ The Strategy both assumes a mainstreaming of key aspects of the diversity agenda and continued specific actions led by the Diversity Champion.

The strategy is based on an analysis of external and internal drivers of change, including:

- ❖ changes in the way we deliver aid, including moves to budget support and closer working with other donors;
- ❖ new challenges due to DFID's increased role in fragile states and post-conflict situations;
- ❖ the challenge of managing a rising budget with a decreasing number of staff;
- ❖ the Professional Skills for Government (PSG) initiative, which will drive us to professionalise, and will help us reduce the traditional tensions between 'professional' and 'generic' civil service roles;
- ❖ the need to improve our management and employment practice, based on staff feedback in the Management Survey and Career Progression Report, and a new Investors in People standard;
- ❖ changing patterns of careers - most people will not spend their whole career in DFID, or they might spend periods of time in DFID and periods in other development organisations; and
- ❖ an increased emphasis on partnership working on people issues, both with our own staff representatives, and with organisations including the Foreign and Commonwealth Office, the Cabinet Office, other government departments and external partners.

Goal 1

Demonstrating excellence in the leadership and management of people

Where we want to be ...

An organisation known internationally for our leadership, teamwork, and effectiveness in delivering aid; and by our staff for our excellence in leadership and people management.

DFID will achieve this through:

Top managers who:

- ❖ are a diverse, effective team, focused on achieving our international development goals and commitments;
- ❖ think and plan strategically about people issues, manage change well, and are accountable for delivery;
- ❖ achieve DFID's development goals through strong internal and external partnerships;
- ❖ exemplify DFID's values and leadership competencies, and model work-life balance.

Managers who:

- ❖ prioritise corporate goals, and are held accountable for their team's delivery and compliance;
- ❖ are skilled in managing team and individual performance;
- ❖ use people's different backgrounds as an asset, and challenge harmful or discriminatory behaviour;
- ❖ demonstrate DFID's management competencies.

Individual staff who:

- ❖ demonstrate DFID's values;
- ❖ show commitment to our development goals;
- ❖ welcome objective dialogue on performance;
- ❖ work to maximise team success.

A Human Resources Division that:

- ❖ clearly communicates what DFID expects of its leaders and managers;
- ❖ promotes team development and effective teamwork in its processes;
- ❖ provides processes and tools to assess leadership and management performance;
- ❖ offers a strong framework and programme for leadership and management development.

What we need to do ...

DFID's top managers will:

- 1 communicate DFID's vision and an aligned, and limited set of corporate priorities;
- 2 consider people issues at the early stage of business planning and assess the people implications of strategy, policy, and organisational change;
- 3 integrate aid effectiveness principles and commitments into their planning, systems and reporting, and involve internal and external partners in business planning and evaluation;
- 4 set annual performance targets to improve their leadership performance, and seek 360° feedback.

DFID's managers will:

- 1 prioritise work based on DFID's corporate goals, and report examples of correcting non-compliance;
- 2 enhance their performance management skills, and set clear performance improvement goals in all their staff's performance development plans (PDP);
- 3 draw on individual's different strengths and experience, and challenge negative behaviour;
- 4 set annual PDP targets to improve their own management performance, and seek 360° feedback.

DFID staff will:

- 1 put DFID's values into practice in their daily work;
- 2 deepen their understanding of international development, and DFID's contribution to the MDGs;
- 3 offer their managers constructive 360° feedback and complete management surveys;
- 4 seek feedback from their colleagues to assess their contribution to team delivery and success.

DFID's Human Resources Division will:

- 1 develop management competency frameworks (incorporating PSG requirements, liP expectations, and diversity and compliance responsibilities) and integrate these into people management processes.
- 2 develop mechanisms to reward effective team management and performance;
- 3 better integrate informal 360° feedback and management survey results into the assessment of DFID's management performance;
- 4 help identify skills gaps, and deliver a comprehensive programme of leadership and management training.

KEY SUCCESS MEASURES	WHERE WE ARE NOW (2005)	2008 TARGET
1 DAC indicators on aid effectiveness ¹	Targets set in 2005. Indicative global baseline	DAC 2010 targets integrated into Quarterly Management Report and 100% achieved
2 Management survey	61% response rate and average score across DFID of 69% ²	75% response rate, and average score across DFID of 79%
3 Trends in 360° feedback	360° only used to give individual's confidential development feedback	360° assessment of people management competence at all key promotion gateways
4 Investors in People ³	No baseline measures against new standard	liP accreditation at level 3 for indicator 5, and at level 2 for indicators 1,3, 4 and 7
5 Sickness absence rates	Average of 6.8 days per staff year (2004)	Average of 5.5 days per staff year
6 Stress audit indicators	DFID stress survey: 'Sten' score of 7 on work overload indicator (2004)	DFID stress survey: 'Sten' score of 5 on work overload indicator (2007)

Goal 2

Support all DFID staff in their continual professional development and performance improvement

Where we want to be ...

An organisation that is committed to the professional development of all our staff, that retains our comparative advantage in international development skills, and that is an employer of choice for those who believe in our goals.

DFID will achieve this through:

Top managers who:

- ❖ ensure all staff (including SAIC) have good access to learning and development opportunities;
- ❖ analyse future DFID and Divisional skills needs as part of business planning;
- ❖ encourage staff to gain experience in other organisations, whilst retaining a 'career-anchor' in DFID;
- ❖ role-model and encourage knowledge sharing within DFID and with partners.

Managers who:

- ❖ ensure all staff are competent to do their job well;
- ❖ hold regular professional development discussions;
- ❖ nurture skills and talent for the benefit of DFID as whole, as well as for their immediate team;
- ❖ record and evaluate all learning activity.

Individual staff who:

- ❖ take responsibility for improving their performance and their contribution to delivering DFID's goals;
- ❖ keep a record of their professional development;
- ❖ promote internal knowledge sharing and external learning and teamwork.

A Human Resources Division that:

- ❖ promotes professional and career development for all staff in its policy and processes;
- ❖ supports strategic skills planning and career management across DFID;
- ❖ provides professional, business-focused learning and development programmes.

What we need to do ...

DFID's top managers will:

- 1 require all staff to spend at least 2.5% of contracted hours on performance related development;
- 2 ensure Staff Development Plans (SDPs) align with Divisional and corporate goals, and lead on evaluating their impact;
- 3 identify partners for knowledge-sharing initiatives, such as staff exchanges and mentoring;
- 4 set an annual PDP targets to contribute to DFID training, mentoring, or knowledge-sharing activity.

DFID's managers will:

- 1 produce individual and departmental development plans, and give people time and space to learn;
- 2 develop their coaching and career management skills, and know the career routes available to staff;
- 3 implement DFID's policies on staff development;
- 4 ensure all learning activity is recorded, and its impact on workplace performance evaluated.

DFID staff will:

- 1 ensure annual job-related and career-related goals are discussed, agreed and recorded in their PDPs;
- 2 record and evaluate all learning activity in their PDP and the learning management system;
- 3 actively participate in knowledge-sharing activities (e.g. mentoring, networks).

DFID's Human Resources Division will:

- 1 review HR processes and policy to promote equality of opportunity and development support, and to focus professional and career development on DFID's future skills needs;
- 2 provide tools and support to help with skills planning and career management, and communicate attractive career pathways;
- 3 develop a new DFID learning and development strategy, and equip the Training and Development Unit to lead on its delivery across DFID.

KEY SUCCESS MEASURES	WHERE WE ARE NOW (2005)	2008 TARGET
1 Management survey	Average score of 62% on training and development indicators ⁴	Average score of 75% on training and development indicators
2 Trends in 360° feedback	360° only used to give individual's confidential development feedback	360° assessment of people management competence at all key promotion gateways
3 Investors in People ³	No baseline measures against new standard	IIP accreditation at level 2 for indicators 2, 8 and 9
4 Professional skills for government indicators	New initiative – no baseline data	90% of DFID's Senior Civil Servants (SCS) meet core skill requirements
5 Learning and development strategy indicators.	New learning and development strategy will be developed by March 2006	On average, staff spend 3% of contracted hours on learning and development

Goal 3

Providing all DFID staff with a healthy, safe workplace, in which diversity is a recognised asset

Where we want to be ...

An organisation that prioritises the safety and well-being of our staff, has a diverse, but inclusive culture, and is free from bullying, harassment and discrimination.

DFID will achieve this through:

Top managers who:

- ❖ ensure people are confident in the security of their office and are vigilant in following procedures;
- ❖ challenge harmful or discriminating behaviour;
- ❖ celebrate the international nature and different backgrounds of DFID's staff, and make the most of the opportunities this presents.

Managers who:

- ❖ provide a comfortable, safe and supportive working environment and ensure staff comply with DFID's security and health and safety procedures;
- ❖ effectively prioritise, and set realistic workloads;
- ❖ promote participation, ownership and responsibility in decision-making and planning.

Individual staff who:

- ❖ fulfil their responsibilities for maintaining a healthy, safe and inclusive workplace;
- ❖ behave in a way that respects and values others.

A Human Resources Division that:

- ❖ can fill higher-risk roles with appropriately skilled people;
- ❖ monitors adherence to health and safety and security policies, and intervenes with support;
- ❖ integrates inclusive practice and behaviours into all its key people processes;
- ❖ supports managers to meet their responsibilities under DFID diversity policy and UK law.

What we need to do ...

DFID's top managers will:

- 1 ensure all their staff have a comfortable, safe workplace, follow security procedures, and are skilled in minimising risk;
- 2 act to tackle bullying, harassment and discrimination;
- 3 set PDP goals to enhance their own skills in managing and working with diverse and multicultural teams.

DFID's managers will:

- 1 make health and safety and security decisions based on DFID policy, and continually assess their team's compliance with procedures;
- 2 set realistic workloads, and actively monitor stress;
- 3 set PDP goals to ensure staff contribute to and understand key team decisions, and seek 360° feedback.

DFID staff will:

- 1 understand and comply with DFID's security and health and safety procedures;
- 2 seek 360° feedback to assess how well they value, respect and use their colleague's experience.

DFID's Human Resources Division will:

- 1 develop recruitment strategies for higher-risk jobs, and help candidates to make informed decisions;
- 2 develop guidance, training and systems to help offices introduce, monitor and evaluate security, welfare and safety policy and procedures;
- 3 design HR policies and processes that promote inclusive practices and equality of opportunity;
- 4 provide a range of learning support focused on managing diversity, inclusive practices, and DFID's diversity policy and UK law.

KEY SUCCESS MEASURES	WHERE WE ARE NOW (2005)	2008 TARGET
1 Key indicators on adverse events: accidents	No staff fatalities or injuries during active duty overseas	No staff fatalities or injuries during active duty overseas
2 Key indicators on adverse events: security breaches	No serious security breaches necessitating disciplinary action	No serious security breaches necessitating disciplinary action
3 Trends in 360° feedback	360° only used to give individual's confidential development feedback	360° assessment of people management competence at all key promotion gateways
4 Mini liP assessments and a full, profile-based re-assessment	No baseline measures against new standard	liP accreditation at level 2 for indicators 3, 6 and 7
5 SCS diversity targets	26.6% women; 11.4% ethnic minority staff; 2.5% staff with disabilities	37% women; 12.4% ethnic minority staff; 3.5% staff with disabilities
6 Annual diversity monitoring report ⁵	65% of staff do not feel disadvantaged on the basis of a diversity related issue	85% of staff do not feel disadvantaged on the basis of a diversity related issue
7 Work life balance indicators (overtime)	Average overtime per person/year varies by Department from 0-160 hours ⁶	All departments achieve an average of less than 40 paid hours overtime/person/year

Goal 4

Use efficient and effective people processes to support DFID business delivery

Where we want to be ...

An organisation whose processes and systems support our people vision and goals, and with a smaller, more efficient HR Division, making excellent use of technology.

DFID will achieve this through:

Top managers who:

- ❖ take collective responsibility for ensuring DFID's people processes and systems are aligned and based on identified, longer-term corporate needs;
- ❖ take responsibility for the implementation of people management processes and systems.

Managers who:

- ❖ make people decisions based on corporate policies and guidance;
- ❖ promote good information and knowledge management practices in their team.

Individual staff who:

- ❖ take responsibility for keeping their personal data accurate and up to date;
- ❖ treat information and knowledge as the organisation's resource, not their own property.

A Human Resources Division that:

- ❖ delivers people processes that get the right people in the right place at the right time;
- ❖ delivers people processes which meet the future business needs identified by top managers;
- ❖ ensures HR policies and guidance are accessible and user-friendly;
- ❖ provides information and analysis on learning and development issues across DFID, and leads on marketing all learning opportunities;
- ❖ supports line-managers in using new systems and processes.

What we need to do ...

DFID's top managers will:

- 1 identify and communicate their longer-term business needs as new processes/systems are being scoped;
- 2 set PDP targets to ensure the effective implementation of people systems and processes.

DFID's managers will:

- 1 use electronic (e-enabled) HR systems to guide people management decisions;
- 2 set PDP targets to implement corporate information and knowledge management practices in their team.

DFID staff will:

- 1 ensure information on Yourself and the learning management system is accurate and up to date;
- 2 use Quest and other tools to role model and promote good practice in managing and sharing information and knowledge.

DFID's Human Resources Division will:

- 1 set targets to improve DFID's internal and external recruitment processes, and to improve job fill-rates;
- 2 regularly review DFID's people processes to ensure they meet changing business needs, are aligned, and minimise transactional work for managers;
- 3 make all HR people policy/guidance accessible, including through electronic (e-enabled) means;
- 4 implement a DFID-wide learning management system, and a one-stop DFID website to market learning and development opportunities;
- 5 ensure the devolution of HR process to line managers is well-managed and support and training made available.

KEY SUCCESS MEASURES	WHERE WE ARE NOW (2005)	2008 TARGET
1 Ratio of core HR staff to employees	Ratio of DFID full-time equivalents (FTEs): HR FTEs = 22:1 ⁷	Ratio of DFID full-time equivalents (FTEs): HR FTEs = 25:1 ⁸
2 Posts unfilled in each recruitment round (cluster)	46% of post unfilled ⁹	25% of post unfilled
3 Post filled with Department preferred candidates	90% of posts filled with Department's 1st and 2nd choice candidates	93% of posts filled with Department's 1st and 2nd choice candidates
4 Customer feedback on HR processes	HR transformation will identify HR's current service-standard in late 2005	HR transformation will set service improvement targets
5 HR transformation indicators on processes	No baseline measures – new initiative	Process indicators to be set by HR transformation project

The people strategy will be integrated as much as possible with the existing planning and reporting processes in DFID.

All stakeholders in DFID will play a key role in making sure the strategy is achieved:

The Management Board will have overall responsibility for:

- ❖ the integration and alignment of the people strategy with DFID business strategy and our commitments to partner organisations and governments;
- ❖ providing leadership in the implementation and achievement of the strategy within DFID;
- ❖ working with Directors to assess progress against their people strategy delivery plans.

Directors/top managers will have responsibility for:

- ❖ integrating the strategy into their DDP and producing a people strategy delivery plan, outlining how they will meet its goals and targets;
- ❖ setting personal PDP targets to achieve the above, and seeking 360° feedback on their own personal impact and contribution;
- ❖ working with HR business partners¹⁰ and Heads of Department/Heads of Profession/SCS to ensure the delivery plan is implemented across the Division;
- ❖ ensuring strategy messages and expectations are communicated and delivered by managers across the Division;
- ❖ ensuring systems/processes are in place to produce data on progress for the QMR.

The commissioning process for Director's Delivery Plans will require each Director to produce a delivery plan describing how the people strategy's goals and targets will be met in their Division. These will be monitored by the HRC and overall progress towards the strategy's targets reported in the Quarterly Management Report (QMR). The Human Resources Committee (HRC) and HR Division will support this process.

Heads of Profession will have responsibility for:

- ❖ integrating the strategy into professional development planning;
- ❖ supporting the integration of the strategy into postings, promotions and succession planning for advisory cadres.

The Human Resources Director will have responsibility for:

- ❖ working with the HRC, the Management Board, Directors and Business Partners, and the Catalyst Board to integrate the strategy into business planning and reporting;
- ❖ with the HRC, evaluating progress through the QMR;
- ❖ achieving the actions and indicators allocated to HR Division;
- ❖ integrating the people strategy into the HR transformation project and Professional Skills for Government.

Line managers will have responsibility for:

- ❖ ensuring all staff are aware of, and have opportunities to discuss the implications of the people strategy for their work, behaviour and staff development plans;
- ❖ setting PDP objectives to meet the strategy's goals for DFID managers, and seeking 360° feedback from staff on whether they achieve these;
- ❖ providing constructive feedback to top managers on how well their line manager is meeting the strategy's goals for DFID's top managers.

Individual DFID staff will have responsibility for:

- ❖ reflecting on, and seeking feedback from colleagues on how well they are living up to the strategy's goals for individual staff;
- ❖ providing constructive 360° feedback to line managers on how well they are meeting the strategy's goals for DFID managers.

Notes

- ¹ As a member of the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC), DFID has signed up to a set of 2010 targets to improve the way we and our partners deliver and manage aid. For more information see <http://www.aidharmonisation.org>
- ² 2005 Management Survey data.
- ³ DFID achieved the Investors in People (IiP) standard in 2000 and 2004, and is due a re-assessment in 2007-2008. Instead of undergoing another baseline (level 1) assessment, DFID will use an IiP 'profile' model to 'stretch' itself beyond the baseline to levels 2 and 3 on particular areas of people management. This profile model will be set in line with the People Strategy goals. To achieve these goals, DFID needs to perform above baseline in seven out of the ten indicators.

A DFID IiP strategy will be published in December 2005. For further information on the profile model see: <http://www.investorsinpeople.co.uk>

See the IiP pages on the HR website for further details.
- ⁴ 2005 Management Survey data.
- ⁵ Data from staff exit questionnaires on diversity issues.
- ⁶ A new central overtime system was introduced on 1st March 2005. From 1st March-end Aug 2005, 11,343 hours overtime were recorded. Although this works out at an average of 3.79 hours/person, this masks a range between departments of between 0 and 80 paid overtime hours/person. These figures count an hour overtime paid at double time as two hours, so the number of actual overtime hours worked may be less than those paid for. The figures and target in the strategy are for paid overtime hours. As the above data applies to a six month period, figures have been doubled to give estimates for a 12 month period.

HR will begin to produce data by department on overtime to track changes in overtime rates, and from summer 2006 will be also able to produce data by department on untaken annual leave.
- ⁷ Calculated as part of DFID benchmarking exercise by EP-First and Saratoga Institute (03-04).
- ⁸ Based on DFID's target to reduce its FTEs to 2648, and the target to reduce core HR staff (Corporate HR and HRCSS) to 105 FTEs. These figures exclude Training and Development Unit, Overseas Pensions and Office Service and Security Departments.
- ⁹ Average figure, based on data from the last three clusters (Spring 04, Autumn 04, Spring 05).
- ¹⁰ HR Business Partners provide Directors and top managers with support on strategic HR issues.

DFID, the Department for International Development: leading the British government's fight against world poverty. One in five people in the world today, over 1 billion people, live in poverty on less than one dollar a day. In an increasingly interdependent world, many problems – like conflict, crime, pollution and diseases such as HIV and AIDS – are caused or made worse by poverty. DFID responds to emergencies, both natural and man-made. It also supports long-term programmes which aim to reduce poverty and disease and to increase the number of children in school, in support of the internationally agreed UN 'Millennium Development Goals'.

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