



# Workforce Development Plan National Library of Wales



November 2018

## 1.1 Introduction

This Workforce Development Plan forms a part of a holistic People Strategy and sets the strategic direction of workforce development for the period 2018 to 2021. This Workforce Development Plan is aligned to support the delivery of the Library's Strategic Plan, which states how it values and treats its people in order to foster excellence in all areas of responsibilities and service delivery within the Library.

The National Library of Wales is facing rising demands on for its services within a capacity constrained environment, and the implementation of this plan depends to a high degree on the resources available. Our Trustees – together with the Welsh Government - need to be assured that there is effective triangulation between the key components of our business planning – workforce, activity and finance – and that we are adequately resourced to meet the Library's performance targets and the Objects of our Royal Charter to the best of our ability.

The People Strategy is informed by the Library's current Strategic Objectives: being excellent custodians of our collections, contributing to the well-being of future generations, ensuring long-term access to national collections, being central to national cultural life and ensuring resilience for the long-term. It aims to ensure the Library is an employer of choice with a culture, policies and procedures that set high expectations, that offers a competitive wage, whilst providing a stimulating and inclusive environment for its people and sustaining its reputation as an important national cultural organisation.

The People Strategy recognises that the Library is experiencing a challenging period characterised by decreasing staffing levels, which have fallen 30% over the last 5 years due to reduced funding levels from government resulting in a critical loss of expertise and experience as individual retiring members of staff are not replaced and as others leave our employment. The Strategy, together with this Plan, provides a people-centred framework to guide choices the Library and its staff will face as they seek a successful course in an unsettled landscape through the development of a robust workforce.

The Workforce Development Plan sets out the specific activities to be undertaken to focus HR activity on achieving each aim. Alongside this work the HR Unit, with the support of the Executive Team and in consultation with the Trade Unions, will aim to deliver a modern HR service and continue to offer timely support, guidance and training to leaders, managers and staff across the Library. An annual HR Work plan at the start of each financial year will be presented to the Board of Trustees and to our Quarterly Monitoring Meeting with MALD, and regular progress updates will be shared during the year.

## 1.2 The Library's Workforce – context and overview

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At the start of the 2014/15 financial year the Board of Trustees, after considering the Library's financial strategy for the impending 3 years, came to the unavoidable conclusion that the organisation would be required to reduce the number of employees in an attempt to address the significant reduction in its Grant-in-Aid. Board members were cognizant that failure to cut expenditure could lead to the organisation's insolvency. A number of cost-reducing measures had previously been undertaken by the Executive Team, in consultation with the Trade Unions, for example, a number of posts had not been filled as they became vacant which included senior management positions.

A corporate restructuring programme was launched in September 2014, partly in response to reductions in the Grant in Aid, but also in response to the evolving needs of users, potential users and stakeholders. The case for change and its direction had been discussed at numerous Board meetings. The first phase of transformation was a programme of restructuring, initiated in October 2014, and the second phase focused on people, processes, projects and space. It was anticipated that the shifts in working practices and organisational culture that followed from these changes would enable the Library to move towards a distinctly outward looking, dynamic, customer-focused organisation with implementation, with delivery and impact at its core. Whilst revised structures and the use of communications technologies would enhance the Library's services, it was realised that ultimately, improved levels of service could only be achieved through a combination of the skills, motivation, and professional dedication of the Library's staff. Investment in staff would form a key element in enabling the transformation.

It was also agreed that the restructuring programme would result in a reduction in staff numbers primarily by means of voluntary redundancy, retirement and redeployment. Regrettably, albeit inevitably, a number of roles would have to cease. While these reductions in staff numbers would enable the Library to meet its current financial challenges, the Board remained mindful of the need to ensure that the knowledge and skills of individuals leaving the service of the Library would need to be transferred to their successors. In order to ensure the transfer of these skills it was agreed that the Library should develop a People Strategy and Workforce Development Plan.

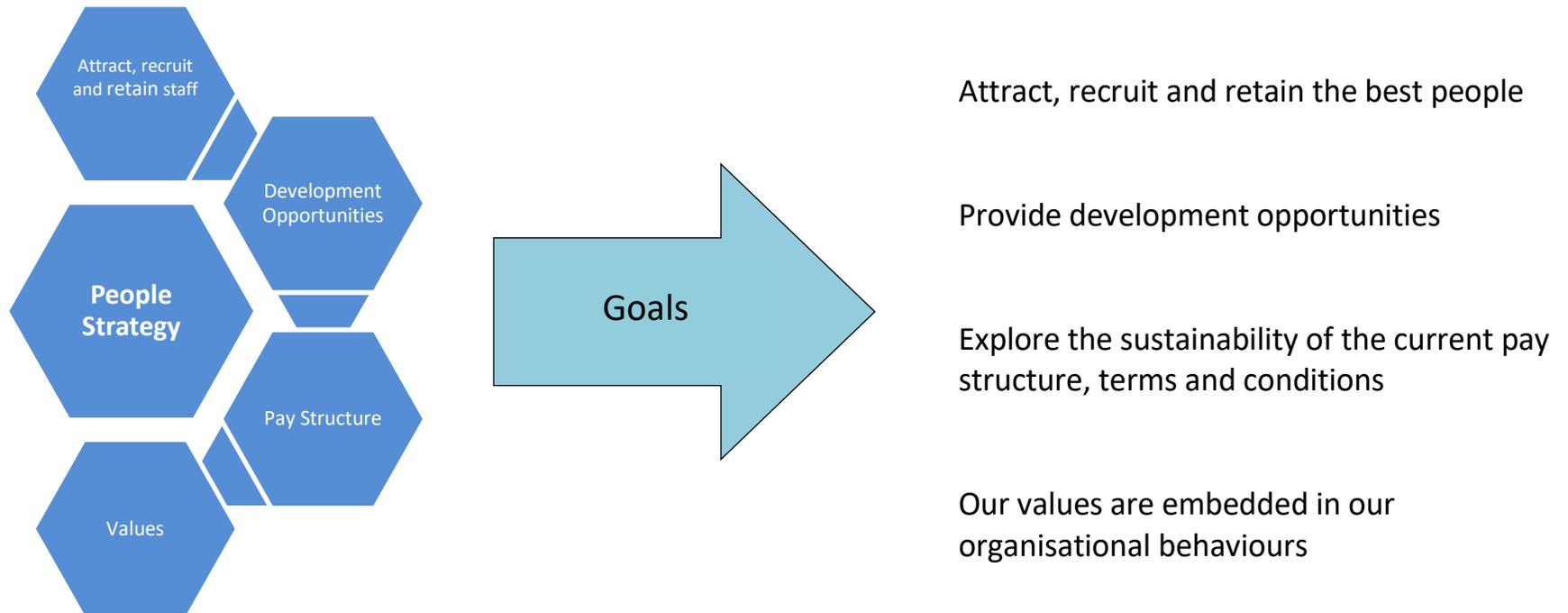
Although we have seen a significant reduction in our workforce during the last few years, the organisation still has a dedicated and talented workforce with a large percentage of staff possessing rare and unique skills and competencies. The Library needs to do its utmost to avoid further loss of skills and experience, by safeguarding these skills and competencies for the future by investing in its current workforce. Further by doing so, the Library can attempt to recover skills which have already been lost and to develop new skills when the need arises. The development of a People Strategy and Workforce Development Plan will enable this issue to be addressed. However, the level of success in implementing this plan will depend on the level of Grant in Aid the Library receives from Welsh Government.



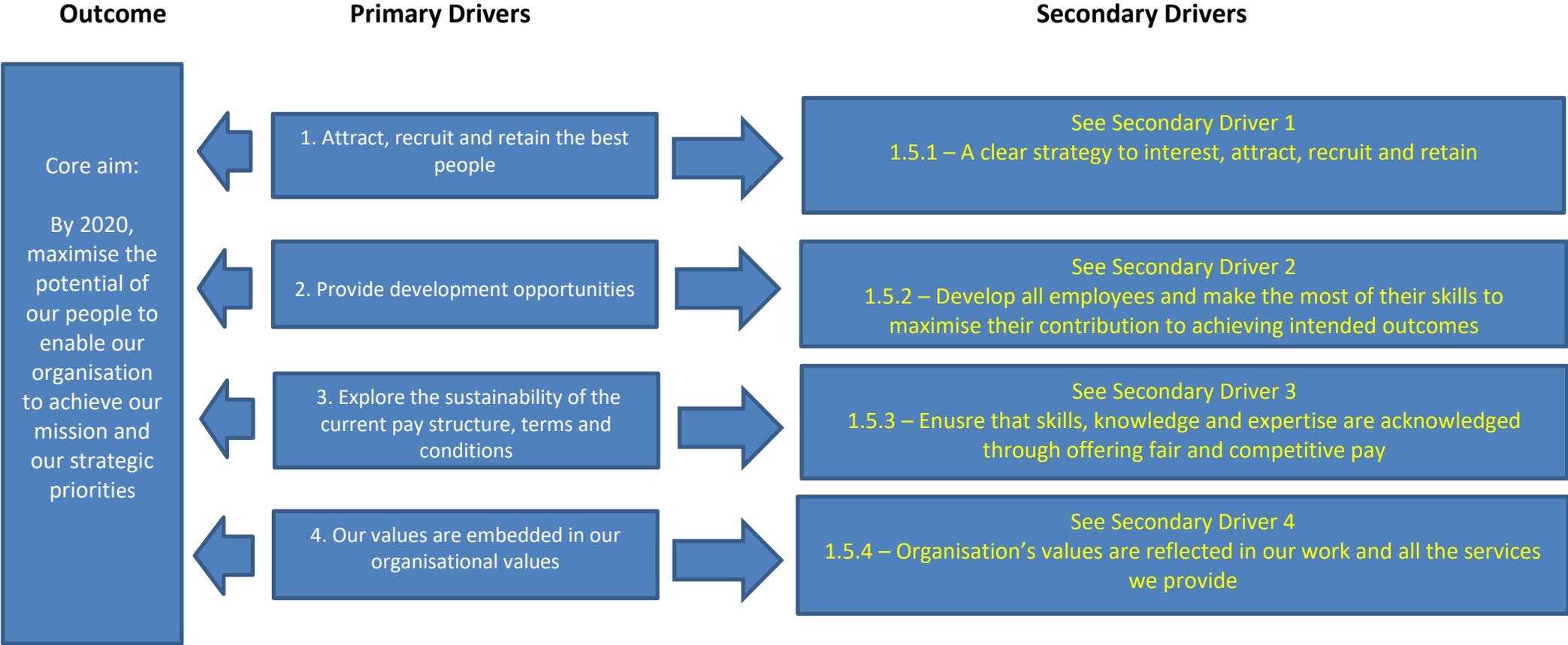
### Management and Trade Unions

This Workforce Development Plan has been developed by the Executive Team, in consultation with Trade Unions, on behalf of the Library's Board of Trustees. Both Management and Unions agree that the aims and objectives of the Library can best be achieved by both parties, working in a spirit of co-operation and collaboration, with the aim of delivering a shared vision for the Library's future.

### 1.3 Our Top Four Aims and Strategic Goals:



# 1.4 Workforce and Development Plan 2018–2021: Action Plan



## 1.5 Secondary Drivers 1 – 4

(Key: ET (Executive Team/DG (Delivery Group)/HR Mgr (HR Manager)

Secondary Drivers	What we will do	Timescale Year 1/2/3	Intended outcomes	Measures	Responsibilities
<b>Driver 1: Attract, recruit and retain the best people</b> ✓					
1.5.1 A clear strategy to interest, attract, recruit and retain	<ul style="list-style-type: none"> <li>Review the Recruitment &amp; Selection Policy and process to:               <ul style="list-style-type: none"> <li>Reflect on the current policy of recruiting internally in the first instance</li> <li>Include clear methodology for measuring values and behaviours of candidates</li> <li>Ensure an emphasis on inclusion</li> <li>Reflect the need to attract and consider the widest possible pool of candidates.</li> </ul> </li> </ul>	Year 1	<ul style="list-style-type: none"> <li>A recruitment strategy which will attract the widest possible pool of appropriately qualified candidates.</li> <li>Attract a wider selection of candidates who are more likely to come across job advertisements on social media rather than in more traditional forms of communication.</li> <li>A recruitment and selection process that includes embedded methods for the measurement of candidates' values and behaviours.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed recruitment process.</li> <li>Jobs are filled successfully, within an appropriate time frame, with appropriately qualified and experienced candidates.</li> <li>An increase in the number of managers who have received refresher training.</li> </ul>	ET, DG & HR Mgr
	<ul style="list-style-type: none"> <li>Develop and implement an approach to recruitment that incorporates a focus on values.</li> </ul>	Year 1			

Secondary Drivers	What we will do	Timescale Year 1/2/3	Intended outcomes	Measures	Responsibilities
	<ul style="list-style-type: none"> <li>• Train managers in the revised recruitment process.</li> <li>• Make wider use of social media and other platforms to advertise posts to attract more diverse candidates</li> </ul>	<p>Year 1</p> <p>Year 1</p>			
<b>Driver 2: Provide development opportunities ✓</b>					
1.5.2 Develop all employees and make the most of their skills to maximize their contribution to achieving intended outcomes	<ul style="list-style-type: none"> <li>• Engage and include all staff in developing systems and processes to support them to develop and maximize their potential.</li> <li>• Improve approaches to assess existing knowledge, skills and behaviour and to identify learning and development needs to maximize potential.</li> <li>• Identify areas where new skills may be needed in the future and provide that training in the new areas when needed</li> <li>• Ensure that staff have opportunities for personal and professional growth through active learning and development.</li> <li>• Draft and agree a Learning and</li> </ul>	<p>Years 1 – 3</p> <p>Years 1 – 3</p> <p>Years 1 - 3</p> <p>Years 1 – 3</p>	<ul style="list-style-type: none"> <li>• Staff have self awareness of their existing knowledge, skills and behaviours and gaps are identified and addressed to maximize their potential in their current role.</li> <li>• Staff are aware of how their existing knowledge, skills and behaviours relate to other roles in the Library.</li> <li>• Staff have identified areas for development in their knowledge, skills and behaviours to support their next steps.</li> <li>• Managers are aware of their staffs’ development needs to support them in their current role and in their potential next steps.</li> </ul>	<ul style="list-style-type: none"> <li>• Levels of staff engagement in events/consultation.</li> <li>• Mechanisms to assess levels of knowledge, skills and behaviours agreed in partnership with Trade Unions.</li> <li>• A clear understanding of knowledge, skills, behaviours across the Library.</li> <li>• Fully informed personal development plans.</li> <li>• Increased levels of career conversations taking place as part of the Personal Development process or other mechanisms.</li> <li>• Robust staff development</li> </ul>	<b>ET, DG &amp; HR Mgr</b>

Secondary Drivers	What we will do	Timescale Year 1/2/3	Intended outcomes	Measures	Responsibilities
	<p>Development Plan with Historic Wales strategic partners.</p> <ul style="list-style-type: none"> <li>• Explore the potential to develop a shared framework for strategic skills analysis with Historic Wales strategic partners.</li> <li>• Develop a cohesive professional development strategy, including clear guidance around the nature, amount and impact of recommended annual CPD per annum for different roles in the Library.</li> <li>• Together with Historic Wales strategic partners, commission Sector Review of current professional qualifications and the Qualification System for heritage in Wales.</li> <li>• Pilot buddying, mentoring, coaching and shadowing in selected roles/areas of work with support from Academi Wales, external providers and existing managers.</li> <li>• Work with the National Centre for Learning Welsh to develop bespoke Welsh in the Workplace modules for staff.</li> </ul>	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1 – 2</p> <p>Year 1 – 3</p>	<ul style="list-style-type: none"> <li>• Improved conversations between managers and staff with regards to performance and development needs.</li> <li>• Managers gaining ILM qualifications.</li> </ul>	<p>and training programmes in place for staff at all levels</p>	

Secondary Drivers	What we will do	Timescale Year 1/2/3	Intended outcomes	Measures	Responsibilities
<b>Driver 3: Explore the sustainability of the current pay structure, terms and conditions ✓</b>					
1.5.3 Ensure that skills, knowledge and expertise are acknowledged through offering fair and competitive pay	<ul style="list-style-type: none"> <li>• Maintain a stable baseline in our grant from the Welsh Government in order to provide our staff with a competitive salary benchmarked against other similar institutions and the National Assembly for Wales and the Welsh Government itself.</li> </ul>	Year 1 – 3	<ul style="list-style-type: none"> <li>• Provide our staff with a competitive salary</li> <li>• Improved attraction, recruitment and retention rates</li> <li>• Improved staff morale and productivity rates</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey reports</li> <li>• Attraction, recruitment and retention statistics</li> <li>• Leaders, managers and Unions report increased levels of satisfaction and morale</li> </ul>	ET & Board of Trustees
	<ul style="list-style-type: none"> <li>• Continue to work with Historic Wales strategic partners to advocate for improving sector pay to align with other sectors and encourage Ministers to develop national guidance and salary benchmarking across WGSBs and Welsh Government.</li> </ul>	Year 1 – 3			
	<ul style="list-style-type: none"> <li>• Maintain up to date benchmarking data drawn from within the sector and from similar institutions across the UK to inform remuneration decisions.</li> <li>• Review pension and wider benefit provision to provide benefits that are truly valued by people.</li> </ul>	Year 1 – 3			

Secondary Drivers	What we will do	Timescale Year 1/2/3	Intended outcomes	Measures	Responsibilities
<b>Driver 4: Our values are embedded in our organisational behaviours</b> ✓					
1.5.4 Organisation's values are reflected in our work and all the services we provide.	<ul style="list-style-type: none"> <li>Agree on Organisation's values in consultation with the Trade Unions.</li> </ul>	Year 1	<ul style="list-style-type: none"> <li>People across the Library can connect with and are supportive of our values.</li> <li>Our staff connect with, demonstrate and experience our values.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement feedback.</li> <li>Team / directorate engagement in reviewing values and behaviours</li> </ul>	ET, DG & HR Mgr
1.5.5 Organisational behaviours align with our values.	<ul style="list-style-type: none"> <li>Foster behaviours that demonstrate our values and reflect our work across all our services</li> <li>Awareness raising and sharing of stories and examples of our values in practice through regular discussion in Team Briefings/Meetings and sharing best practice.</li> </ul>	Years 1 – 3  Year 1 - 3	<ul style="list-style-type: none"> <li>Teams take time to reflect in order to share experiences, and to continuously learn and improve</li> </ul>	<ul style="list-style-type: none"> <li>Interview staff, survey reports indicating levels of staff engagement (e.g. how they are treated).</li> <li>Develop an active and growing library of stories illustrating how individuals and teams are demonstrating our values.</li> </ul>	ET, DG & HR Mgr
1.5.6 Compassionate, inclusive and effective leaders and managers at all levels.	<ul style="list-style-type: none"> <li>Develop knowledge and practice of compassionate, inclusive high impact leadership behaviours at all levels.</li> <li>Support leaders at all levels to build compassionate leadership behaviours (e.g. Listening with empathy, a focus on building effective relationships and trust, an improvement mindset, an</li> </ul>	Years 1 -3  Years 1 – 2	<p><b>Leaders and managers at all levels:</b></p> <ul style="list-style-type: none"> <li>Demonstrate / model consistent values driven behaviour in the way they work.</li> <li>Understand how to build and maintain trust in their working relationships.</li> <li>Challenge behaviours that do</li> </ul>	<ul style="list-style-type: none"> <li>Interview and Staff Survey and PDR satisfaction reports.</li> <li>Stories.</li> <li>Attendance at relevant courses / events</li> </ul>	ET, DG & HR Mgr

Secondary Drivers	What we will do	Timescale Year 1/2/3	Intended outcomes	Measures	Responsibilities
	<p>awareness of stress and ways of reducing stress, ways of building joy in the workplace).</p> <ul style="list-style-type: none"> <li>• Increase understanding amongst all employees about the importance of building relationships and trust.</li> <li>• Support leaders and managers at all levels to build skills in feedback methodology, coaching conversations and improvement.</li> <li>• Support leaders and managers at all levels to be confident to challenge unethical, aggressive or intimidating behaviours.</li> </ul>	<p>Years 1 – 2</p> <p>Years 1 – 2</p> <p>Years 1 - 3</p>	<p>not support compassionate, inclusive, high impact leadership.</p> <ul style="list-style-type: none"> <li>• Employees pay attention to building and maintaining positive relationships.</li> <li>• Unethical, aggressive or intimidating behaviours by any member or level of staff are challenged as a matter of course by others.</li> </ul>		
1.5.7 An open-minded culture where staff are valued, listened to and included in the decision-making process.	<ul style="list-style-type: none"> <li>• Whenever possible staff are consulted and included in decision-making at all levels.</li> <li>• Staff are listened to and their opinions considered, valued and appreciated.</li> <li>• Support staff when putting forward solutions to work problems.</li> <li>• Support staff at all levels to be confident to challenge unethical, aggressive or intimidating behaviours</li> </ul>	Years 1 - 3	<p><b>Staff at all levels:</b></p> <ul style="list-style-type: none"> <li>• Are confident in putting forward solutions and opinions as to how work problems can be resolved</li> <li>• Solutions to work matters come from all levels.</li> <li>• Staff feel ownership over work decisions.</li> <li>• Unethical, aggressive or intimidating behaviours by any member or level of staff are challenged as a matter of course by others.</li> </ul>	<ul style="list-style-type: none"> <li>• Levels of consultation with staff in regards to decision making at all levels.</li> <li>• Number of decisions influenced by ordinary staff.</li> </ul>	

Secondary Drivers	What we will do	Timescale Year 1/2/3	Intended outcomes	Measures	Responsibilities
1.5.8 A learning culture focused on continuous improvement.	<ul style="list-style-type: none"> <li>Promote and encourage reflective practice.</li> <li>Promote learning opportunities in a range of formats with an emphasis on supporting the transfer of learning into practice.</li> <li>Support people to build the skills, knowledge and behaviours that will increase resilience and flexibility in a rapidly changing environment.</li> <li>Support managers in encouraging and empowering people to take time to learn, reflect and share.</li> <li>Promote a culture where staff take responsibility for the learning and development.</li> <li>Support an improvement focused mindset across the organisation.</li> <li>Support development of knowledge sharing / learning / innovative networks across the organization</li> </ul>	Year 1	<ul style="list-style-type: none"> <li>Staff take time to learn and reflect.</li> </ul>	<ul style="list-style-type: none"> <li>Team and individual reflection and learning stories are shared</li> <li>Range of networks, groups and facilities in place to enable sharing of learning across the organisation</li> <li>Number of people involved in networks / cross-organisational activities to share knowledge and ideas</li> <li>Numbers of staff engaging in new learning opportunities.</li> <li>Feedback from staff on learning opportunities.</li> <li>Learning programmes/opportunities are in place and available for staff at all levels.</li> </ul>	ET, DG & HR Mgr
		Year 1	<ul style="list-style-type: none"> <li>Staff are sharing their knowledge and learning.</li> <li>Staff are accessing a wide range of learning and development resources.</li> </ul>		
		Year 1 – 2	<ul style="list-style-type: none"> <li>Staff are taking proactive responsibility for their learning.</li> <li>Staff are resilient and able to embrace change.</li> </ul>		
		Year 1	<ul style="list-style-type: none"> <li>Managers encourage and empower others to take time to learn, reflect and share.</li> </ul>		
		Years 1 - 3	<ul style="list-style-type: none"> <li>Staff take responsibility for their learning and development.</li> </ul>		
		Years 1 – 3	<ul style="list-style-type: none"> <li>Staff are involved in continuously improving the way we do things.</li> </ul>		

## **1.6 Communications and Engagement**

The Library has an Internal Communications and Engagement Strategy which will assist us in embedding the People Strategy and Workforce Development Plan. The Library's Executive Team, in consultation with the Trade Unions, adopted a new Internal Communications and Engagement Strategy in 2017. The Strategy is regularly reviewed by our Delivery Group and satisfaction surveys commissioned as necessary. It is also reviewed regularly at meetings of the Partnership Council with Trade Union representatives.

## **1.7 Review and Reporting Mechanisms**

The People Strategy and Workforce Development Plan will be reviewed in November 2019 to provide an update to the Board of Trustees and Welsh Government on progress at the start of 2020.

A mid-year review of progress in delivering the Workforce Development Plan will take place in June 2019 and the results will be presented to the Board of Trustees in September 2019.

The Director of Corporate Resources and the HR Manager will report regularly to the Executive Team. Work will take place to identify the required information and to develop reporting mechanisms to meet those needs.

We will consider whether or not a corporate risk is required to capture any areas that could impact significantly on the Library if we do not deliver this plan.