

## Proposed Narrative

We now have a new structure proposal for the People Function that we would like to take you through for your builds and approval.

Our vision for the work was:

## VISION STATEMENT

**To create future fit people structures that support the business, rebuilding trust and confidence, putting ownership and decision making at the right level, removing duplication and delivering roles that are motivating, challenging and that have space to grow.**

And the general principles were:

- That this gives a fuller structure for the next 18-24 months with the options to decrease the size of this as capabilities get embedded; we would anticipate doing this by natural attrition/movers/promotions etc – particularly in the partnering space.
- That we align structures to support future opportunities, e.g. strengthening Talent Acquisition team to better manage the way that contractors (contingent workers) are used within POL, reducing reliance, risk, cost and bringing in better in-house capability
- That we remove unnecessary hierarchy from the structure, to use as a template for organisational changes to work levelling at a later stage across the rest of the business.
- That we introduce and pilot tools as part of this change that will help with improving culture and will use learnings to roll out to the rest of the business – e.g., redeployment approach and principles, hiring manager training, interview guides and toolkits that align to a leadership framework and give a consistent way of recruiting in POL, partnering training/development.
- That this removes single points of failure and provides opportunities for career development and growth without the need to have to leave the Post Office to grow your skills and further your career. Retaining and growing skills and keeping corporate memory.
- That we can present a 'one team' view to the business of the people function, removing duplication, inconsistencies, silo'd working (all areas strengthen each other) and confusion, with clear points of contacts to align to business and strategic priorities.

Then the specific themes that we have pulled out and are addressing:

**1. Partnering is too light, too top heavy and inconsistent across different business functions.**

- We have removed 3 partnering director roles and report this now to a single director.
- We have introduced a head of partnering role, a people partner role and an hr advisor role.
- This increases the number of heads supporting partnering from its current 7 (which doesn't include un-replaced leavers) to 20 and 4 different levels (currently 2). This ensures that partnering happens at the appropriate experience level, giving full, value adding roles, clear routes of succession and the best support to the business.
- Alongside structure changes, we will also be pulling together a 'partnering in the post office' development programme and supporting communication, to ensure a consistent approach and clear guidance to the business to increase line manager accountability and guide self-serve journey.
- ***This represents the biggest investment with an increased cost of*** IRRELEVANT

**2. There are blurred lines of accountability in IR and ER**

- We have moved these accountabilities to sit under one director and combined roles, to make accountability clearer.
- In the case of IR, we have housed this in the area of most activity (retail partnering), this allows for shrinking of this team should the amount of DMB decrease and the need for unions reps decrease as a result.

**3. MI and data is poor and not readily available. This impacts both the function, the ability to support the business the credibility of the function. Systems are not as user friendly as they could be. The Support from PSS can be variable.**

- We are investing in MI and Data capabilities and reporting these to a dedicated Manager role
- Alongside structure changes, we will also be pulling together a systems improvement plan with product development roadmaps and clear ownership and support, working with tech team experts for light touch support.
- We are removing 'data' accountability from the systems manager role.
- The rest of the headcount isn't increasing or decreasing, but there is work to do to remove hand-offs, duplication and improve capability. This can be managed by the Services Director and Head of Shared Service.

**4. There is inconsistency in our organisation design activities and despite this being a GE accountability for the CPO and many change activities planned for 24/25 , has no dedicated resource.**

- We are investing in dedicated OD capability.
- We will develop a set of consistent OD principles to guide the design of the future organisation to:
  - identify areas of investment versus cost saving
  - decide how and when to work with third parties and when to build capability in house.

- deliver full and meaningful roles that deliver career progression opportunities.
- maximise spans of support to provide the right mix between empowerment and line manager support.

**5. Wellbeing sits outside of the People function, despite this being a key driver in colleague engagement.**

- We are moving wellbeing back to the people function, carefully separating the role from the current line of accountability, giving a dedicated home and owner.
- We would recommend keeping supplier relationship with the H&S Manager and over the remaining length of the contract for both of these roles to work together to agree the future of optima contract or if this should be spread across more suppliers/delivered in-house.

**6. There is work to do on E,D & I to make this truly alive in the business. Culture needs to be owned by all**

- As one of the strategic people priorities, we need to strengthen our E,D & I. capability in order to develop a compelling strategy, with robust and challenging objectives and business wide commitments
- We will do this by introducing a senior expert role into our structure, reporting to Talent and Capability Director, who can work across the whole of the business and all point in the colleague lifecycle, to educate and coordinate activities to address gaps and opportunities.
- The recent audit gives a good starting position, and this needs to be driven through the leadership team.

**7. There is a need to have a clearly defined people strategy, with governance, planning and reporting.**

- We are introducing a Strategy, Governance and Planning role, with supporting roles and capabilities, that will report directly to the CPO.
- This role will help the continued development of the function, challenging status quo, bringing outside in, managing and governing budgets and plan, setting meeting cadence of the team
- This will initially be filled by Tim Perkins, until he moves from the Ethos programme in March. The plan, governance and reporting of Ethos plan will remain here.
- Colleague experience and engagement will also be sat here, removing this from current home under the Culture and Leadership team
- We have removed 'culture' from job titles, with the view that Culture is not the accountability of one role or area, but the responsibility of everyone. The people function is responsible for designing experiences that reinforce the culture – such as leadership development programmes or that nurture the culture – such as reward and recognition schemes.