

A photograph of three young adults of diverse backgrounds (two women and one man) smiling and looking at a laptop screen. The woman in the foreground is wearing a white jacket and has her hand on the shoulder of the woman next to her. The man is on the right, wearing a dark sweater. The background is a blurred cityscape.

A practical exploration of a People Experience Framework approach to HR Practice.

Michelle Clark, Executive Director of
Diversity & Talent

The Children's Society

IES HR Retreat September 2023

Quick introduction to me and my experience



Lived Experience



Work Experience



The future of work - some strong headwinds facing HR...

Ageing workforce

Multigenerational teams

Technology and blended workforce (AI)



Cost of living & pay

Recruitment & retaining talent

Flexible/Hybrid working - balance vs connection

Emerging skills (or have the emerged already?)

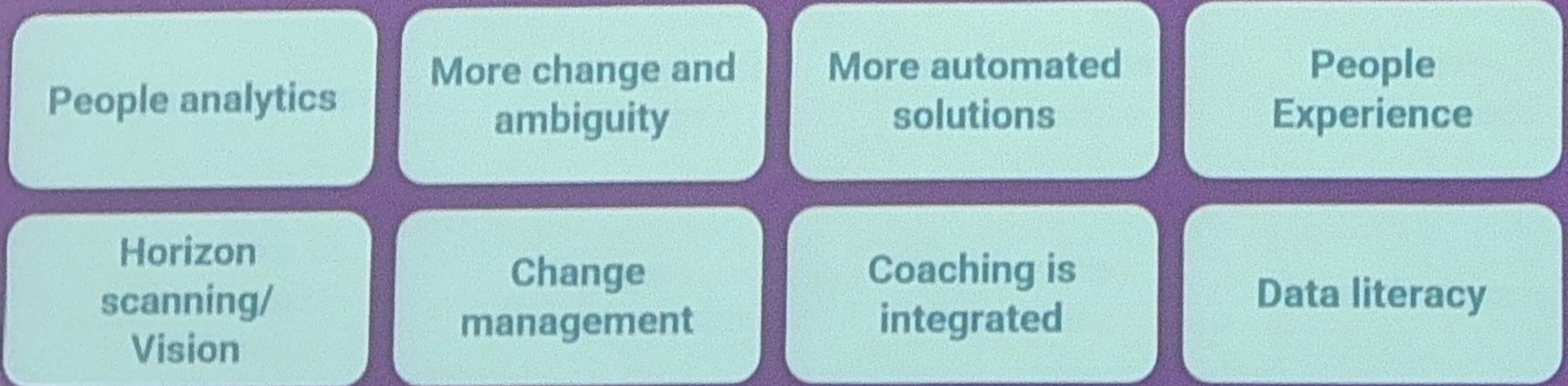
ESG

But we knew this already, right?

Top five areas in need of development

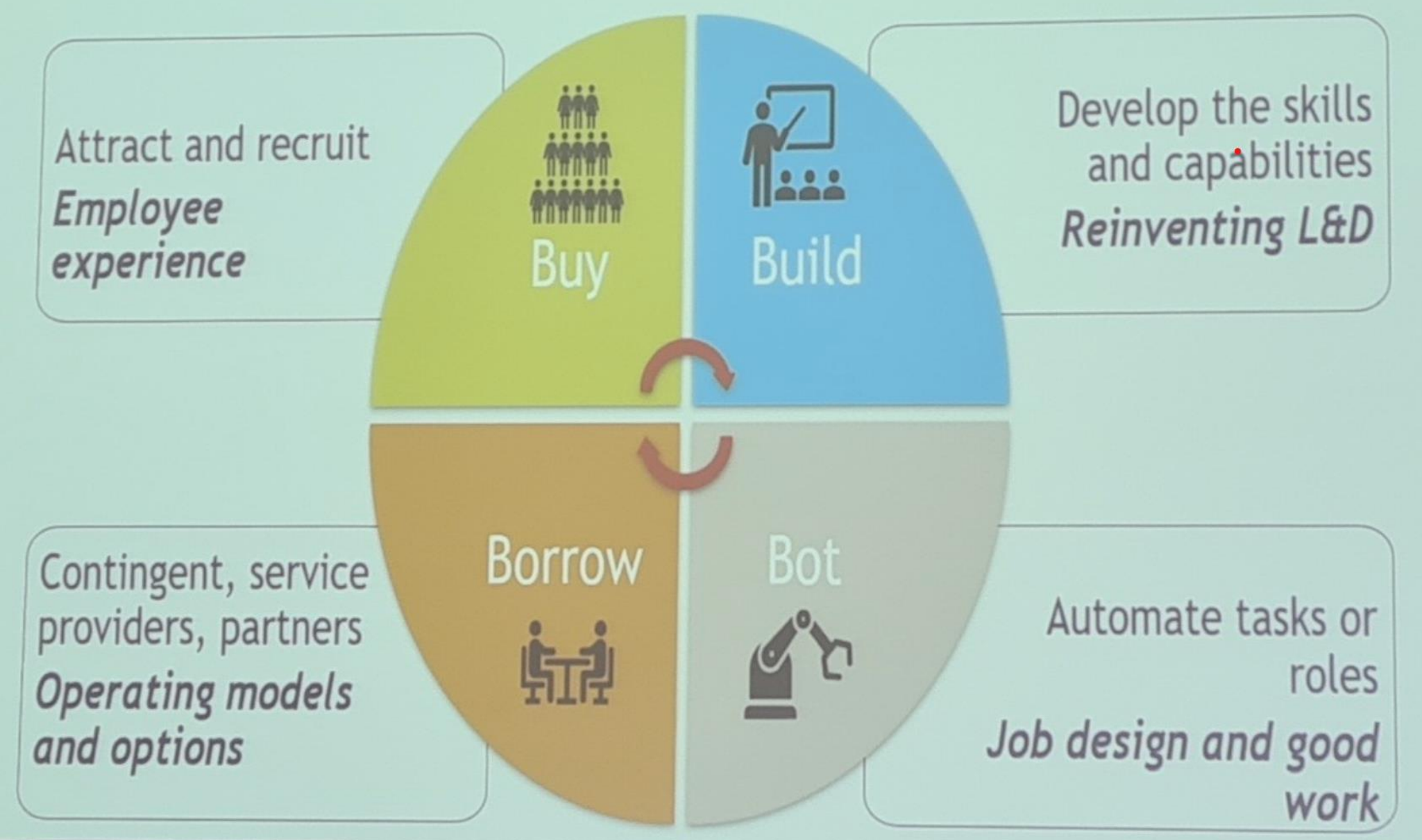
- Reward
- Talent Management
- People Analytics
- Technology and People
- Strategic Workforce planning / Resourcing

So, what might be the HR of the future?



Strategic workforce planning

CIPD



CIPD
People

Traditional HR System – If we keep doing the same thing we'll get different results?



- Absence/sickness

- Turnover/Leavers

- Employee Relations

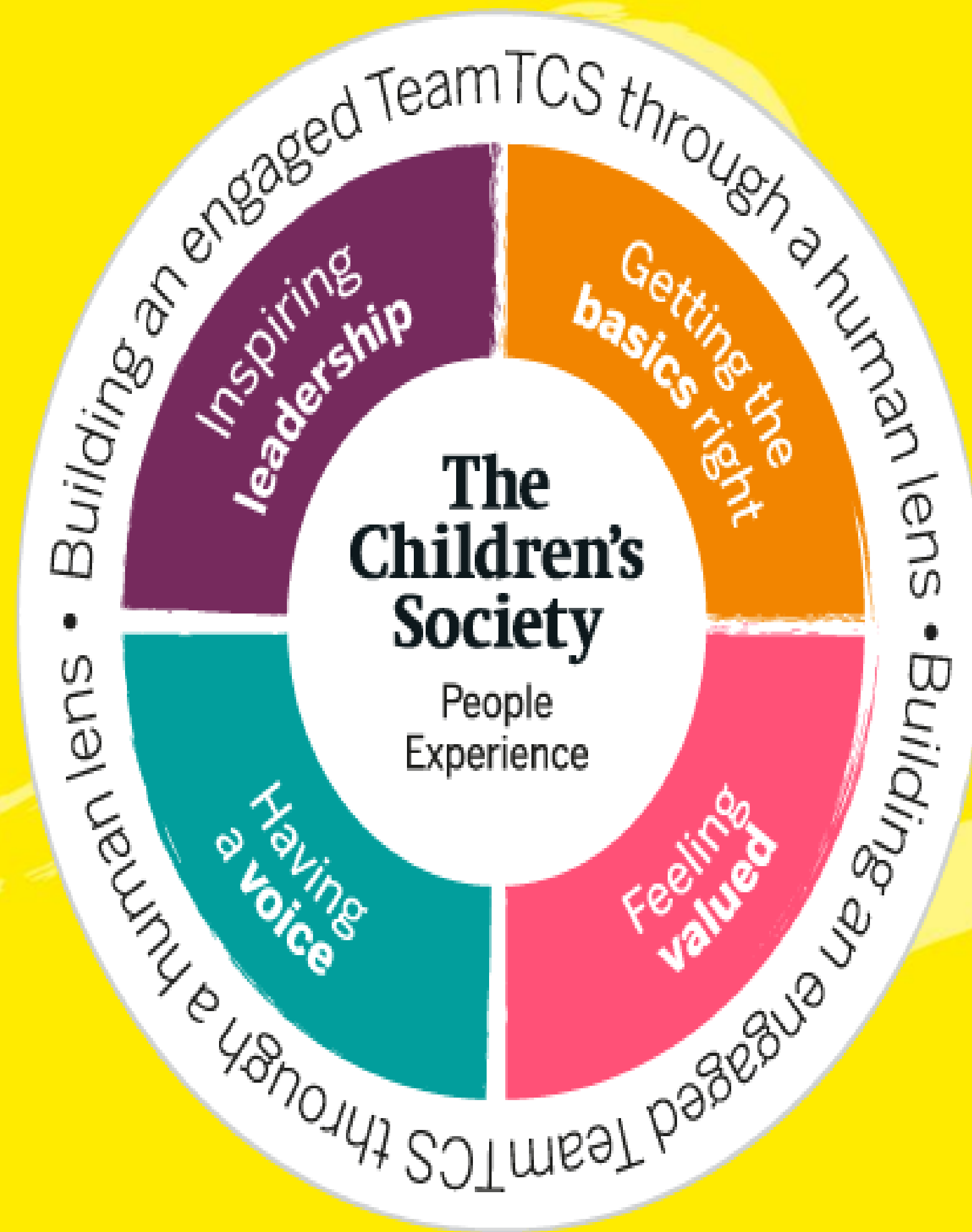
- Performance Management

- Productivity/utilisation

Our approach to the HR practice at TCS is the People Experience Framework

Defining Characteristics:

- Human centred
- Connects the organisation to the individual and not the other way around



Creating change....

Getting the **basics** right

Employee Survey Results: 72%
Volunteer Survey Results: 82%

Feeling **valued**

Employee Survey Results: 74%
Volunteer Survey Results (personal recognition & wellbeing): 84%
Volunteer Survey Results (diversity, inclusion and being yourself): 89%

Having a **voice**

Employee Survey Results: 78%
Volunteer Survey Results: 85%

Inspiring **leadership**

Employee Survey Results: 68%
Volunteer Survey Results: 87%

- Diversity Pay Gap Reporting
- Voice Mechanisms (survey; discovery sessions, spotlights)
- Management Development Programme
- Updating Data Frameworks and encouraging Disclosure of Personal info
- Inclusive Policies

What's coming in 2024

- Full Pay & Grading Implementation
- Strategic Workforce Planning
- Early Careers and Talent pathways

Values and behaviours

We are supportive.

#PrioritisingPeople

We put people first. We build relationships, value our differences and recognise that we all have our own perspectives and lived experiences. We work together to create safe, open spaces that allow everyone to bring their true self to their role and we treat others how they wish to be treated. We are always learning and take the time to prioritise wellbeing and reflect, both personally and in our wider work.



We are trusted.

#ValuingVoices

We listen to people's experiences, and centre these stories in all that we do. Young people's voices in particular inform and influence all areas of our work, alongside unbiased expertise and data. These foundations allow us to make clear, ethical decisions and we communicate with transparency and simplicity. We work with flexibility and autonomy and agree clear, manageable expectations to enable us to adapt and grow.



We are brave.

#ChallengingRespectfully

We speak up with honesty and integrity and act with compassion and kindness, trusting others to do the same. We take the time to reflect on feedback, celebrate success, and explore opportunities for growth and improvement. And we own our decisions, following through with our actions and adapting to find creative solutions.



We are ambitious.

#StrivingForBetter

We strive for better – for young people, for our supporters, for ourselves, and for society. We are curious in our exploration of new opportunities, weighing the possibilities and seeking solutions that strike at the roots of the challenges we face. And we collaborate with generosity and openness, sharing our insights and taking a test and learn approach so that together, we can deliver the greatest impact for young people.



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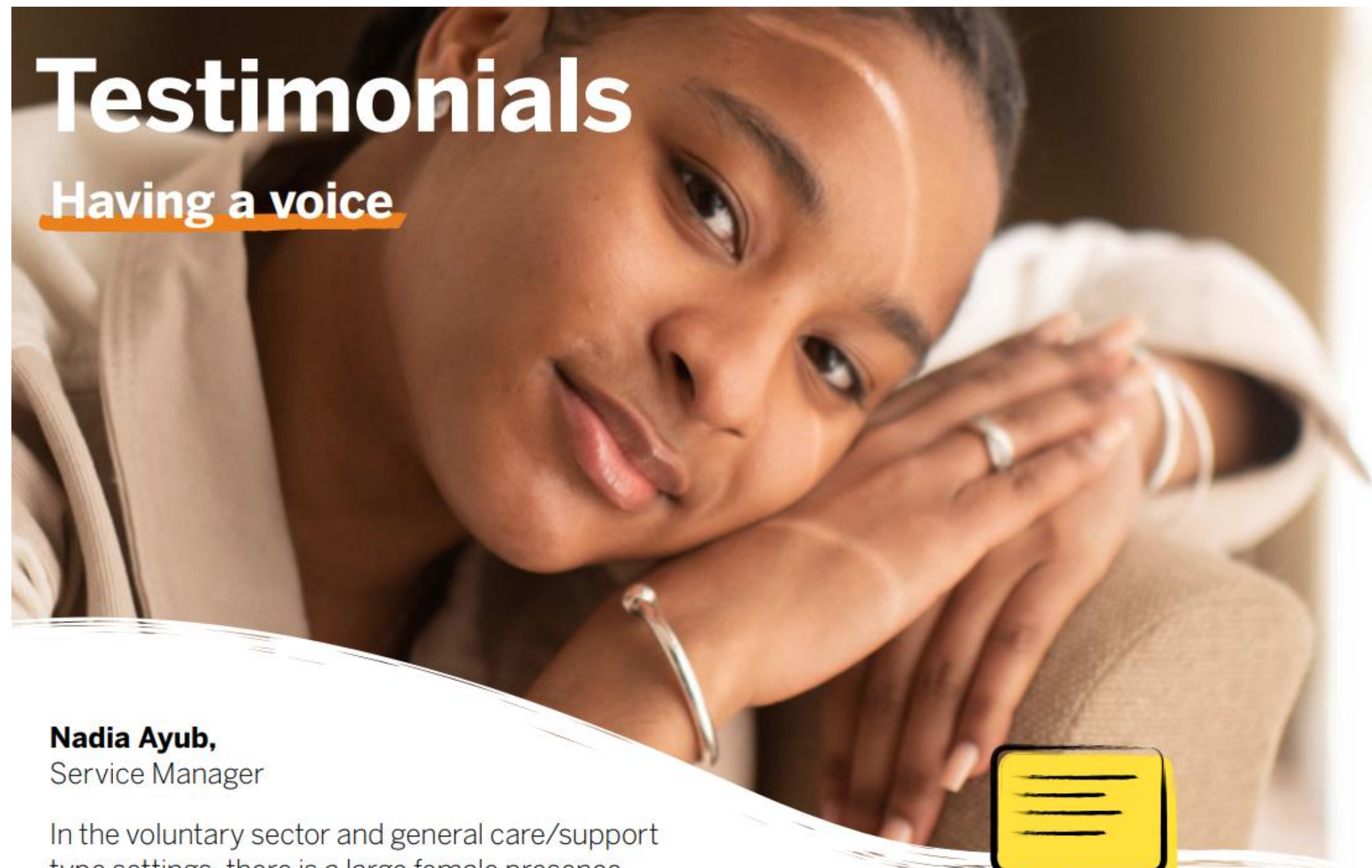
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Testimonials

Having a voice

Nadia Ayub,
Service Manager

In the voluntary sector and general care/support type settings, there is a large female presence. There's seemingly a stereotype that these roles are for females; maternal people with the caring, nurturing nature but in actual fact, this sector is in need of a more male presence too; Positive male role models. We're grateful to have some male presence within our service however, we are working on gaining more.

In many sectors, males are often in Managerial positions however, in this sector, it's female dominated (how amazing). I have just moved from a Project Worker role into a Service Manager role and it is true, one of the questions you ask yourself is, "Can I do this?" "Am I right for this position", and a number of other things. As women, we can sometime carry the weight of imposter syndrome, as a woman of Global Majority, I certainly feel that weight. Creating diverse environments on all levels is incredibly important so we have a lot of work to do in reminding women they belong in all spaces where decisions are being made but also to find the balance of male and female presence throughout. We're working hard to close the gender pay gap on all levels.

Nerys Anthony,
Interim Executive Director
Youth Impact Directors Office

Our Youth Impact domain is where all our direct delivery and support for young people takes place and we have historically employed more people who identify as female, compared to male. This year the trend continues, with even more women joining our teams. It is particularly important to monitor gender representation across grades in our teams, so we get the composition right for those young people we support who identify in different ways.

While we are pleased to note that there are more women within senior manager and middle manager roles, there is still work to do to narrow our pay gap further. We have recently increased opportunities for personal development and role development within the domain, where colleagues have taken on new and additional responsibilities and, with that, the associated remuneration.

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GENDER INCLUSION

TCS Manager's Guide

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A Quick Guide to the Menopause

What is the Menopause?
The menopause is when a person's oestrogen levels decline, and they stop having periods. A person is generally considered to have reached menopause after 12 consecutive months of no periods.

What is Perimenopause?
Perimenopause refers to the time when the body is transitioning towards menopause. Oestrogen levels are declining and fertility levels are decreased. Symptoms typically start here, and it can be months or even years before menopause itself is reached.

What is Postmenopause?
Postmenopause is the period of time after the menopause is reached.

...and improving experience

Emerging thoughts?

- Valuing people we need to understand the value of people!
- What stops the HR practice from moving into a difference space?
- Could you see this human centred, people experience based approach working in your organisation?

Thank you



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