

Council, 8 February 2017

Human Resources Report

Executive summary and recommendations

### **Introduction**

This report provides the Council with an update into the work of the Human Resources Directorate from mid November 2016 to mid January 2017. Areas from the report to highlight are as follows:

The HR system went live in mid-December 2016 and the December and January payroll runs were managed through the integrated payroll bureau service. Although a larger number of 'teething' issues were encountered during go-live than were anticipated, these have now either been resolved or are in the process of resolution.

Issue resolution has taken HR team members away from business as usual and as a result project backfill has been extended to cover the additional workload. These costs are covered within the project budget.

### **Decision**

The Council is asked to discuss the Human Resources report.

### **Appendices**

Appendix 1 Human Resources Narrative Report

Appendix 2 Human Resources Management Information Pack

### **Date of paper**

23 January 2016

## Human Resources – Management Commentary

### 1 Strategic Objective 1

“Recruit and retain high quality people”

#### 1.1 Employee recruitment activity November 2016 – January 2017

<b>Employee Vacancies filled</b>			
<b>Role</b>	<b>Department</b>	<b>New or Replacement role</b>	<b>Internal transfer / promotion /external appointee</b>
Case Support Officer (4m FTC)	FTP	Replacement	Internal
FTP Operational Manager x 2 (FTC)	FTP	Replacement	Internal
Scheduling Officer x 2 FTC	FTP	Replacement	External
HR Advisor	HR and Partners	New	External
HR Business Partner	HR and Partners	Replacement	Internal
Recruitment Administrator (Partners)	HR and Partners	Replacement	External
HR Manager (12 FTC Maternity cover)	HR and Partners	Replacement	External
Infrastructure Engineer	IT	Replacement	External
Quality Assurance Advisor 12m FTC	Registration	Replacement	Internal
Team Leader	Registration	Replacement	Internal
Registration Advisor x 4 Perm, x1 12m FTC	Registration	Replacement	External

<b>Employee Vacancies in progress</b>		
<b>Role</b>	<b>Department</b>	<b>New or Replacement role</b>
Stakeholder Communications Officer	Communications	Replacement
Case Manager (2x ftc 4x perm)	FTP	Replacement
Case Team Manager – Complex Cases (12m ftc)	FTP	Replacement
Scheduling Team Manager	FTP	Replacement
Infrastructure Engineer	IT	New

Reception Manager	Office Services/Facilities	New
Senior Project Manager (2y ftc)	Operations	New
Registration Manager	Registration	Replacement
Registration Advisors x 3 (ftc) TBC	Registration	Replacement
Registration Appeals Coordinator	Registration	Replacement

## 1.2 Partner recruitment activity November 2016 – January 2017

The following roles were advertised in December 2016.

Role	Profession	Number Required
Panel Chair	Lay	16

Interviews are taking place for Panel Chairs between 6 – 17 February.

Interviews were held for the role of Recruitment Partner in January and one appointment was made.

## 2 Strategic objective 2

“Train and develop people”

### 2.1 Learning and development activity for employees November 2016 - January 2017

#### Policy development

The 2016 Employee Engagement Survey action plan identified a number of individual actions which have been agreed by EMT for implementation. This includes areas for improvement such as developing a more comprehensive approach to career development. One action to help support this aim is to provide guidance on how to manage and implement external or internal workplace secondments and the undertaking of sabbaticals.

We have also developed a new Learning and Development Policy which describes the organisation’s overall approach to learning and development, including professional courses of study. It serves to encourage and support employees to actively pursue their career development as an integral element of their employment with the organisation. Both of these policies were presented at the January monthly EMT meeting.

#### E-Learning system

Our new e-learning platform (Learning Hub) continues to gain momentum in the organisation. We are in the process of adding new content to the platform, including

freely available online-courses from ACAS designed to reinforce and complement our classroom-based training around ED&I particularly, and the HR Essentials series of workshops for managers.

In addition, in a collaborative partnership with colleagues in FTP and Registration who have a specific focus on training and development, the L&D team has organised enhanced training in our new e-learning authoring tool which will enable the bespoke design and delivery of online learning solutions for discrete groups, as well as organisation-wide learning such as induction.

### **Equality, Diversity and Inclusion (ED&I)**

As a continuation of our approach to raising awareness around equality, diversity and inclusion in the organisation, in December we delivered further workshops for newly appointed managers and employees new to the organisation. ED&I training will continue as a mandatory undertaking for all new employees.

## **2.2 Partner Training November 2016 – January 2017**

### **Refresher**

<b>Role</b>	<b>Number Attended</b>
Visitor – 10 <sup>th</sup> November	22
Visitor – 18 <sup>th</sup> November	23
Visitor – 9 <sup>th</sup> December	19
Panel Member – 4 <sup>th</sup> November	22

## **3 Strategic objective 3**

“Encourage high performance”

### **3.1 Employee Appraisals (APDRs)**

Annual Performance Development Reviews (APDRs) are in progress for all employees other than those on probation, with a completion date of 13 March.

### **3.2 Leadership competencies for EMT**

One of the agreed actions in the 2016 Employee Engagement Survey action was to revise the leadership competency framework for EMT to reflect HCPC values and engagement with employees/departments.

New leadership competencies have been developed for the EMT and are based on the values based competency framework which underpins the APDR process for all employees. The new competencies for EMT have also been informed by the current EMT Leadership competency framework and by various sources of best practice in this area.

### **3.3 Partner Appraisals**

6 partner appraisals have taken place since the previous report to Council – 6 Visitor appraisals.

## **4 Strategic objective 6**

“Reward people according to their contribution”

- 4.1** Work relating to management of the annual pay review for employees is in progress. This work includes analysis of an annual salary market benchmarking report, provision of information to managers and preparation for the Remuneration Committee in early March.

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

## **Management Information Pack**

Teresa Haskins, Director of Human Resources

December 2016

## **Management Information pack**

## **Table of contents**

### **Human Resources**

Employee numbers

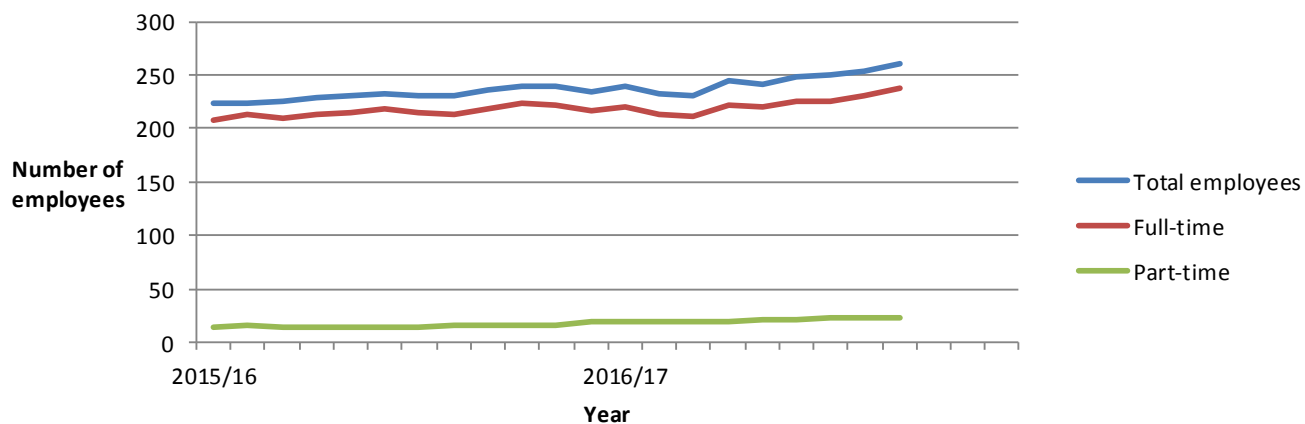
Employee sickness absence and turnover

### **Partners**

Partner numbers – roles

Partner turnover

## Employee numbers

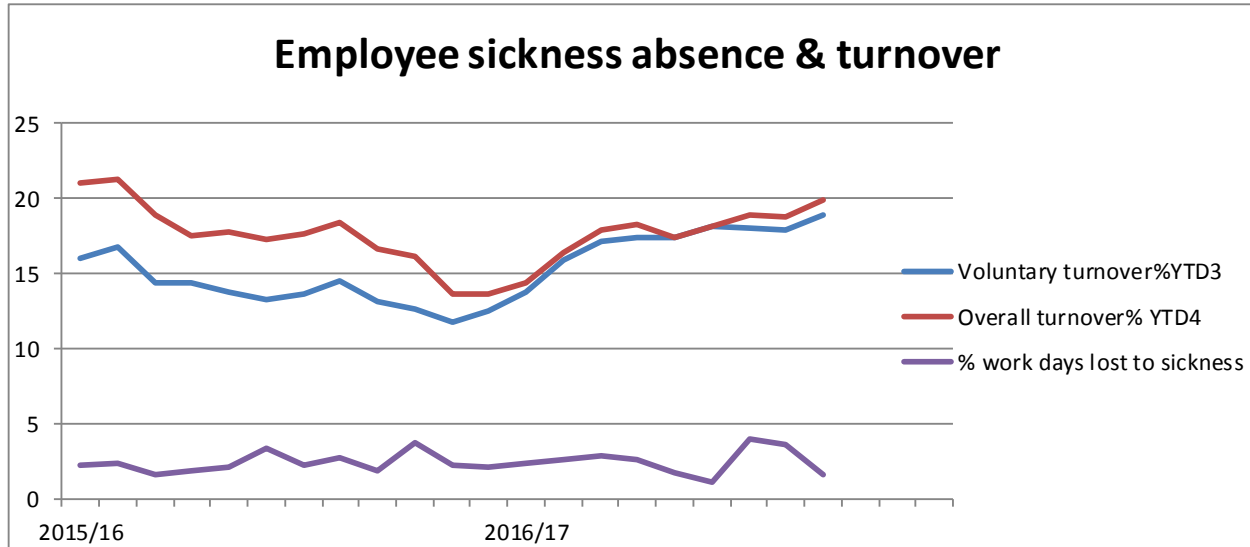


	2015/16												2016/17												12/13	13/14	14/15	15/16	16/17																					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	YTD																					
<b>EMPLOYEES</b>																																																		
Budgeted employees	255	255	255	255	255	255	255	255	255	255	255	255	262	262	262	262	262	262	262	262	262	262	262	262	186	204	248	255	262																					
<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>248</b>	<b>250</b>	<b>254</b>	<b>261</b>			<b>179</b>	<b>204</b>	<b>226</b>	<b>234</b>	<b>261</b>																						
Full-time	208	214	210	214	215	218	215	213	219	223	222	217	221	213	211	222	220	226	226	230	237			173	194	211	217	237																						
Part-time	15	16	15	15	15	15	15	17	17	17	17	19	19	20	20	21	22	24	24	24			7	10	15	19	24																							
Flexible working*	-	-	-	-	-	-	45	40	38	46	41	41	46	48	55	55	56	56	58	57	57							41	57																					
FTE*	220	227	222	226	227	230	227	225	232	237	235	230	235	229	227	239	237	241	241	245	252			178	194	223	230	252																						
Permanent	217	221	220	226	226	228	226	226	232	235	234	229	234	228	224	236	231	235	236	238	242			174	194	220	229	242																						
Maternity/paternity leave	5	6	9	10	8	5	5	6	4	3	4	3	6	6	5	5	4	4	4	6	6			6	10	5	3	6																						
Unpaid Sabbaticals													0	0	0	0	1	3	3	3	3							3																						
Fixed-Term Contracts	6	3	5	3	4	5	4	4	5	5	5	5	6	7	7	10	12	14	14	16	19			5	10	6	5	19																						
Starters (permanent)	3	7	5	7	1	1	3	8	3	4	1	1	6	3	0	8	4	7	2	5	8			86	47	44	44	43																						
Starters (fixed-term)	0	0	0	0	2	1	0	0	2	0	0	0	1	1	3	2	2	4	0	2	3			30	18	18	5	18																						

- \*Flexible working Includes flexible working arrangements separate or in conjunction with part time working
- \*FTE Full-time equivalent, includes maternity/paternity but does not include unpaid sabbaticals
- 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	4	3	3	4				35	29	33
Compulsory leavers <sup>2</sup>	1	0	1	0	2	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0				10	4	4
Total leavers (vol. & comp.)	1	2	1	2	5	2	3	3	1	4	5	4	3	7	5	3	3	4	5	3	4	0	0	0	45	33	37
<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	18	18	18	19				<b>16</b>	<b>13</b>	<b>19</b>
Overall turnover% YTD <sup>4</sup>	21	21	19	17	18	17	18	18	17	16	14	14	14	16	18	18	17	18	19	19	20				21	15	20
Agency days	292	292	337	340	192	319	361	409	219	236	277	410	407	461	340	404	407	406	421					3403	3684	2845	
% work days lost to sickness	2	2	2	2	2	3	2	3	2	4	2	2	2	3	3	3	2	1	4	4	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	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	59	208	189	87			1576	1346	1171	
Occ. Health Referrals	0	0	0	4	2	6	3	2	1	2	3	0	1	1	0	0	1	4	0	1	0			29	23	8	

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

**FTE** Full-time equivalent

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

**YTD** Year to Date

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

**FYE** Final Year End

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

## 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	183	183	183	182																				388	213	213						
<b>Lay</b>	56	56	56	46	46	46	44	44	44	45	44	43	43	42	41	40	36	35	35	35	35																						58	55	55				
<b>Total</b>	263	262	262	235	230	230	225	224	224	227	231	229	231	228	226	223	211	218	218	218	217																						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	191	200	198	200																					198	202	202					
<b>Lay</b>	16	16	16	16	16	16	16	16	16	16	16	17	17	17	17	17	17	17	19	19	19																						16	16	16				
<b>Total</b>	212	212	212	217	213	213	207	207	207	213	216	218	216	215	213	213	208	208	219	217	219																						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	170	168	166	165																					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	105	105	104	104																					89	105	110					
<b>Reg Appeals Panel Member</b>												8	24	29	29	29	30	30	30	30	30	30	30																									29	
<b>Registrant</b>	105	105	105	104	104	106	106	106	106	111	129	134	134	134	135	135	136	135	135	134	134																									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	46	46	46	45																					42	38	38					
<b>Panel Chairs</b>	37	37	37	35	35	35	34	34	34	34	33	33	33	33	32	32	32	32	32	32	32																						29	29	37				
																																					<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>										
<b>Total Number of Roles</b>	841	840	845	818	809	811	796	795	795	809	834	841	834	830	823	820	804	809	818	813	812																					914	729	873					
<b>Total Number of Partners</b>													670	666	666	661	644	644	664	662	662																												

## Partner turnover

	2016											2017			16/17
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Jan	Feb	Mar
Voluntary Resignations*	0	1	3	1	0	1	3	2	0	2				5	
Compulsory Leavers**	3	3	2	16	1	0	0	0	0	0				24	
Total Leavers (Vol & Comp)	3	4	5	17	1	1	3	2	0	0				29	
<b>Total Number of Partners</b>	670	666	661	644	644	644	664	662	662				657		
<b>Voluntary Turnover%</b>	0.0%	0.2%	0.5%	0.2%	0.0%	0.2%	0.5%	0.3%	0.0%				0.2%		
<b>Overall Turnover%</b>	0.4%	0.6%	0.8%	2.6%	0.2%	0.2%	0.5%	0.3%	0.0%				0.7%		

\* 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