

Strategic People Plan

Creating a great place to work for all



Delivering on our cultural ambitions...

A great place to work for all

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Creating a great place to work for all....



3 Stages

Sustainability

Scanning the horizon whilst continuing to listen, learn and deliver best in class. A consistent, reliable offering across the whole colleague lifecycle.

Growth

Steadily building on the foundations to embed and improve. Building confidence and trust in the People offering. Expanding our focus beyond the basics and aiming for best in class.

Foundations

Assessing where we are and where we want to be – people, processes, technology, culture. Starting where we are, using what we have, doing what we can to reinforce or build strong foundations that will underpin our ambitions for the future. Narrowing our focus to ensure we get the basics right first.



Creating a great place to work for all....



3 Strategic Priorities

Colleague Experience

Transform what our people feel, see and experience throughout their time with us

Capability

Reimagine our approach to talent and people capabilities to unlock the full potential of the business

Inclusion

Deepen our commitment and focus on ED&I to become a truly inclusive and safe place for all

Delivered by a People Team set up to enable Post Office to meet its vision and purpose and transform its culture



24/25 Deliverables on a page

**Strategic
Intent**

24/25 Intent

**24/25
Deliverables**

Colleague Experience	Capability	Inclusion
Transform what our people feel, see and experience throughout their time with us	Reimagine our approach to talent and people capabilities to unlock the full potential of the business	Deepen our commitment and focus on ED&I to become a truly inclusive and safe place for all
Brilliant basics in place for all colleagues	Raise the bar on leadership, management and people capabilities	Move the dial from a diversity focus towards an inclusivity focus
Colleague support through the Inquiry	Embed the new People Operating Model	Define 3-year EDI deliverables
Colleague Wellbeing strategy developed	New leadership model and behaviours embedded	Define roles and responsibilities for EDI across business
Total reward statements introduced	Training needs analysis for all managers and individual plans produced	Embed EDI policies across colleague lifecycle
Continuity built into STIP measures	Potential model introduced	Network focus on intersectionality
Define and embed pay governance principles	High potential talent processes in place	Improve diversity sharing rates
Recruitment and selection process improvements	Robust succession plans in place for all functions	Senior diversity recruitment process introduced
Applicant Tracking System enhancements	Selection framework in place	Targeted development programmes for diverse talent
Standardise pay negotiation processes and governance	Annual performance and development cycles locked down	Inclusivity and unconscious bias training for all leaders
Map People Shared Services processes	Performance reviews for non management grades	
5-year colleague engagement platform	Performance management process improvements	
3-year People Systems roadmap	Define organisation design principles, job design principles and job families	
	Contractor strategy and cost reduction	



Creating a great place to work for all

Colleague Experience	Engagement	Build on colleague pride, motivation, advocacy and belonging increasing engagement index by 10%
	Wellbeing	Post Office has improved attendance, productivity and retention as a result of its clear focus on employee wellbeing
	Reward	Post Office has competitive levels of reward and employees are clear on their total reward level against the market
	Core Processes	Post Office has efficient and effective core people processes across the employee lifecycle
	Policies	Post Office has people policies that reflect the strategic people priorities and are delivered consistently by all managers
	Systems	Post Office has value-for-money people systems that employees find reliable and consistent
	Data and Analytics	Post Office uses people data and analytics to take appropriate actions, to identify future strategic people objectives and to assess the effectiveness of the People function
Capability	Leadership	Post Office leadership is trusted and demonstrates the skills, capabilities and high standards to lead the business through its transformation
	Talent Development	Post Office retains and develops employees to reach their full potential - supported by clear development plans and visible career pathways
	Talent Attraction	Post Office is recognised as an inclusive employer, dedicated to attracting the best diverse talent
	Performance Management	Performance is managed consistently and fairly by all managers across Post Office – ensuring that what is delivered and how it is delivered are managed and measured equally
	Organisation Design	Post Office has an organisational design that delivers against the business' strategic objectives and is consistent with the job design principles and organisational design principles it has set
Inclusion	Inclusivity	Post Office is recognised internally and externally as a truly diverse and inclusive business



**A great
place to
work for
all**

Strategic People Plan – Deliverables on a page

Foundation

Growth

Sustainability

Define 3-year DEI deliverables

Networks focus on intersectionality

Improve diversity data sharing rates

Embed DEI policies across colleague lifecycle

Define roles and responsibilities for DEI across business

Inclusivity and unconscious bias training for all leaders

Senior diversity recruitment

Targeted development for diverse talent

Annual performance and development cycles

Performance reviews for non management grades

Extension of 360 feedback to more managers

Define OD and job design principles

Create job families

Potential model in place

High potential

Embed People Operating Model

Functional strategic work

New leadership behaviours framework embedded

Additional management capabilities

New leadership model in place

Internal and external comms aligned to commitments

Equal pay audit

Internal assurance framework for EDI

Extend EDI focus to include Postmasters and communities

Group TOM es

Invest in leadership development pro

Career frameworks for all roles

Recruitment process

Review role grading structure

Selection framework

Develop technical

Recruitment psychometric testing for leadership roles

Redevelop entry level

Robust succession plans for all functions

Contractor strategy and cost reduction

Colleague

Map and improve

Process improvements

Build continuity into STIP sche

Applicant tracking system enhance

Colleague support processes through the In

all

- Employer brand aligned to EDI commitments
- 3 year EDI strategy cycles
- Business strategy drives Group TOM
- Internal candidates assessed for all roles
- Accreditation for internal talent programmes
- Organisational objective cascade
- Process CI
- Data-driven decision making
- Colleague self-service model
- Recruitment services framework
- Marketplace certifications for reward
- New employer brand and value proposition
- Colleague advocacy campaign
- Introduce flexible benefits
- Awards and recognition framework
- Differentiated annual pay reviews
- Improve self-service capability across People systems
- Careers site launched
- Refreshed occupational health provision
- Pay governance principles defined
- Standardised pay negotiation process and governance
- Launch Total Reward statements
- 3 year People systems roadmap
- New 5 year engagement platform

POST

Colleague Experience

Transform what our people feel, see and experience
throughout their time with us



Inclusion

Deepen our
commitment
and focus on
ED&I to
become a truly
inclusive and
safe place for
all

Capability

Reimagine our
approach to
talent and
people
capabilities to
unlock the full
potential of the
business