

**Agenda Item 4(i)**

**Enclosure 1**

**Health and Care Professions Council  
22 September 2016**

**Human Resources and Partners report**

**For discussion**

**From Teresa Haskins, Director of Human  
Resources**

# **Human Resources Department (including Partners)**

## **Management Information Pack**

Teresa Haskins, Director of Human Resources

September 2016

## **1. Key points**

### **1.1 Operational activity**

This has been a particularly productive period for the Learning and Development function, with the implementation of a new e-Learning system and completion of an in-depth review of organisational and departmental learning needs. A steady flow of queries and applications has been received for the Lay Council member roles. At the time of writing 37 applications have been submitted, and at least double this number is expected by the closing date on 19 September.

### **1.2 Project work**

The HR System is currently in UAT (User Acceptance Testing). A range of employees and managers from across the organisation have been involved in testing and assessing system functionality. A programme of system demonstrations is being carried out and a range of training activities is planned for the Autumn. Feedback about the new system has been very positive to date. The system go live date has been moved to November, with the first payroll run by the new provider being carried out in December.

## 2 Strategic Objective 1

“Recruit and retain high quality people”

### 2.1 Employee recruitment activity July- September 2016

#### Employee Vacancies filled:

Role	Department	New or replacement role	Internal transfer/ promotion/external appointee
Media & PR Officer	Communications	Replacement	External Appointee
Registration Operational Planner	Registration	Replacement	Promotion
Case Officer x 4	FTP	New	External appointee x 1 Internal transfer x 1 Promotion x 1 Decline of Offer x 1
Case Manager x 4	FTP	Replacement	External appointee x 4
Case Team Manager x 2	FTP	Replacement	Promotion x 2
Office Services Manager	Facilities	New	Promotion
Scheduling Officer x 3 (FTC)	FTP	New	External appointee x 3
Case Support Manager	FTP	New	External appointee
Education Officer FTC x 1 Perm x 1	Education	New/replacement	External appointee x 2
Hearings Officer (FTC) x 3	FTP	New	External appointee x 3
Quality Compliance Officer	FTP	Replacement	Internal transfer
Case Support Officer x 2	FTP	Replacement	External appointee
Transaction Officer (secondment)	Finance	New	Internal transfer
Team Leader FTC (Acting up)	Registration	Replacement	Promotion
Facilities Officer	Facilities	Replacement	External appointee

## Employee Vacancies in progress

<b>Vacancy</b>	<b>Department</b>	<b>New or replacement role</b>
Registration Advisors x 7 (3 x FTC, 4 x Perm)	Registration	Replacement
Registration Appeals Manager (Internal)	Registration	Replacement
Registration Appeals Coordinator x 2	Registration	Replacement
Case Manager (Complex Cases)	FTP	Replacement
Case Manager x 2	FTP	Replacement
Head of FTP Operations (FTC)	FTP	Maternity cover
Head of Case Reception and Triage	FTP	Maternity cover
Case Support Officer x 2 (1 x FTC and 1 x perm)	FTP	Replacement
Policy Manager	Policy	Replacement
PA to Director of Education (FTC)	Education	Maternity cover
IT Infrastructure Engineer	IT	Replacement
Team Administrator	FTP	Replacement
Assurance and Development Officers x 3	FTP	Replacement/New
Hearings Officer (FTC)	FTP	New
Case Officer	FTP	Replacement
Events Officer	Communications	Replacement

## 2.2 Partner recruitment activity June- September 2016

Interviews ran for Visitors and Panel Members in June, and the following appointments have been made.

<b>Role</b>	<b>Profession</b>	<b>Number Appointed</b>
Panel Member	Social Worker	9
Visitor	Social Worker	5
Visitor	Orthoptist	2
Visitor	AMHP	2

Visitor	Lay	3
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### 3 **Strategic objective 2**

“Train and develop people”

#### 3.1 **Learning and development activity for employees June- September 2016**

##### **E-Learning system**

Our new e-Learning System (called the Learning Hub) went live in July and is now fully operational across the organisation. Employees are able to access over 250 online courses and downloadable e-books covering a broad range of business-focused and personal development topics.

We have also entered into an arrangement with Future Learn, an organisation that provides a gateway to a range of free online courses provided by various universities and institutions. These include online management courses that are accredited by the Chartered Management Institute. Employees can access the Hub offsite using their own devices as well as via HCPC systems. Initial feedback about the new system has been extremely positive.

##### **Work shadowing scheme**

As part of our commitment to encourage, support and deliver practical learning and development opportunities, we have formalised arrangements for Work Shadowing across the HCPC. A Scheme and Policy for all employees has been introduced and take up rates so far have been high.

##### **Learning and Development plan**

This year we have undertaken a more comprehensive learning needs analysis to meet the operational requirements of the organisation. The key deliverables will be a future focussed organisational learning plan covering the next 2 – 3 years, and each department will have its own learning and development plan.

The EMT were asked to provide proposals on key learning requirements from a strategic perspective, also taking into consideration the findings and recommendations from the employee engagement survey. The organisational learning plan will be available in the Autumn.

### 3.4 Partner Training June - September 2016

Partner Refresher Training took place in July for the following roles:

Role	Number Attended
Panel Member - 1 <sup>st</sup> July	19
Panel Chair - 8 <sup>th</sup> July	19
Legal Assessor - 15 <sup>th</sup> July	14

No training for new partners was scheduled over the summer. Dates are scheduled for training of new Panel Members in September, and for Visitors in October.

## 4 Strategic objective 3

“Encourage high performance”

### 4.1 Employee mid year reviews

APDR (Annual Performance Development Review) mid year review meetings have been taking place in August and September. Mid year review meetings form part of the HCPC’s performance management cycle and provide an opportunity to discuss performance objectives and to review individual learning and development plans and requirements.

### 4.2 Partner Appraisals

20 partner appraisals have taken place since the previous report to Council - 3 Panel Members in June, 1 Visitor, 15 Registration Assessors in June and July, 1 Panel Chair.

## 5 Strategic objective 4

“Ensure legal compliance and best practice”

The Professional Standards Authority (PSA) published its report into the General Dental Council’s (GDC’s) handling of a whistleblowing disclosure in December 2015. The HCPC’s response to this report was reviewed by Council in February 2016, along with a plan of action which included a review of internal whistleblowing policies. The existing employee whistleblowing policy has been revised and will be considered by the EMT at its September meeting before consultation and

briefings with all employees. A new Whistleblowing policy for Partners and Council members will be submitted to the Council for consideration at its December meeting.

## **6 Strategic Objective 5**

“Encourage a positive organisational culture”

### **5.1 Employee engagement survey**

The HCPC ran its first entirely outsourced employee survey in June, focussing on employee engagement and benchmarking of engagement levels compared with other organisations. Survey results were positive overall, and particular areas of strength were that employees:

- understand their department’s objectives and how they contribute to the rest of HCPC’s performance
- understand the HCPC vision, values and objectives
- view relationships with managers very positively
- see encouragement for identifying learning and development as a strength

In addition to sharing all of the results online, face to face briefings for employees and managers were held in July. The EMT also met to consider the results further and, based on recommendations from the survey provider, agreed that there is further work to do in certain areas, including sharing ideas and working across departments, the visibility of the EMT, and career development.

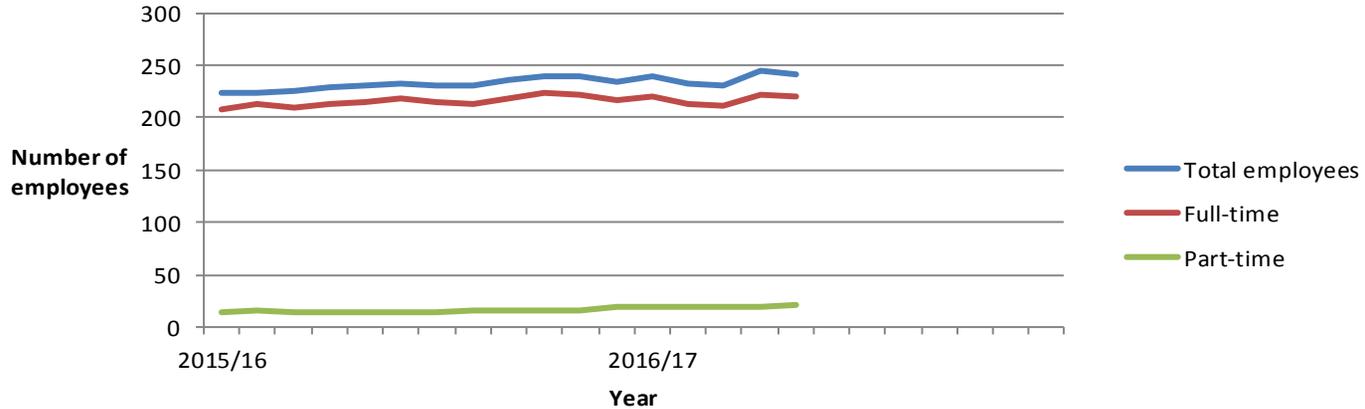
Line managers were asked to discuss the survey results with their teams, to identify action to take at team and department level and to feed back ideas and comments. In addition, focus groups were held to discuss key areas of the results and to make comments and suggestions to inform action planning. The overall action plan is currently being drawn up by the HR and Communications teams and will be considered at the EMT’s monthly meeting in October.

### **5.2 Employee exit interview report**

Exit interviews are conducted with voluntary leavers wherever possible and exit data is analysed on an annual basis. The Exit interview report for financial year 2015/16 has been produced over the summer and has been provided to the Council for information. Key trends arising from exit interviews are monitored and used to inform HR strategy and action planning. This

year the main reasons for leaving mirror trends that have been picked up in the employee survey, in particular around career progression and visibility of senior managers.

## Employee numbers



	2015/16												2016/17												12/13 FYE	13/14 FYE	14/15 FYE	15/16 FYE	16/17 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
<b>EMPLOYEES</b>																													
Budgeted employees	255	255	255	255	255	255	255	255	255	255	255	255	257	257	257	257	257	257	257	257	257	257	257	257	186	204	248	255	257
<b>Total employees</b>	<b>223</b>	<b>224</b>	<b>225</b>	<b>229</b>	<b>230</b>	<b>233</b>	<b>230</b>	<b>230</b>	<b>236</b>	<b>240</b>	<b>239</b>	<b>234</b>	<b>240</b>	<b>233</b>	<b>231</b>	<b>244</b>	<b>242</b>							<b>179</b>	<b>204</b>	<b>226</b>	<b>234</b>	<b>242</b>	
Full-time	208	214	210	214	215	218	215	213	219	223	222	217	221	213	211	222	220							173	194	211	217	220	
Part-time	15	16	15	15	15	15	15	17	17	17	17	19	19	20	20	20	21							7	10	15	19	21	
Flexible working*	-	-	-	-	-	-	45	40	38	46	41	41	46	48	55	55	56												
FTE	220	227	222	226	227	230	227	225	232	237	235	230	235	229	227	239	238							178	194	223	230	238	
Permanent	217	221	220	226	226	228	226	226	232	235	234	229	234	228	224	236	231							174	194	220	229	231	
Maternity/paternity leave	5	6	9	10	8	5	5	6	4	3	4	3	5	5	4	4	3						6	10	5	3	3		
Fixed-Term Contracts	6	3	5	3	4	5	4	4	5	5	5	5	6	5	7	8	11						5	10	6	5	11		
Starters (permanent)	3	7	5	7	1	1	3	8	3	4	1	1	6	3	0	8	4						86	47	44	44	21		
Starters (fixed-term)	0	0	0	0	2	1	0	0	2	0	0	0	1	1	3	2	2						30	18	18	5	9		

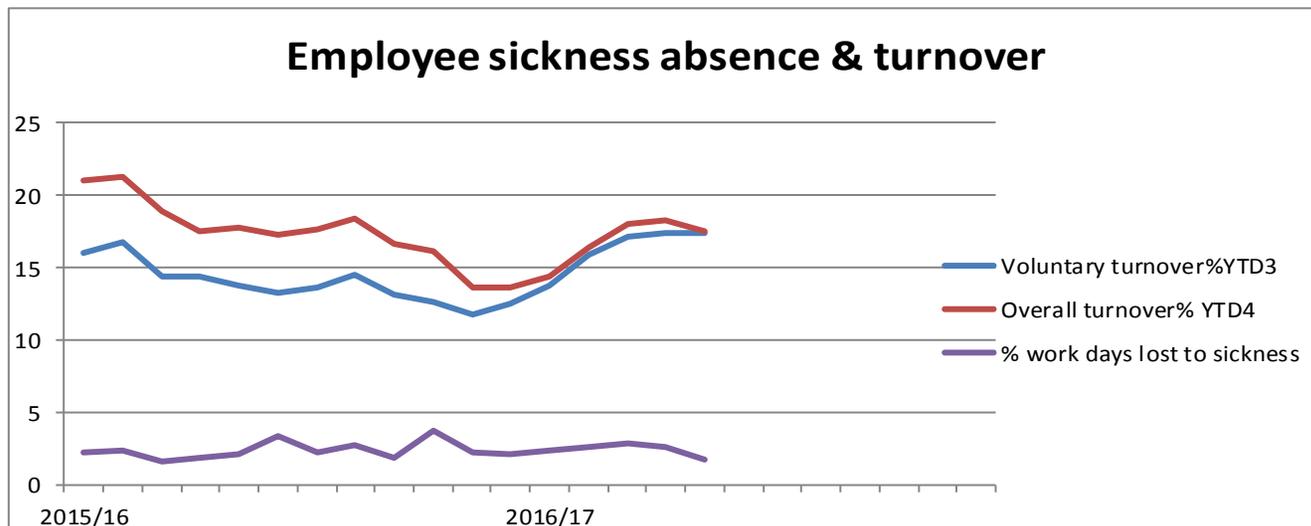
**\*Flexible working** Includes flexible working arrangements separate or in conjunction with part time working

**FTE** Full-time equivalent

**YTD** Year to Date

**FYE** Final Year End

## Employee sickness absence & turnover



	2015/16												2016/17												14/15 FYE	15/16 FYE	16/17 YTD
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
<b>Voluntary resignations<sup>1</sup></b>	0	2	0	2	3	2	3	3	1	4	5	4	3	7	3	3	3								35	29	19
Compulsory leavers <sup>2</sup>	1	0	1	0	2	0	0	0	0	0	0	0	0	0	2	0	0								10	4	2
Total leavers (vol. & comp.)	1	2	1	2	5	2	3	3	1	4	5	4	3	7	5	3	3	0	0	0	0	0	0	0	45	33	21
<b>Voluntary turnover%YTD<sup>3</sup></b>	16	17	14	14	14	13	14	15	13	13	12	13	14	16	17	17	17								16	13	17
Overall turnover% YTD <sup>4</sup>	21	21	19	17	18	17	18	18	17	16	14	14	14	16	18	18	17								21	15	17
Agency days	292	292	337	340	192	319	361	409	219	236	277	410	407	461	340	404	407								3403	3684	2018
% work days lost to sickness	2	2	2	2	2	3	2	3	2	4	2	2	2	3	3	3	2								3	2	2
Average sick-days YTD	7	7	7	7	6	6	6	6	6	6	6	6	6	6	6	6	6								7	6	6
<b>Sick-days</b>	100	107	78	97	97	154	102	134	80	181	109	108	121	131	145	135	96								1576	1346	628
Occ. Health Referrals	0	0	0	4	2	6	3	2	1	2	3	0	1	1	0	0	1								29	23	3

<sup>1</sup> **Voluntary Resignations:** Includes resignations of permanent employees, or resignations of fixed term employees prior to the end of their contract

<sup>2</sup> **Compulsory Leavers:** Records leavers except for resignations. Includes expiries of fixed term contracts, redundancies, dismissals,

<sup>3</sup> **Voluntary Turnover YTD:** Shows the year to date turnover percentage (last twelve months) for resignations only

<sup>4</sup> **Overall Turnover:** Shows the year to date turnover (last twelve months) for all leavers - voluntary and compulsory

**FTE** Full-time equivalent

**YTD** Year to Date

**FYE** Final Year End

## Partner roles - Numbers

	2015												2016												2017												14/15	15/16	16/17									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	Forecast									
<b>Panel Member roles</b>																																					<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>									
<b>Registrant</b>	207	206	206	189	184	184	181	180	180	182	187	186	188	186	185	183	175																							388	213	213						
<b>Lay</b>	56	56	56	46	46	46	44	44	44	45	44	43	43	42	41	40	36																									58	55	55				
<b>Total</b>	263	262	262	235	230	230	225	224	224	227	231	229	231	228	226	223	211																										446	268	268			
<b>Visitor roles</b>																																					<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>									
<b>Registrant</b>	196	196	196	201	197	197	191	191	191	197	200	201	199	198	196	196	191																									198	202	202				
<b>Lay</b>	16	16	16	16	16	16	16	16	16	16	16	17	17	17	17	17	17																										16	16	16			
<b>Total</b>	212	212	212	217	213	213	207	207	207	213	216	218	216	215	213	213	208																											214	218	218		
<b>Registration Assessor roles</b>																																					<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>									
<b>Registrant</b>	186	186	191	190	190	190	187	187	187	179	177	178	171	171	170	170	170																										183	176	173			
<b>CPD Assessor roles</b>																																					<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>									
<b>Registrant</b>	105	105	105	104	104	106	106	106	106	103	105	105	105	105	105	105	106																									89	105	110				
<b>Reg Appeals Panel Member</b>												8	24	29	29	29	30	30	30																													29
<b>Registrant</b>	105	105	105	104	104	106	106	106	106	111	129	134	134	134	135	135	136																													139		
																																					<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>									
<b>Legal Assessors</b>	38	38	38	37	37	37	37	37	37	45	48	49	49	49	47	47	47																										42	38	38			
<b>Panel Chairs</b>	37	37	37	35	35	35	34	34	34	34	33	33	33	33	32	32	32																											29	29	37		
<b>Total Number of Roles</b>	841	840	845	818	809	811	796	795	795	809	834	841	834	830	823	820	804																									914	729	873				
<b>Total Number of Partners</b>													670	666	666	661	644																															

## Partner turnover

	2016												2017			16/17
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD			
Voluntary Resignations*	0	1	3	1										5		
Compulsory Leavers**	3	3	2	16										24		
Total Leavers (Vol & Comp)	3	4	5	17										29		
<b>Total Number of Partners</b>	670	666	661	644										660		
<b>Voluntary Turnover%</b>	0.0%	0.2%	0.5%	0.2%										0.2%		
<b>Overall Turnover%</b>	0.4%	0.6%	0.8%	2.6%										1.1%		

\* Voluntary Resignations of Partners

\*\* Compulsory Leavers includes agreement not renewed (failed renewal assessment or changed resource requirements, 8 year rule, voluntary de-registration: Turnover information does not capture those Partners who move from one role to another or those who leave one role and remain in another