

Our People Strategy

Enabling transformational change

2017–2022





Human resources
isn't a thing we do.
It's the thing that
runs our business.

Steve Wynn,
Wynn Las Vegas

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Our Chief Executive



Bev Messinger
Chief Executive, IOSH

Bev's Foreword in here.

IOSH's strategic vision



Our new five-year strategy, 'WORK 2022 – shaping the future of safety and health', sets our vision and mission, and defines the steps that we, as an organisation and profession, must take.

IOSH wants to bring about faster, long-lasting progress in the safety, health and wellbeing of working people worldwide. Our vision – a safe and healthy world of work – is a galvanising goal that can only be achieved if the business is able to recruit the right people, with the right skills and the right attitude to enable IOSH to achieve its aims.



IOSH's strategic objectives

WORK 2022 is designed to make a real difference to the lives of people at work around the world, and is underpinned by three broad aims:

- Enhance the occupational safety and health profession
- Collaborate to build strategic partnerships
- Influence and strengthen impact globally

These strategic priorities will only be realised if IOSH's workforce of the future is agile, flexible, proactive, high-performing and customer-focused.



Enabling organisational transformation

As the world's leading and largest health and safety membership organisation and the only Chartered body for health and safety professionals, IOSH is committed to sustaining its charitable aims and meeting its three aims (collaborate, enhance and influence) to achieve its vision. In order to realise this vision, we need to have a diverse, modern, agile, innovative, creative and business-efficient workforce.

To achieve the aims and objectives of IOSH's five-year business strategy, WORK 2022, our People Strategy will be enabling and support its delivery. Equally, our People Strategy will respond to our internal drivers for transformational change and the ever-changing world of work, by setting out IOSH's vision for the future and how it will achieve its people aims.

The People Strategy is a 'live' and dynamic plan, responding to changes in trends, employment legislation, and to HR best practice. More importantly, it's able to respond to IOSH's future needs and ensure our People team continues to play an integral role by being an enabler for the business in maximising the potential of its people.



Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.

Peter Drucker
Management consultant,
educator and author



In 2016-2017...

IOSH connected with over 25,000 new followers via social media; we awarded £1.3m in funding for new research; our membership grew by 1,700 to nearly 48,000; 170,000 people successfully completed IOSH training courses; over 4,300

people attended our conferences; our No Time to Lose campaign resources were downloaded over 22,000 times; 530 professionals became Chartered Members and we welcomed 32 new Fellows; and 456 meetings were organised across 41 branches.

Internal drivers for fundamental change



The People Strategy defines IOSH's ambition for its workforce – the right people with the right skills, highly motivated, high-performing and business-efficient.

The strategy has been shaped and developed in response to the following key business drivers:

IOSH five-year business strategy
WORK 2022, our corporate strategy, will enable IOSH to deliver its overall vision of a safe and healthy world of work.

Digital agenda
We must embrace new ways of working, harnessing the benefits of using the latest technology. The People Strategy will work in partnership with the IT Strategy to ensure the business has a digitally 'savvy' workforce.

Workforce feedback
The strategy incorporates the views of all IOSH managers, and employee feedback through different forums, eg wider leadership working groups, our 'Transforming Together' programme, staff feedback exercises and employee surveys.

People team's professional input
The People team's professional experience and knowledge have been instrumental in creating a strategy and implementation plan that will enable IOSH to meet its strategic priorities, achieve the greatest impact, comply with employment legislation, and adopt HR best practice.

Achieving the greatest impact
Strategic outputs have been prioritised to ensure those key people issues that achieve the greatest impact for the organisation are addressed. Where things are 'good enough', they will be reviewed later in the transformational journey.

Senior managers
We've listened carefully to the feedback from our senior managers to understand their frustrations, challenges and aspirations for the people management agenda.

Organisation transformation
Business transformation can only be achieved through the development of our most important asset, our people, and the introduction of flexible processes and innovative technological solutions. We also need to ensure our basic people management processes and interactions are customer-focused

and efficient, enabling managers to be confident and empowered leaders.

Diversity
It's important that we're able to recruit from a diverse talent pool to attract the best and help the organisation meet its future challenges. Valuing equality and diversity can have a substantial impact on our ability to be creative and foster innovation, and a diverse workforce will help us understand the needs of our stakeholders and customers.

Skills
Our ambition is to modernise our ways of working and improve our employee skills base to help the organisation meet its future challenges.

Organisational change
Our organisation-wide transformation programme will address three areas:

- People – enabling IOSH to become an inclusive, high-performing, innovative, creative and efficient place of work.
- New ways of working – delivering a work environment that enables staff to connect, communicate and collaborate.
- Operating model – ensuring our policies and procedures are proportionate, simplified and consistently followed.



The rapidly changing world of work



Competitive environment

We are operating in a competitive environment in which it is becoming increasingly difficult to attract, retain and reward high-performing staff.

Given the increased use of technology, the workplace is becoming more agile and flexible, with employees expecting to see an increase in flexibility, including the use of remote working technologies.

Line management relationships

There is also a shift in the employee–manager relationship, with employees wanting managers not simply to manage but to demonstrate strong aspirational leadership and vision to support them to achieve their full potential.

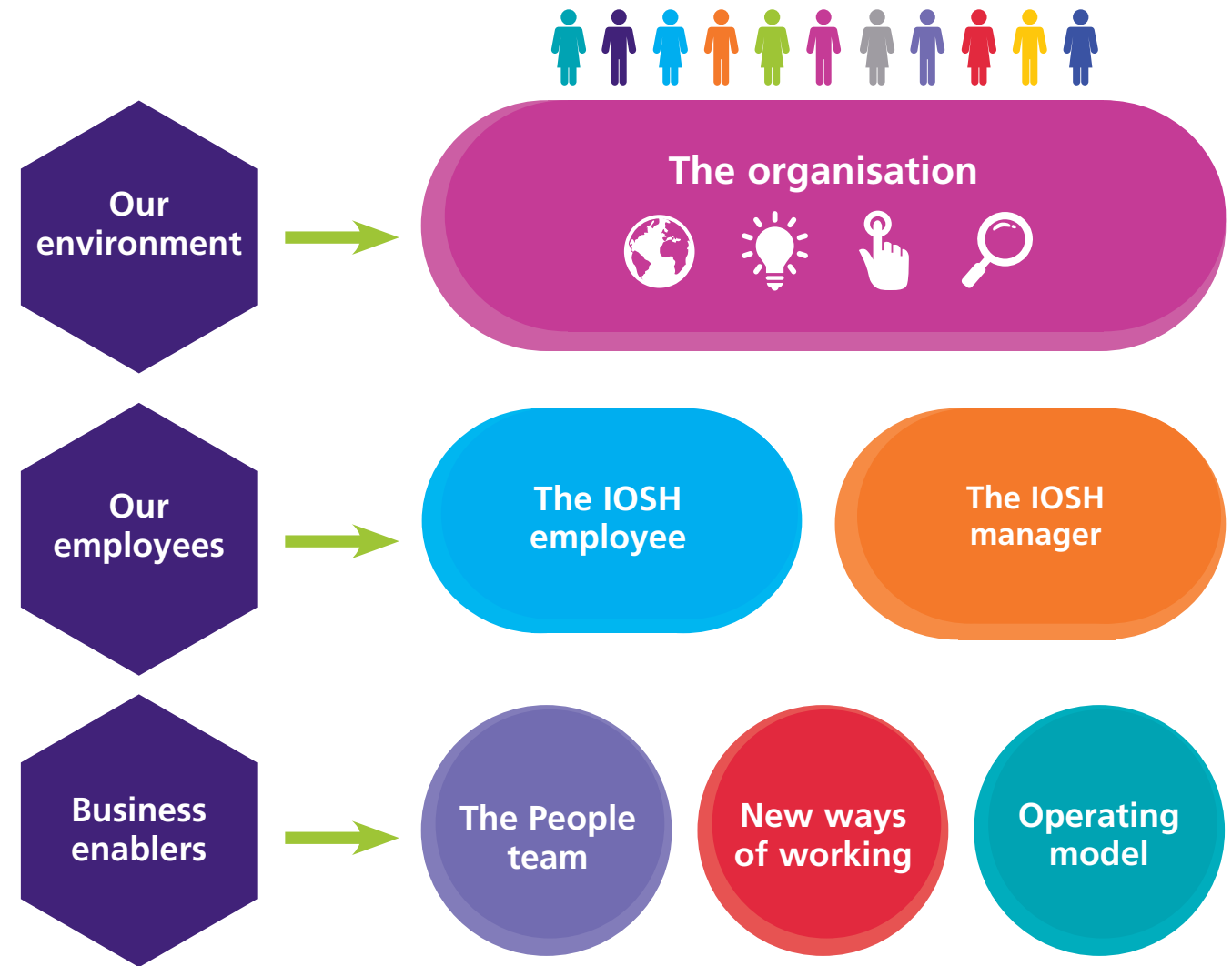
Future employees' expectations

People typically select potential employers on the basis of a number of personal factors and no longer expect to remain with one employer for life – they will look for new opportunities

if their individual needs are no longer being met. The employee of the future has an expectation of being able to achieve a work–life balance and to work flexibly in a way that is output-driven rather than governed by traditional working patterns.

To meet the needs of the future employee and to achieve its strategic aims, it is vital for the organisation to take a strategic and planned approach to the management of its people.





The organisation

Our working environment of the future will be inclusive, agile and efficient, fostering innovation, creativity and high levels of performance. The organisation will have strong inspirational leadership and engaged employees who understand IOSH's vision and the contribution they can make to upholding and demonstrating IOSH's values and behaviours in everything they do. Employees will be empowered to be innovative and creative, work collaboratively across the organisation, and embrace and celebrate their diversity.

The IOSH employee

Employees will be highly motivated, skilled, competitively rewarded, and encouraged to demonstrate creativity and innovation. They will work collaboratively and inclusively with their peers across the business, sharing the common aim of delivering the right business outcomes for IOSH.

The IOSH manager

All levels of management will demonstrate inspirational leadership by listening to their teams, empowering employees to achieve their full potential and work with their peers to operate as one team, sharing the same values and vision to achieve the right outcomes for IOSH.

The People team

The People team will be a strategic business partner, embedded into the business, proactively advising and empowering managers to be great people leaders. Employment policies, procedures and interventions will be simple, clear and business-focused to enable the organisation to attract, retain, develop and competitively reward high-calibre employees.

New ways of working

In the future, we will be using flexible processes and innovative technological solutions. By closely aligning with our business strategy and vision, we will sustain a culture of innovation, agility, responsiveness and creativity, with all of our end-to-end processes customer-focused. Innovative solutions will transform our service experience and our connectivity with our stakeholder groups.

Operating model

Our future operating model will make the best use of employees, enable the organisational strategy, reduce costs, ensure there is clarity of roles and accountability, support innovation and improve flexibility.

Our new direction

Our six inter-related strategic aims are future-focused and underpinned by a people service implementation plan.

The plan sets out clear actions, timescales and the measures of success, initially over a one-year period. After the completion of the first year, we will review our progress and the needs of the business to develop our plan for years two, three, four and five.

Delivery of the plan and its outputs will be achieved via the 'Transforming Together' programme.



Our People plan – 2022 Vision





Achieving our business goals through a high-performing and flexible workforce, we will:

- Create a culture of collaboration, innovation and creativity to enable our employees to fulfil their potential and be high-performing.
- Introduce a new performance management process to support managers to regularly review performance, address under-performance, and recognise and praise high performance. Similarly, our employees will be able to ask for support to ensure they meet the performance standards required and work in an environment that promotes and encourages high performance.
- Create a new resourcing model, which will support our ambition to have a flexible workforce that can respond to business needs, while developing talent for the future.
- Look at all possible resourcing routes and not simply consider like-for-like replacement or external recruitment. While resourcing decisions will be driven by business needs, our overarching strategic aim will be, where possible and appropriate, to flexibly deploy our employees and provide our future, aspiring talent with the opportunity to develop their skills and experiences.
- Undertake organisational design activities to plan for our future needs and meet changes in our workforce, so that we can strategically succession plan for the future.



Culture is about performance, and making people feel good about how they contribute to the whole.

Tracy Streckenbach
Founder of Hillview Consulting LLC

Attracting, rewarding and retaining the best talent, we will:

- Use our strong brand to create an inspiring and motivating employer brand, harnessing the latest technology and social media platforms to attract new talent to join IOSH to either start or further enhance their careers.
- Where appropriate, use incentives to attract the best talent, enabling us to effectively recruit in competitive skills sectors.
- Actively profile the diversity of our applicants to ensure we continue to be an inclusive employer and our workforce is reflective of our global membership.
- Provide a package of affordable, simple-to-understand rewards and flexible benefits, which is transparent and encourages high performance.
- Use e-platforms to demonstrate to current and prospective employees the total value of their employment package.
- Regularly review our rewards and flexible benefits package to ensure it remains relevant and competitive, and continues to support our need to attract the best talent to deliver our organisational aims and objectives.
- Ensure we retain the right people in the right place at the right time, demonstrating the necessary skills and behaviours to meet our aims and objectives.
- Have crucial conversations with our employees to understand their career aspirations, both in and outside of IOSH. We will balance this approach against the need to have a certain level of consistency within the workforce to ensure we don't lose the skills and experience we require to deliver our business objectives.
- Implement a new on-boarding programme to ensure new employees can engage and develop into their roles effectively and feel immediately connected to the organisation.



How we will get there



Developing our skills and behaviours to make IOSH a great place to work, we will:

- Create a culture, supported by a new performance management process, which requires all employees not only to perform to their full potential, but to demonstrate the organisation's values and behaviours in everything they do.
- Develop and implement a new behavioural framework that will apply to all employees across the organisation, ensuring consistent standards of behaviour in all of our interactions, both internally and externally, with stakeholders, peers, colleagues and customers.
- Focus our learning and development activity on the things that will support the delivery of our business objectives.
- Take a holistic approach to career and skills development to ensure our employees are supported to seek opportunities to engage in projects, work with new colleagues, and gain new skills and experiences to enhance their development.
- Adopt a 'just in time' approach to learning, ensuring our interventions can respond to changes and the demands of the business.
- Create a virtual learning hub to support a culture and mind-set of continuous learning and development, to enable the sharing of ideas and experiences across the organisation.
- Create career pathways to enable employees to plan their career journeys with IOSH.



Delivering inspirational and effective leadership, we will:

- Invest in key skills development to ensure our senior leadership team provides strong, clear, inspirational leadership by inspiring their teams to achieve their full potential and achieve transformational change.
- Develop our leaders and managers to be ambitious, creative and business-focused, to lead and motivate the teams they manage with inspirational leadership, resulting in individuals achieving their full potential. At the same time, our managers will have the confidence and skills to address under-performance to ensure the organisation continues to be high-performing.
- Ensure our leaders and managers are the champions of our values and behaviours, and are responsible for addressing colleagues who do not act in line with those values and behaviours.
- Identify, nurture and develop the leaders of tomorrow so that we are capable of meeting future challenges.



When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.

Simon Sinek, author

How we will get there



Creating a culture of engagement and wellbeing, we will:

- Create a working environment where staff wellbeing is an integral part, and business decisions take into account the impact on staff wellbeing.
- Create a safe working environment where staff feel able to discuss and ask for support to ensure both their physical and mental wellbeing, so that they can reach their full potential and be an effective member of the team.
- Build a strong engagement culture where employees feel they are listened to, valued, involved, informed and, more importantly, have different opportunities and ways to feed back.
- Create an inclusive, respectful working culture in which employees are recognised and praised for their efforts, innovation, creativity, flexibility, and diversity.



Embracing change to support IOSH's transformational journey, we will:

- Continually review the organisation's people management processes and procedures to remove/reduce 'bureaucracy' and make them simple, business-focused and compliant with legislation. This will empower our leaders and managers to ensure consistent application.
- Create an HR framework and service-delivery model that supports and encourages manager self-service and empowers managers to be confident 'people' leaders.
- Identify opportunities for employees to become champions of new ways of working in their teams, and to support their colleagues with the transition.
- Create and sustain relationships and partnerships with other organisations to help us benchmark our performance, develop our metrics, identify new practices and trends, exchange information and deliver key projects.



Strive not to be a success, but rather to be of value.

Albert Einstein


Our People Team's service commitments





Our managers and leaders will play a vital role in delivering the outcomes from our strategy, with the People team acting as an enabler, working alongside the business.

As well as implementing the strategy, our People team will continually review and improve the services they deliver across the organisation, providing proactive, pragmatic and business-focused advice and guidance to empower and develop our managers and leaders to be greater 'people managers' of the future.

Our interaction with our stakeholders will be:

 **Professional** – a service which is diplomatic, discreet and maintains high standards of conduct and professionalism at all times.

 **Proactive** – constantly forward-thinking and horizon-scanning to ensure our services, advice and support address issues before they arise.

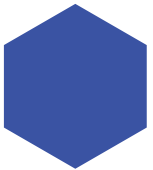
 **Business-focused** – providing pragmatic advice and support, which is not only legislatively compliant but is driven by the needs of the business and is 'business fit'.

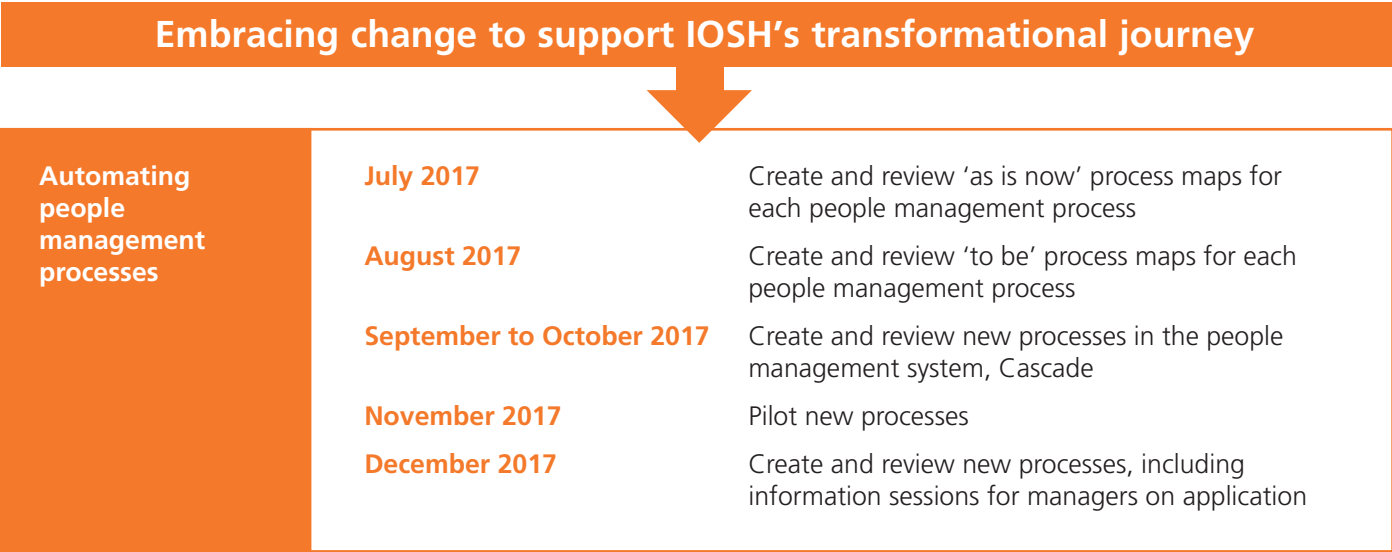
 **Enabling** – empowering our managers to make informed decisions based on sound advice and support so they can become confident 'people' leaders, increasingly using the People team as a consultancy service as their reliance on the team reduces.

Monitoring progress
We will regularly assess our progress against our year one plan to ensure we remain focused and deliver our objectives. The mechanism for review will be regular quarterly progress reports to the IOSH Business Management Group (BMG).



Year one people plan





Review of all employment policies and procedures	May 2017	Review the contents of all of IOSH's people management policies and procedures, to ensure they are business fit and legislatively compliant Identify any unnecessary processes or stages in procedures or policies that need to be removed Identify any policies and procedures which are missing, need to be removed or be revised Identify guidance and information that needs to be removed, policies and procedures turned into FAQs, and guidance notes and information that can be stored on the intranet
	June to August 2017	Create new policy/procedure template Create new guidance notes and FAQ templates Amend relevant policies and procedures Place all new policies and procedures into new templates Create relevant FAQs, guidance notes and flow charts using the templates
	September to October 2017	Create new policy/procedure template
	November to December 2017	Create new HR intranet pages constructed around 'employment life cycle' Upload guidance fact sheets, flow charts, FAQs, checklists, policies and procedures Revise the employee handbook



Our vision: A safe and healthy world of work

IOSH
The Grange
Highfield Drive
Wigston
Leicestershire
LE18 1NN
UK

t +44 (0)116 257 3100
www.iosh.co.uk

 twitter.com/IOSH_tweets
 facebook.com/IOSHofficial
 tinyurl.com/IOSH-linkedin
 youtube.com/IOSHchannel



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