



PSI HR Strategy – *Building capability through people*

Version 1.0

Date: 4 December 2018

1. Introduction

The Pharmaceutical Society of Ireland (PSI) is a public body established in law to protect the health, safety and wellbeing of patients and the public by regulating pharmacists and pharmacies in Ireland.

The PSI's Corporate Strategy for 2018-2020 sets the development agenda with the primary objective of *Assuring trust in pharmacy through effective regulation*.

Achievement of this mission outlines four strategic result areas:

- 1 Impacting through deeper collaboration and engagement
- 2 Regulating effectively for better health outcomes and patient safety
- 3 Building an effective organisation and benchmarking our performance
- 4 Promoting professionalism and quality in pharmacy

Our HR strategy, *Building Capability through People*, seeks to support our people in delivering this vision. The strategy presents an overarching HR agenda for the PSI from 2018-2020. It builds on the strengths of the PSI and will enable the organisation to build capability through people in a consistent and transparent way, support our people through any change arising from the Corporate Strategy whilst embedding strategic HR competency as a key business process.

Building Capability through People is based on three strands:

- Attracting, developing and retaining talent
- The PSI as an employer of choice
- Enhancing transparency in HR

This strategy outlines the key initiatives and outcomes.

2. Attracting, developing and retaining talent

The PSI Corporate Strategy 2018-2020 emphasises quality, professionalism, discipline, engagement and a new more effective organisation.

This strategy requires employee behaviour that:

- Is engaged, committed and satisfied with the PSI employer value proposition.
- Demonstrates high levels of dedication to the PSI and the public service mission.
- Is motivated in developing their skills and expertise.
- Embodies a high sense of personal professionalism.
- Is inspired to participate and drive innovations in quality and processes.
- Values a stable role and potential longevity of employment.
- Is committed to exemplifying best practice.
- Encourages greater discipline and more insightful management of people and performance.

A supportive and progressive environment where attracting, developing and retaining talent will be an important driver in achieving the PSI's mission is the objective of this element of the strategy.

Key initiatives

Recruitment and Selection

- The purpose here is to attract and select the right people for the PSI and to articulate an employer value proposition. An employee value proposition is the set of values and offerings that the employer offers to prospective employees and current staff in return for the skills, experience and effort that the employee brings to the organisation. The proposition needs to be captivating to prospective and current employees. Candidate sourcing strategies will be orientated to promote the employer value proposition and to attract people whose needs are aligned with this proposition. Selection processes will be structured to effectively identify people whose skills, professionalism and mind-set match this proposition and the objectives of the PSI.
 - We will ensure that the process is thorough and yet streamlined sufficiently to enable a positive candidate experience regardless of outcome.

New Performance Model

- The new performance model will promote an ongoing development dialogue between the line manager and staff. This will cover induction, the probation period, regular check-in conversations, quarterly performance and development conversations and annual reviews. The model re-emphasizes the role of the people manager and launches a continuous performance culture in the PSI. HR supports the model by providing templates, training and support to staff and managers.

Learning and Development Framework

- Launch a consistent approach to managing learning and development (L&D) interventions that are aligned with the PAS/Civil Service competency model and the needs of the PSI Corporate Strategy. This new L&D Framework will support leadership development, the new performance model, change management and will provide job cluster specific programmes that feed into clear and definable development pathways for staff.

Outcomes

- **Enhanced recruitment** offers increased ability to hire the right people based on capability, match to employer value proposition and commitment to the PSI objectives. Ability to measure KPI's:
 - On the effectiveness of promoting new employer value proposition.
 - On whether there is an expectation between candidates and the employer value proposition.
 - Against the benefits of an enhanced recruitment process.
 - Ability to measure performance of selection process in hiring the right people for the PSI.
- **The new Performance Model:** Supporting line managers and challenging people to achieve the best of their potential and re-emphasising the importance of leadership. Ability to measure against:
 - Increases in team, manager and employee performance
 - Increases in quality metrics and innovation
 - Increases in retention and performance during probation
 - Consistency in leadership and greater alignment with corporate goals is reflected in the engagement survey
- **A Learning and Development framework** constructs a singular approach to building clear and definable development pathways for staff that are directly linked to the PSI mission and this builds people and organisational capability in leadership, performance management, professional and soft skills, change management and innovation. Ability to measure this against:
 - Increases in manager and employee performance.
 - Increases in quality metrics and innovation.
 - Increases in retention during probation.
 - Staff feel more confident in their work and this is reflected in the engagement survey.

3. The PSI as an employer of choice

Being an employer of choice means establishing an organisation that is a great place to work. It's a place where people are inspired by the mission and connected to its success. Achieving this goal requires genuine commitment from the PSI.

Part of this is recognising that there is a new employment relationship model that we should take notice of and that includes:

- The encouraging of employee voice and then acting upon that employee voice.
- Facilitating employee participation.
- Maximising commitment to a healthy work-life balance through flexible working.
- Focusing on what people do, not where they work.
- Understanding and supporting wellness.

Key Initiatives

- **The Staff Engagement Survey**
Launching a new PSI Staff Engagement Survey which will be conducted twice yearly to gain ongoing insight into the pulse of the PSI and the views of our staff.
- **Facilitating employee participation**
Securing the engagement of staff is critical and one of the most effective ways to do that is through encouraging employee participation in both business as usual activities and through the change process where both employee engagement and ownership are key determinant of success in organisational change.
- **Work-Life Balance**
Formalise existing flexible working initiatives like time-off-in-lieu (TOIL) and working from home, rolling them out on an organisation-wide basis to facilitate our staff to enjoy an improved work-life balance.
- **Wellness**
Ongoing support and development of the workplace wellbeing programme and other employee-led initiatives to promote ongoing positive change in the PSI.

Outcomes

- The PSI Staff Engagement Survey will provide valuable regular insight into staff engagement, values and the perceived success of the corporate initiatives and change process. It will give actionable pointers of areas of suggested improvement.

- Supporting collaborative engagement and buy in from staff can be measured through the Engagement Survey.
- A formalised opportunity to work in a flexible manner and an ability to measure the impact of this through the Staff Engagement Survey and staff retention rates.
- A collaborative environment where innovation is encouraged.

4. Enhancing transparency in HR

Trust in management and in the future of the PSI is a critical part of employee engagement. Achieving transparency of approach in the workplace is important to the success of this HR strategy and the PSI Corporate Strategy.

Transparency principles include:

- Make it clear that transparency applies to everyone.
- Ensuring the egalitarian treatment of people.
- Making employee processes consistent.
- An employee experience where patterns of communications and interaction are aligned with PSI values.
- People have clarity on the expectations of the organisation.

Initiatives

- Launch a new Employee handbook with policies and procedures that give guidance on the organisation's expectations and provide for consistency around the execution of process. A key objective is to enhance transparency in the workplace through due diligence and governance of process. HR will ensure the ongoing management of compliance in relation to maintaining this goal.
- Benchmark the PSI's HR function, policies and procedures against the Excellence through People accreditation. Submit for consideration by the end of 2020.

Outcomes

- Enhanced transparency and consistency through improved employee policies, measured through the Staff Engagement Survey.
- Measurable means to benchmark the HR function and drive excellence in HR practice with national accreditation acting as a selling point for the organisation. Excellence in practice measured through yearly HR satisfaction survey sent to the organisation.