

HPRA People Strategy

A framework for how
we succeed together

What is the People Strategy?

Our people are key to our success. This strategy outlines how we invest in and support our people to deliver on our vision and mission, further embed our values and enable organisational success by presenting a framework for managing, developing and supporting our employees.

The People Strategy does not stand alone but runs alongside the HPRA strategic plan which charts an ambitious pathway over the next number of years to deliver better outcomes for patients and animals through value-driven regulation and partnerships. It forms part of our strategic planning cycle identifying the areas on which we need to focus and setting out how we get there following a value-driven approach.

What is a value-driven approach?

It is an approach where there is alignment between the HPRA Values and the People Strategy to create a unified purpose. This enables the HPRA values of Patient focused, Collaboration, Excellence, Integrity, Inclusion and Innovation to guide the 'what we do' and 'how we do it.'

Who owns it and how was it developed?

As with all HPRA strategies, this has been written through a consultative process to elicit employee views. It is informed by extensive external research, with the ultimate aim of delivering the HPRA vision, mission, and strategic plan while also ensuring HPRA is an enriching environment for those who work here.

It is owned by everyone in the HPRA and it is a priority for the HPRA Leadership team and departmental leadership teams to drive its implementation. At the same time, we must all be fully engaged and participative, as the achievement of the outcomes and the celebration of successes, are all our responsibility.

This People Strategy is the output of:

- using our values as our lens,
- the objectives outlined in the HPRA Strategic plan,
- trends identified from our external research,
- outputs from the 2022 engagement survey and workshop feedback.

How will it be delivered?

The priorities highlighted in the strategy will be included on an annual basis in the service planning framework, adjusting to areas of priority and additional unforeseen areas as they arise.

It is an expectation that the HPRA Leadership team and all leaders across the organisation will take joint responsibility for the achievement of its outcomes and deliverables, allocate time and resources where required and build specific activities into departmental strategies and business plans.

Its progress will be monitored and reviewed in line with the service planning cycle and project plans associated will be required to set out how their outputs will be monitored and reported.

HPRA People Strategy Framework

The output of the research resulted in the identification of four people pillars: Purpose, Growth, Belonging and Wellbeing, which provide the framework for our People strategy.

They are not independent pillars but are interconnected, overlapping both in the priorities identified in each area but also in the impact seen in the expected outcomes.

They encapsulate the essence of what everyone in the organisation should experience while working here and identify the areas around which organisational activities will be focused to ensure that as an organisation we deliver on our strategic objectives.



People Pillars

Purpose – *we all see how we contribute to the overall vision*

We all have clarity about the HPRA's purpose and how our role contributes. This means what we do, why we do it, how we do it and the environment in which we operate, regardless of the role we hold, when combined together, delivers on the HPRA vision, mission and strategic objectives.



Priorities will be focused around

- Understanding the purpose of our role and how it contributes to the overall success of the organisation.
- Understanding how planning and performance cycles support the delivery of our departmental and organisational objectives and the role we play in them.
- Efficiency, continuous improvement and innovation in both the delivery of current activities/services and in the identification of new areas for the future.
- Aligning displayed behaviours with the core values identified as crucial to organisational success.
- Strengthening engagement, actively and consciously creating an environment where people feel committed, recognised and motivated.

Expected Outcomes

- We all understand our contribution to the overarching vision, mission and annual objectives, can identify the link to our role and are accountable to perform at our best.
- Our organisation will be sustainable through our agility and ability to respond to emerging working environments and challenges.
- We all live our values, contributing to a culture that facilitates organisational success.
- We feel fulfilled by our work, engaged with the wider organisation, and recognised for our contribution and achievements.
- Supported by technology, cross organisational knowledge, practice and process sharing is common and working in silos is reduced.
- We are proud to work in the HPRA.

Growth – *we all have the opportunity to maximise our potential*

Opportunities will be available to develop our capabilities and skills, to maximise our potential and in turn deliver a performance culture which achieves our strategic objectives.



Priorities will be focused around

- Facilitating opportunities for development and progression within our departments and across the organisation.
- Fostering a learning environment, focusing on new experiences, supplemented by education and training, which encourages our curiosity for learning and self-development.
- Constructive discussions on performance expectations and areas of growth which support us to achieve the strategic goals of the organisation while maximising our own career ambitions.
- Establishing a coaching and mentoring culture to share learning and provide support.

Expected Outcomes

- Organisational readiness for the future through recognising potential and developing our personal skills, technical skills and knowledge.
- Career paths and opportunities, both within our departments and cross-organisationally, which help fulfil aspirations while delivering on our strategic goals.
- A culture that recognises and encourages us to push ourselves beyond our comfort zone in the continued development of our abilities.
- An organisation wide ownership of performance, where we have clear expectations of what is required to deliver and progress within our role and how to develop further through ongoing feedback, and support.

Belonging – *we all feel a sense of community*

We feel connected and included within our own area of work and across the organisation.



Priorities will be focused around

- Enhancing teamwork and collaboration, supported by technology.
- Displaying leadership behaviours at all levels that support team dynamics and create a culture of shared purpose.
- Creating opportunities for cross organisational interactions, cross organisational awareness and shared learning.
- Ensuring diversity, equality, inclusion and fairness remain at the heart of everything we do.
- Having fun together at work.

Expected Outcomes

- A strengthened sense of community and belonging where we are comfortable to seek help, share knowledge and offer support.
- Leaders understand their role in creating a shared purpose, inspiring individuals and teams, and embedding our shared values.
- We are all role models in displaying leadership behaviours.
- Diverse perspectives are encouraged in an environment where any individual or group feel welcomed, respected, valued and safe.
- Maintaining our friendly and inclusive culture where we feel socially connected and happy at work.

Wellbeing – *we are accepted and comfortable to bring our whole self to work*

Having an organisation that supports everyone feeling good about themselves, enables resilience and an ability to cope with the normal challenges of life. We seek to be our best selves and support each other in a trusting and safe environment, enabling us to build positive relationships, cope with daily worklife demands, perform at our best and achieve as a team.



Priorities will be focused around

- Further investment, delivery and evolution of our wellbeing strategy to inform, encourage and empower healthy lifestyle choices.
- Creating awareness of our own responsibility regarding wellbeing and its potential impact on others.
- Policies and practices which ensure wellbeing, flexible working and work-life balance are supported and promoted.
- Developing competence and confidence around having supportive conversations.

Expected Outcomes

- There is an awareness and high uptake of healthy lifestyle options.
- A workplace where employee wellbeing is integrated into day-to-day practices.
- We are comfortable, when necessary, to talk about what is going on for us on a personal level.

Our People strategy at a glance



| Pillar | Purpose | Growth | Belonging | Wellbeing |
|------------------------------|--|--|---|--|
| <p>Our Promise</p> | <p>We all see how we contribute to the overall vision</p> | <p>We all have the opportunity to maximise our potential</p> | <p>We all feel a sense of community</p> | <p>We are accepted and comfortable to bring our whole self to work</p> |
| <p>Our Priorities</p> | <ul style="list-style-type: none"> • Connecting our roles to our vision and our individual contribution to organisational objectives • Building efficiency, continuous improvement and innovation into everything we do • Living our values daily • Strengthening engagement | <ul style="list-style-type: none"> • Facilitating opportunities for development and progression across the organisation • Fostering curiosity for learning and self-development • Constructive discussion on performance, growth and maximising career ambitions • Coaching, mentoring and performance culture | <ul style="list-style-type: none"> • Enhancing teamwork peer to peer support and collaboration • Leadership behaviours displayed by all • Increasing cross organisational interactions and awareness • Diversity, inclusion, equality and fairness • A fun and positive work environment | <ul style="list-style-type: none"> • Evolving our wellbeing strategy • Supporting healthy lifestyle choices • Taking ownership for our health • Supporting and promoting Wellbeing, flexible working and work-life balance • Confidence and competence in having supportive conversations |