



# What is HRA?

## Core Service

- Genesis was an outsourced employee relations service for Imperial College Healthcare NHS Trust in 2008.
- Today we have over 10 clients, serving 30,000 staff in London and South
- a 24/7 service providing the whole range of ER solutions including legal advice, training, activity monitoring and advice up to Director level.
- on site, email and phone access
- a client's perspective included in this presentation
- frees up capacity, can deliver cost savings, delivers dedicated resources, monitoring trends and enables “managers to manage”
- Recently formed an alliance with NHS Employers to create a “go to” HR offering, “doing more with less”



## Consultancy

- Rapid growth linked to organisational change in NHS
- Portfolio of services includes:-
  - investigations (including an insourcing model)
  - training (with legal input)
  - change management and transition support
  - pay and conditions reviews
  - locum support
- Over 25 clients including the NCB, Hampshire hospitals, Ashford and St Peter's, South Essex partnership, Epsom and St Helier

- Core consulting team and panel of high quality associates from Band 3 – to Deputy Director level with NHS and relevant experience
- Day rate / fixed contract approach
- Key to success includes:-
  - legal support
  - consistency and quality
  - sector knowledge and “feel”
  - pricing model
  - speed of response

# Key considerations in outsourcing HR



- Want to offer services to Local Authorities
  - convergent health and local government agendas
  - doing more for less
  - Local government / social enterprise experience
- Can bring real benefits when:
  - internal capacity is not sufficient
  - internal costs are too high
  - concerns about internal quality and skill level
  - need to free up senior “head space”
- Success criteria include
  - a good fit with the internal function
  - educating and developing managers
  - preparation and groundwork
  - a clear and well defined specification
  - rigorous and regular SLA monitoring
  - good quality data and cost certainty
  - Linkage with training and legals

# Contracting out the Management of Employee Relations Case Work at Imperial College Healthcare NHS Trust

Keith Loveridge Sept 2011



# About the Trust

Trust established in Oct 2008

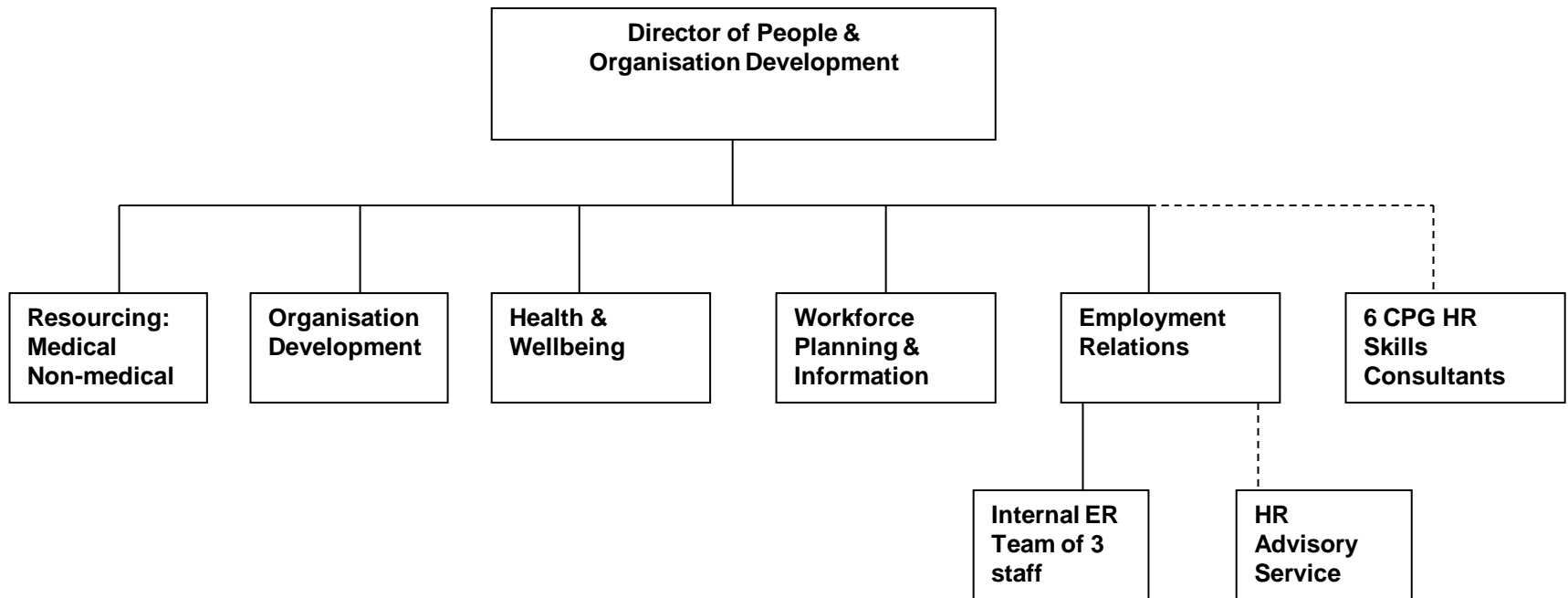
Headcount - 9,600

5 main sites

6 Clinical Programme Groups & Corporate  
Directorates



# INTERNAL STRUCTURE



# WHAT GETS DONE INTERNALLY?

- People management skills
- Organisational change
- ER governance arrangements
- Workforce policies and procedures
- Transactional services including contractual changes, mat leave etc
- Some 'complex' ER case work



# IMPERIAL HR ADVISORY SERVICE

- **PROVIDER** - Capsticks since Jan 08 - renewed in April 11
- **SERVICES** - Case work, activity reports, 4 training session
  - Dedicated imperial team - 5 hr advisors and 1 hr advisory manager
  - Access to senior staff for complex cases
- **USERS** - Managers
- **ACCESS** - Telephone & e-mail
- **HOURS** - 08:30 to 18:00 Monday through Friday
- **REVIEW** - Quarterly meetings

# Benefits

- Cost effective
- Clear simple performance standards
- Continuity of cover
- Manager satisfaction
- Link with legal services

# Drawbacks

- Ability of HR advisors to bring pressure to bear on reluctant managers
- Some loss of flexibility on case management
- Relationship with trade unions
- Internal career development

# Lessons learnt

- Accept the drawbacks
- Structure not in itself a guarantee of good quality case management
- Get data collection right from start
- Achieve a 'good fit' with internal HR
- Manage the message to the organisation
- Help the HRA manage demand
- Ensure policy changes are reflected in HR advice
- Self discipline for internal HR