

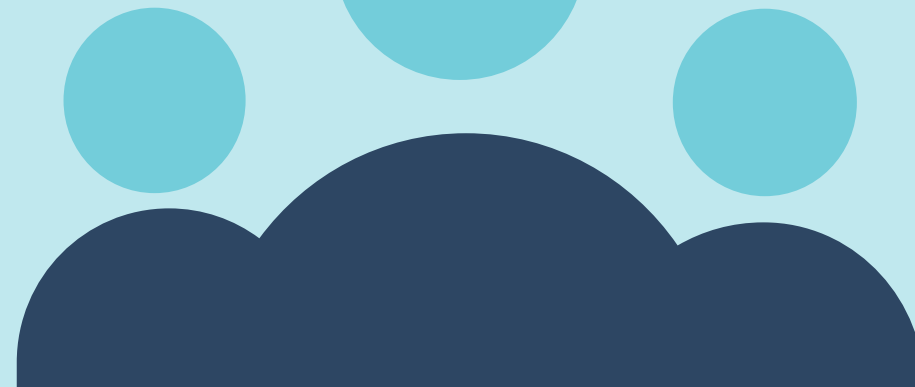
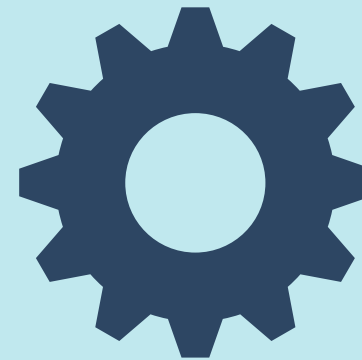
# FSPPO People Strategy 2022-2025



An tOmbudsman Seirbhísí  
Airgeadais agus Pinsean

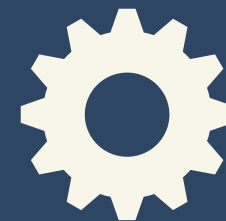
Financial Services and  
Pensions Ombudsman

## Developing our People, Building our Capability



# Contents

Foreword	1
Foundational Pillar	3
<b>Pillar 1:</b> Culture and Strategy	4
<b>Pillar 2:</b> Employee Experience	5
<b>Pillar 3:</b> Leadership and Learning	6





## Foreword

**The FSPO's People Vision is "To support and empower our people to deliver an excellent customer experience". In order to realise this ambition and to support the delivery of our Strategic Plan "Connecting and Innovating", the FSPO has developed its People Strategy 2022-2025.**

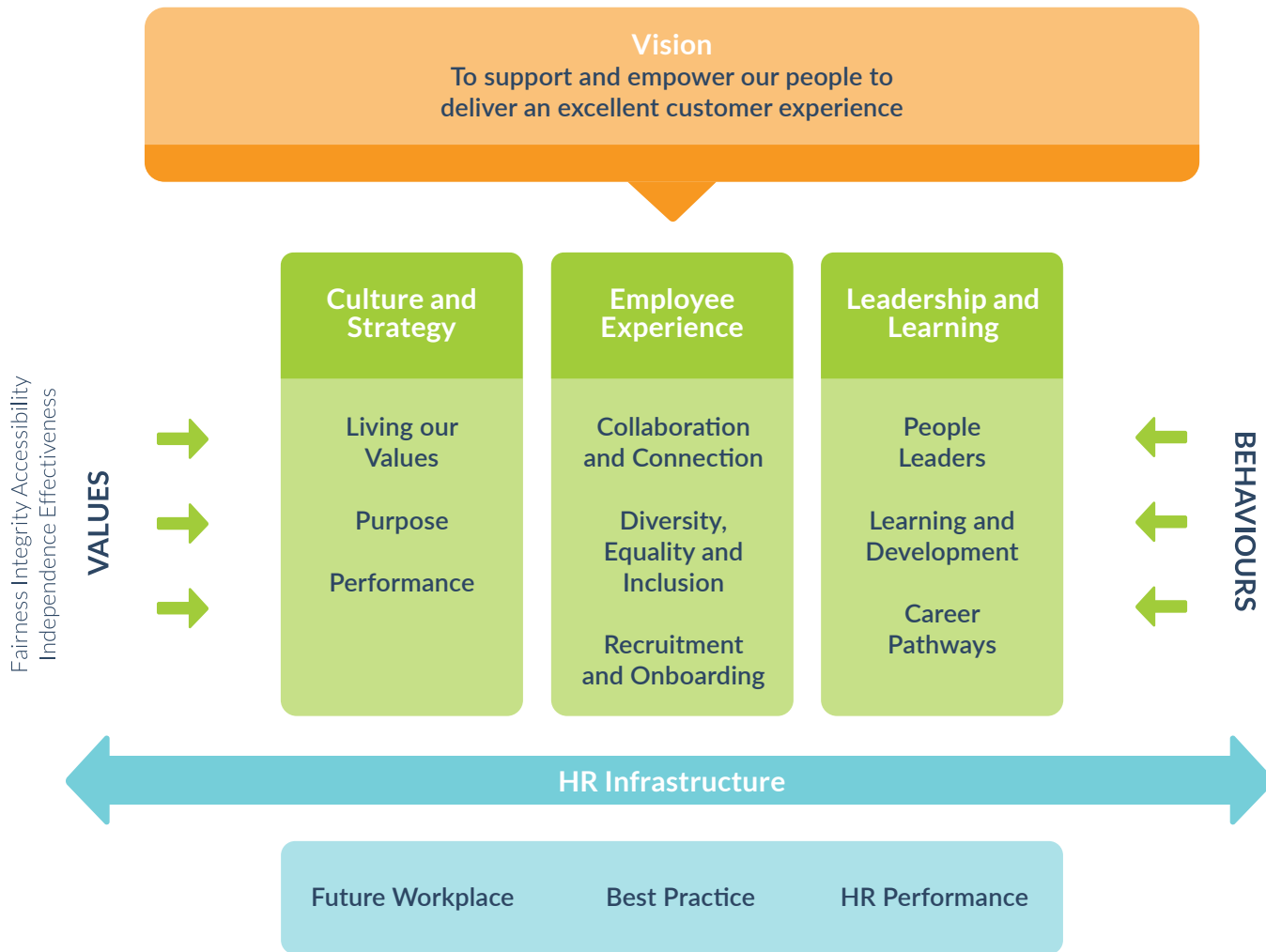
This strategy sets out the collective efforts required to deliver against our statutory role and our strategic direction and commitment.

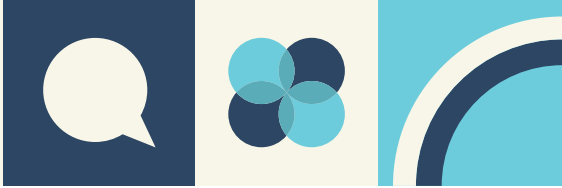
A programme for implementation will pinpoint the parallels and connect the priorities across our Strategic Plan, our People Strategy and our Customer Action Plan.

During the term of the People Strategy 2022-2025, we will be focussed on three strategic pillars to realise our People Vision and support the ongoing development of our organisation. We recognise that considerable emphasis is required on a fourth, underpinning foundational pillar - Human Resources Infrastructure.

As an organisation, we are committed to continued investment in our HR operating model to build our capacity, grow our expertise and assess the quality of our delivery. Doing this will allow us to enhance our functional impact on the changing needs of employee and customer expectations.

We are fully committed to implementing each of the pillars of the strategy and working collectively as a team to support our people to deliver the right outcomes for our customers, key stakeholders and for our growth – both personally and organisationally.





## Foundational Pillar: HR Infrastructure

We recognise that the FSPO's HR infrastructure continues to be built and is key to ensuring a positive experience for our staff. We will continue to build our capacity, grow our expertise and assess the quality of our delivery.





## Pillar 1: Culture and Strategy

We will prioritise connecting our people to the FSPO culture and purpose and to live our core values every day. Our connections with our customers and our colleagues will be a key determinant of future success – we will be purposeful in how we deliver our strategic plan. We will create visibility around our performance and encourage our people to aim for high performance.





## Pillar 2: Employee Experience

We will create a positive, engaging and inclusive employee experience that builds the workplace of the future and provides continuing support and energy to our teams. We will do this together as a collaborative team across the organisation, supporting the wellbeing of our team. Our recruitment and onboarding practices will support our ongoing development and growth.

01

### Collaboration and Connection

Assess and enhance our employee wellbeing efforts to support our people and bring them together

Measure employee engagement and agree actions to strengthen engagement priorities

Create cross functional teams to address key organisational objectives, including to identify and address sustainability goals

02

### Diversity, Equality and Inclusion (DEI)

Establish a DEI policy and approach, aligned with our Human Rights Commitments

Establish a DEI Working Group to develop programmes to cultivate inclusivity

Baseline and measure DEI metrics

Provide diversity training for all staff

03

### Recruitment and Onboarding

Conduct current and future skills audit leading to the development of a refreshed Workforce Plan

Benchmark our recruitment practices within Public Sector and external market

Establish and communicate FSPO Recruitment Strategy

Evolve and innovate on-boarding process to reflect changing ways of working

## Pillar 3: Leadership and Learning

Our leaders will continue to deal with an ever-changing work environment due to ongoing shifts in hybrid working, the accelerated pace of work and changing employee expectations. We will equip our leaders with the process and skills to cultivate our competence and capacity. We will maintain our focus on promoting continued learning, growth and career experiences across the organisation.

01

### People Leaders

Define the people leader role

Support people leaders to continually enhance and develop their knowledge and skills to engage and coach their teams

Create a Leadership Development Program

02

### Learning and Development

Establish L&D Working Group to conduct cross-functional training needs analysis

Build structures to capture and share knowledge and learnings

Empower staff to identify informal networking opportunities

Develop Mentorship Programme

03

### Career Pathways

Create and communicate Internal Mobility Policy

Implement targeted succession process that will create career experience opportunities

Create and communicate standard role profiles in each directorate



An tOmbudsman Seirbhísí  
Airgeadais agus Pinsean

Financial Services and  
Pensions Ombudsman

Lincoln House,  
Lincoln Place,  
Dublin 2,  
D02 VH29

Website: [www.fspo.ie](http://www.fspo.ie)  
Phone: +353 1 567 7000  
Email: [info@fspo.ie](mailto:info@fspo.ie)

