Human Resources Department 2016 - 2017 Workplan

Contents

Introduction

This document sets out the work priorities of the HR Department for the financial year April 2016 – March 2017. It addresses how the department's work will progress over the next year to support the HCPC's strategic intent, encourage high employee and partner performance, and support the HCPC's positive working culture and commitment to continuous improvement.

Summary

In 2015-16, achievements against the workplan included the following.

- We made significant progress on the major project to build a new HR and partners information technology system

- We expanded and diversified the range of learning and development opportunities available to all employees through the HCPC organisational learning and development plan.

- We launched a new programme of workshops on HR skills for managers entitled 'HR essentials'

- We developed a strategic delivery plan to embed coaching management styles in the organisation and implementation commenced

- We reviwed our approach to communications with partners and introduced the Partner Newsletter

In 2016-17, the following are key priorities for the department

- Completion of the major project to build a new HR and partners IT system by September 2016 for employees and by January 2017 for partners

- Progression of the strategic delivery plan to embed coaching management styles in the organisation

- Roll-out of a new organisational-wide e-learning system to support a culture of continuous learning

- Provision of high quality support to over 90 recruitment campaigns for both employee and partner vacancies

Resourcing

The Department currently consists of two teams.

> HR Team
> Director of Human Resources
> Head of Human Resources Operations (part-time)
> Learning and Development Manager
> 2 x Human Resources Advisers (1 part-time, 1 fixed term project backfill)
> 2 x Human Resources Officers
>
> Partners Team
> Partner & HR Manager (part-time)
> Partner Co-ordinator
> 2 x Partner Administrators (1 part time)

Business as usual activities in 2016 – 2017

Employees

There are various **business as usual activities** that are part of the employee section of the human resources plan every year. These include:

- annual job description updates
- continuous review of employment policies and practices
- conducting exit interviews and analysing findings
- managing the annual performance review process in the final quarter of each year.
- managing the sickness absence process
- managing an on-going programme of management development
- managing the annual pay review process
- generating all information needed to run the monthly payroll
- Informing and consulting with employees about employment related issues
- administering the HCPC's current pensions and life assurance schemes
- supporting the employee consultation group (ECG)
- carrying out an on-going programme of criminal records checks
- managing time-consuming employee relations issues

Partners

The core functions of **recruitment, selection, training, partner appraisal and agreement renewal** will continue to occupy a significant amount of the partner team's resources in 2016-17.

In 2016 – 2017, 24% of panel members will reach the end of their current partner service agreement and all will be eligible to undergo the self-assessment process to renew their agreement for a further period As a result, partner posts will only need to be replaced if there are any panel members who either do not wish to renew or who are unsuccessful in completing the process.

Human Resources Objectives in 2016 - 2017

We have identified the following objectives for the financial year 2016 – 2017. Unless stated otherwise the timescale is on-gong throughout the year.

Employees Objective 1: Recruit and retain high quality people

This workplan objective relates directly to the first objective in HCPC Human Resources Strategy 2015 – 2020 (attached at appendix 2)

Strategic objective: Recruit and retain talented people

- Continue to provide efficient, cost effective and high quality support to managers in recruitment and selection

- Equip managers with the skills and capability to carry out fair and effective recruitment and selection

- Increase use of values-based recruitment and psychometric testing alongside more traditional competency based recruitment methods

- Evaluate the effectiveness of the redesigned induction programme for new employees and managers

- Explore ways of promoting the HCPC to prospective employees for example through on-line materials/videos promoting HCPC's culture, ethos and values

Employees Objective 2: Expand training and development.

This workplan objective is linked to the Human Resources strategic objectives to 'Train and Develop people' and to 'Encourage high performance'

- Expand and diversify central co-ordination and provision of training and development including on-going development of the HCPC organisational training plan, which is aligned to business objectives and which includes cross departmental shared learning needs

- Review and develop the HCPC's learning and development policy and strategy to ensure that it supports organisational objectives

- Develop the content and promote the use of a new e-learning system to deliver training in a range of formats to appeal to different learning styles and preferences

- Develop systems of short term and longer term learning evaluation to assess the impact of learning interventions and report results

- Explore options for targeted career development pathways and talent management approaches

Employee Objective 3: Encourage and maintain a high performance culture

This workplan objective relates directly to the third objective in HCPC Human Resources Strategy 2015 – 2020, 'Encourage high performance' (attached at appendix 2)

- Drive forward the programme to encourage the use of a range of coaching management styles across the organisation to maximise performance and develop future capability

- Redesign, update and diversify the management development programme to equip managers with the skills and behaviours to enable employees to reach their full potential

Employees Objective 4: Facilitate employee engagement

This work-plan objective is linked to the following Human Resources strategic objectives: to 'Encourage a positive organisational culture' and to 'Encourage innovation and collaboration'

- Work in collaboration with the Communications department to run the biannual employee engagement survey and take any necessary follow up action

- Continue to support and engage with employees through the Employee Consultation Group and through a range of other communication channels

- Review the format of exit interviews with leaving employees, monitor trends and take appropriate action in response to key trends where possible

- Revise and update HR and L&D intranet content in order to engage employees in the organisation and in the services provided by the HR team

Employees Objective 5: Ensure best practice, legal compliance and excellent HR service delivery

This work-plan objective is linked to the fourth Human Resources strategic objective, 'to ensure legal compliance and bests practice',

- Continuously review employment policies and practices to ensure that they comply with current legislation and best HR practice.

- Continue to provide day to day and more in-depth, specialised advice to managers to enable them to get the best out of their people

- Continue to develop and deliver a programme of briefings and training on key HR topics to embed best practise

- Deliver the HR and Partners IT system in order to support HR processes

Employees & Partners Objective 6: Build and implement the new HR and partners information technology system

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy.

- Complete the build and implementation stages of the project to deliver information technology systems for HR and partners which are modern, efficient, fit for purpose and which support organisational objectives

Employees & Partners Objective 7: Demonstrate Commitment to Equality and Diversity

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy.

- Continue to promote an inclusive working environment by providing diversity training to all new employees and partners plus refresher training for employees

- Monitor and report on employee and partner diversity statistics

Partners Objective 8: Manage partner recruitment and retention to ensure that organisational requirements are met

This workplan objective is linked to the Human Resources strategic objective to 'Recruit and retain high quality people'

- Work with departments to accurately forecast required numbers of partners against workload and monitor attrition rates as necessary

- Recruit the required numbers of suitable and high calibre partners, ensuring that the skills and experience mix is appropriate for the future needs of user departments

- Complete an annual report detailing partner exit rates in 2016/17 and an analysis of the reasons for exit.

Partners Objective 9: Manage partner training

This workplan objective is linked to the Human Resources strategic objective to 'Train and Develop people'

- Schedule and co-ordinate induction training for all new partners

- Plan and schedule all partner refresher training required for 2016/17 and ensure that partners attend this as required

- Ensure that all partners complete online information security training on an annual basis

Partner Objective 10: To administer partner appraisals and performance management as follows:

This workplan objective is linked to the Human Resources strategic objective to 'Encourage high performance'

- Conduct the self-assessment re-appointment process for 48 panel members and 12 panel chairs.

- Conduct appraisals in line with the following targets;

    - a minimum of 8 Panel Member appraisals per month
    - a minimum of 5 Registration Assessor (pairs) appraisals per month
    - conduct Visitor appraisals in line with visit and annual monitoring day schedules

- Ensure that adequate support is available to new partners to aid good performance and manage individual partner performance issues as and when required

Partner Objective 11: To promote partner learning and development.

This workplan objective is linked to the Human Resources strategic objectives to 'Train and Develop people' and 'Encourage high performance'

- Collate feedback from 2016/17 training events, identify themes across Partner roles and make recommendations for improvements where necessary.

Partner Objective 12: To promote Partner communications

This work-plan objective is linked to the Human Resources strategic objective to 'Encourage a positive organisational culture'

- To develop Partner newsletter and send out at regular intervals (quarterly) to encourage Partner engagement

- To develop and produce a Partner brochure for distribution at events to raise awareness about the roles and work of Partners

- Continue to plan and deliver a strategy to raise awareness of partner roles amongst registrants, particularly in hard to recruit professions.

2017 - 2018

Employees

The major project to build and implement new HR and partners information technology systems is scheduled to be completed by mid 2016/17. The significant efficiency gains and process improvements that will be delivered through this project will free up HR team members to expand business partnership support to HCPC departments and to expand organisational development activities.

By April 2017 the employee headcount is likely to have increased to just under 250, generating higher on-going volumes of both operational and more complex, specialised HR work. Team members will be able to focus more on delivering workshops on key HR areas, developing talent management processes, expanding our offering of well-being initiatives and on supporting organisational change.

The HR team will need to continue to review and develop processes, policies and understanding of the organisation in order to support further growth and change in response to future regulatory developments.

Partners

The Partners team will continue to evaluate its key processes through interaction with user departments and partners to ensure that processes continue to meet both best practice and the evolving needs of the organisation. In 2017/2018, an area of focus is likely to be partner engagement as a result of the benefits of rolling out online recruitment and a self-service portal for partners.

Human Resources Activities in the Past Year: 2015 - 16

For both the HR and partners teams, much of 2015/16 was dominated by the HR and Systems build project. Other work areas included the introduction of a range of learning and development initiatives, involvement in a number of particularly complex employee relations issues and the development and delivery of a strategic plan to embed coaching management styles in the organisation. In addition the HR team delivered a full range of operational services and delivered policy improvements in key areas.

A review of the major objectives for 2015/16 is set out below.

Employees Objective 1: Recruit and retain appropriate numbers of high quality people to meet business needs

This objective was met as follows:

- By the end of financial year 2015/16 around **80** recruitment campaigns will have been run to fill entirely new posts and to backfill vacancies created as a result of employee turnover, internal transfers, promotions and maternity cover.

Employees Objective 2: Support training and development.

This objective was met as follows:

- An expanded range of training and development opportunities were provided to employees through delivery of the HCPC organisational learning and development plan.
- A new e-learning platform was researched and purchased.

- A new programme of workshops on HR skills for managers entitled 'HR essentials' was launched

Employee Objective 3: Encourage and maintain a high performance culture

This objective was met as follows:

- The programme for aspiring managers continued to run in addition to the HCPC management development programme which focuses on delegation, encouraging employee input and developing people

- A strategic plan to embed coaching management styles in the organisations was developed and implementation commenced

Employees Objective 4: Facilitate employee engagement

This objective was met as follows:

- The HR team continued to carry out exit interviews with leaving employees, report on trends and take appropriate action in response to trends where possible

- A procurement exercise was carried out to select a new supplier to partner with the HCPC to run the next all Employee Engagement survey

- Elections for Employee Consultation Group members were run

Employees Objective 5: Ensure best practice and legal compliance

This objective was met as follows:

- We reviewed and updated a number of employment policies and practices in line with current legislation and best HR practice, for example shared parental leave policy and capability policy.

- We continued to provide both routine and in-depth HR advice to managers across the organisation to enable them to get the best out of their people

- We updated and implemented our policy for criminal record checks to include repeat checks every three years for relevant posts

Employees & Partners Objective 6: Building and implementation of the new HR and Partners information technology system

This objective was partly met as follows:

- We made significant progress on the system build phase of the project, although target go-live dates move to September 2016 for HR and December 2016 for partners

Employees & Partners Objective 7: Demonstrate Commitment to Equality and Diversity

This objective was met as follows:

- We carried out a procurement exercise and appointed a new supplier for equality and diversity training for all new employees and manager

- We monitored and reported on employee and partner diversity statistics

Partners Objective 8: Manage partner recruitment and retention to ensure that organisational requirements are met

This objective was met as follows:

- We worked with departments to accurately forecast required numbers of partners against workload for 2015/16.

- We recruited the required numbers of suitable and high calibre partners, ensuring that the skills and experience mix was appropriate for the future needs of user departments

- We responded pro-actively to user departments by carrying out recruitment campaigns for legal assessors and registration appeals panel members

- We introduced the Partner Newsletter

Partners Objective 9: Manage partner training

This objective was met as follows:

- We scheduled and co-ordinated induction training for all new partners

- We planned and scheduled all partner refresher training required for 2015/16 and ensure that partners attended as required.

- We sent out a communication to all partners to complete their annual online information security training

Partner Objective 10: Administer partner appraisals and performance management

This objective was met as follows:

- We conducted the self-assessment re-appointment process for 39 panel members 29 of whom were successful. The remainder either chose not complete the assessment or resigned.

- We identified those partners eligible for appraisal and conducted appraisals wherever possible. However, it was difficult to achieve the target of 8 per month for panel members due to high numbers of leavers due to the 8 year rule.

- We ensured that adequate support was available to new partners to aid good performance and managed individual partner performance issues when they arose.

Partner Objective 11: Promote partner learning and development.

This objective was met as follows:

- We collated feedback from all 2015/2016 training events and communicated the results to user departments.

Risk Management

The Human Resources Department manages risks within the department and throughout the HCPC in relation to overall employee and partner management.

Key areas are recruitment, training and performance management. Employee risk management includes mitigations against loss of key individuals and skills, effective skills development, effective management of employee performance matters and ensuring compliance with employment legislation.

Please see the Appendix 1 for the HCPC Employees and Partners risk assessments

HR (Employees) Risk Assessment

Ref	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations Jul 2015	Likelihood before mitigations Jul 2015	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation Jul 2015	RISK score after Mitigation Jan 2015
11.1	Loss of key HCPC employees	Chair, Chief Executive and EMT	3	2	6	Organisation succession plan held by Chief Executive and HR Director.	Departmental training (partial or full) and process documentation	Informal department level succession plans	Low	Low
11.2	High turnover of employees	HR Director	3	3	9	Remuneration and HR strategy	Regular performance reviews	Exit interview analysis and employee survey analysis	Low	Low
	Links to 11.3									
11.3	Inability to recruit suitable employees	HR Director	3	3	9	Recruitment strategy and adequate resourcing of the HR dept	Careful specification of recruitment adverts and interview panel selection	Hire skilled temporary employees in the interim	Low	Low
	Links to 4.10, 6.1, 11.2, 11.8									
11.4	Lack of technical and managerial skills to delivery the HCPC strategy	Chief Executive	4	2	8	HR strategy and Performance and Development management; -Buy in skills -Upskilling employees on the job -Training	Training needs analysis & training delivery including Management Development Programme	Some projects or work initiatives delayed or outsourced	Low	Low
	Links to 1.1									
11.6	High sick leave levels	EMT	2	2	4	Adequate employees (volume and type) including hiring temporary employees	Return to work interviews and sick leave monitoring	Regular progess reviews	Low	Low
11.7	Employee and ex-employee litigation	HR Director	4	3	12	Regular one to one sessions between manager and employee and regular performance reviews.	Keeping HR policies and processes in line with employment legislation	Employee surveys, Exit Interviews, Employee Assistance Programme, Management Development Programme.	Low	Low
11.8	Employer/employee inappropriate behaviour	HR Director	2	2	4	Whistle blowing policy, Code of Conduct & Behaviour	Other HR policies and procedures	Employee Assistance programme	Low	Low
	Links to 11.3									
11.9	Non-compliance with Employment legislation	HR Director	4	2	8	Up to date HR policies and processes in line with employment legislation.	Obtain legislation updates and legal advice	HR training for managers	Low	Low

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HR (Partners) Risk Assessment

Ref	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations Jul 2015	Likelihood before mitigations Jul 2015	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation Jul 2015	RISK score after Mitigation Jan 2015
6.1	Inability to recruit and retain suitable Partners	Partner Manager	3	3	9	Targetted recruitment strategy.	Appropriate fees for partner services and reimbursement of expenses.	Efficient and effective support and communication from the Partner team.	Low	Low
	Links to 4.10, 11.3, 7.3,									
6.2	Incorrect interpretation of law by Partners resulting in PSA review	Director of FTP, Director of Education, Head of Registration, Partner Manager	2	4	8	Partner training and newsletters	Legal Advice	Regular appraisal system	Low	Low
6.3	Health & Safety of Partners	Partner Manager	3	2	6	H&S briefing at start of any HCPC sponsored event.	Liability Insurance	-	Low	Low
	Links to 4.9									
6.4	Partners poor performance and / or conduct	Director of FTP, Director of Education, Head of Registration, Partner Manager	4	3	12	Regular training	Regular appraisal system	Partner Complaints Process & Partner Code of Conduct	Low	Low
6.5	Incorrect interpretation of HSWPO by HCPC in use of Partners	Director of FTP, Director of Education, Head of Registration, Partner Manager	3	2	6	Legal Advice	Clearly defined Quality Management processes and policies	Correct selection process and use of qualified partners	Low	Low
6.6	Adequate number and type of partner roles	Partner Manager, Director of FTP, Director of Education, Head of Registration	3	2	6	Regular review of availability of existing pool of partners to ensure requirements are met.	Annual forecasting of future partner requirements to ensure that they are budgetted for.	Rolling partner agreements across professions for Panel Member and Panel Chair to ensure adequate supply in line with the eight year rule.	Low	Low
6.7	User departments using non-active partners	Partner Manager, Director of FTP, Director of Education, Head of Registration	3	3	9	Notification of partner resignations to user departments.	Current partner lists available to user departments on shared drive.	Daily Email notificaton of partner registrant lapse	Low	Low
6.8	Expense claim abuse by Partner	Partner Manager, Director of FTP, Director of Education, Head of Registration	2	2	4	Budget holder review and authorisation process	Comprehensive Partner agreement	Challenge of non standard items by, Finance department and Partner Department	Low	Low

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HCPC Human Resources Strategy 2015 - 2020

Purpose of the Human Resources Strategy

The purpose of the HR strategy is to ensure that the Health and Care Professions Council's (HCPC) strategic intent can be achieved through employees and partners by means of best practice policies and processes which fit organisational needs.

Responsibilities

The Chief Executive, and HR Director and the Executive Management Team (EMT) are responsible for ensuring that the HR strategy is operationalised into annual business plans and that the organisational culture continues to reflect HCPC values.

HR Strategic Objectives

There are seven strategic objectives which support overall organisational goals and values. Objectives 1 – 4 relate to both employees and partners, objectives 5 – 7 focus on employees.

1. **Recruit and retain high quality people**

   - Balance growing our own talent and providing internal career opportunities with attracting diverse experience and specialist skills from outside the HCPC
   - Recruit the right numbers of high quality employees and partners to support the HCPC without over expanding

2. **Train and develop people**

   - Expand employee training and development activities and support partner training to provide the skills, knowledge and expertise needed by the HCPC to drive organisational performance
   - Support employees in their longer term career development through further study, secondments, projects, etc.

3. **Encourage high performance**

   - Continue to develop management and leadership capabilities amongst the EMT and managers
   - Work with departments to ensure that employee management practises and partner assessment processes facilitate high performance

4. **Ensure legal compliance and best practice**

   - Ensure that all employee and partners policies and processes are legally compliant
   - Ensure that all employee and partner polices and processes reflect best practise, promote diversity and fit with organisational requirements and values

5. Encourage a positive organisational culture

- Work with the EMT and the Communications department to ensure that the organisation listens to employees through channels such as away-days, surveys, focus groups etc., and takes action as a result

- Continue with commitment to support flexible working, a healthy work/ life balance and health related initiatives

6. Encourage innovation and collaboration

- Work with the EMT and with the Communications department to encourage collaboration across departments and opportunities to share new ideas
- Provide forums (Employee Consultation Group, Cross Departmental Group, etc.) for employees to express opinions and suggest business improvements

7. Reward people according to their contribution

- Maintain a fair, transparent and cost effective pay and reward system which is clearly communicated to employees
- Provide rewards to employees in the form of personal development and career opportunities

Strategic staffing plan

Following a period of expansion, we aim to keep employee numbers relatively stable at around 250 – 270 in the period 2015 – 2020 to ensure that business efficiencies are achieved and a lean organisation is maintained. Partner numbers are also likely to remain stable at around 850 roles.

HR annual business plans

Strategic objectives are converted into more detailed practical action plans, policies and departmental projects in the HR annual business plan. Costs are set in HR annual budgets. HR management information such as sickness absence and employee turnover rates are reported on a monthly and annual basis to the Council.

Teresa Haskins, Director of Human Resources
November 2014