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## HR Q4 Report

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### Executive Summary

HR previously contributed to a joint HR, OD and Partners KPI report, presented to the People and Resources Committee (PRC). As the Partners function moved to the Professionalism and Upstream Regulation Department (1 February 2022), separate reports will now be presented from each function.

The main areas reported on are:

- Establishment
- Recruitment
- Applicant Diversity
- Pay Bands
- Sickness Absence
- Wellbeing Initiatives
- Turnover
- Reasons for leaving
- Exit Interview survey
- Employee relations cases

The main highlights from the report are:

- Establishment:
  - Reduction in Agency staff
- Recruitment:
  - High number of recruitment campaigns (33 in total) have resulted in many vacant positions being filled, offers not accepted category added, which highlights the number of candidates who have withdrawn following offers.
  - Main applicant age range continues to be between 21-30 and 31-40.
  - Majority of HCPC applicants continue to be female.
- Applicant Diversity:
  - Gender: Based on 363 applications in this period around 13% of females are shortlisted and 4% are appointed compared to 9% of males who are shortlisted and 3% are appointed.
  - Disability: 2% of applicants with a disability are shortlisted compared to 25% of applicants without a disability. Less than 1% of those disabled are appointed compared to 7% without a disability.

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Previous consideration	HR KPI's are an ongoing set of data presented to ELT and the People and Resource Committee, <a href="#">previous report can be found here.</a>
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Decision	PRC are asked to note the report; no decision is required.
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Next steps	HR will continue to review and analyse the data in light of the HR departmental workplan. HR to work with managers and Head of departments to resolve any underlying issues within their team and deliver against the People Strategy as agreed.
Strategic priority	Strategic priority 5; Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	Actions for this year have been included in 2022/2023 work plan and associated budget.
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# HR Performance Report

Q4 2021/22

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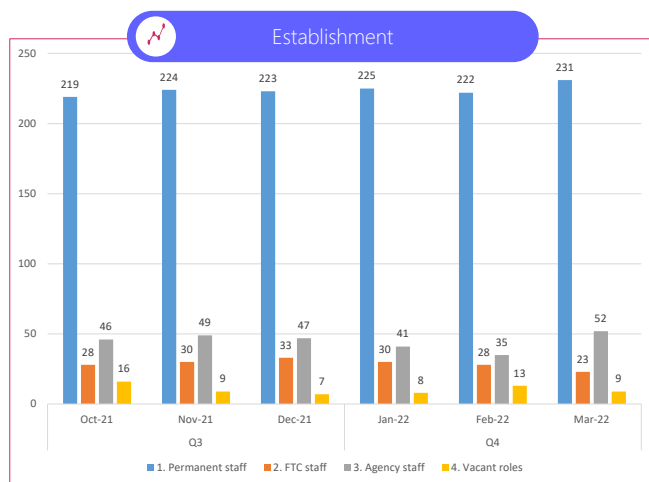
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- Establishment
- Recruitment
- Applicant Diversity
- Applicant Diversity – Gender
- Applicant Diversity – Disability
- Applicant Diversity – Ethnicity
- Pay Bands – Gender
- Pay Bands – Ethnicity
- Sickness Absence
- Wellbeing & Reward Initiatives
- Turnover
- Exit interviews - Reasons for Leaving
- Exit interviews – Employee Experience
- Employee Relations
- Learning and Development Activity

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# ESTABLISHMENT



- Permanent staff- 226
- FTC staff- 27
- Agency staff - 43
- Total number of staff - 253

\*Based on average number of employees across period

The establishment above is covering the period of January – March 2022 (Q4).

In comparison to Q3, the average number of permanent staff has slightly increased by 2%, a decrease of FTC and agency staff by 11% and 9%, respectively.

With a total target establishment of 263 (21/22), there is still a slight deficit in the number of employees (254 in March) thus vacancies across the organisation amount to an average of 4% or slightly less than, which is not dissimilar to the Q3 reports. The addition of agency workers not only covers the deficit in the number of employees, but it is well above the target establishment by an average of 11% compared to last quarter which was around 14% in Q3.

The average number of agency workers remains high, and this is due to the critical needs to deal with workload pressures within the Registrations department.

# RECRUITMENT

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Job advertised - 11

In Progress vacancies - 21

Internal Offers - 3

External Offers - 3

\*Based on average number of campaigns/offers across period

Between the periods of January – March 2022 (Q4), there were an average of 11 vacancies advertised on the HR system, compared to 8 in Q3. In total, there were a total of 33 recruitment campaigns in Q4.

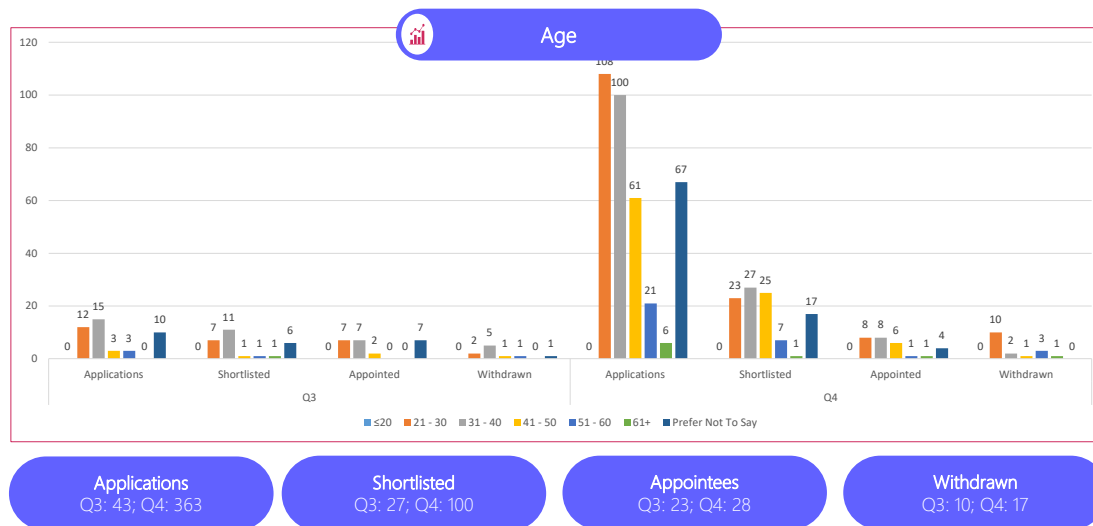
Based on Q3, the number of 'in progress vacancies' has slightly increased (previously 18), however this includes roles that HCPC may have been unable to recruit into, remains ongoing and the campaign may be at a different recruitment phase (e.g. shortlisting/interviews/onboarding). Given the large number of roles advertised this quarter, HCPC do expect to see a larger number of in-progress vacancies however offers of appointments and onboarding are continuing to be progressed as quickly as possible in order to conclude the recruitment campaigns.

As per the graph comparison, there were a larger number of job offers made in this period compared to the last (31 to 23), with an equal number of internal and external offers (14 each). This is in contrast to the last quarter where there were more internal offers. It is important to note that the figures are based on the recruitment campaigns within the quarter and all of the offers attached to the campaign.

This report also now includes an additional category, 'offers not accepted' (an offer which has been made by HCPC but the candidate has declined), as this data may be

a useful measure to see if there are any patterns or trends with applicants declining to accept a role. This data could also provide additional insight in relation to recruitment attraction and talent acquisition. There is a slightly higher number of offer declines in Q4 (3) than Q3 (2) whilst none were reported in Q2. These were either due to accepting a new role (externally) or accepting an internal role over another.

# APPLICANT DIVERSITY



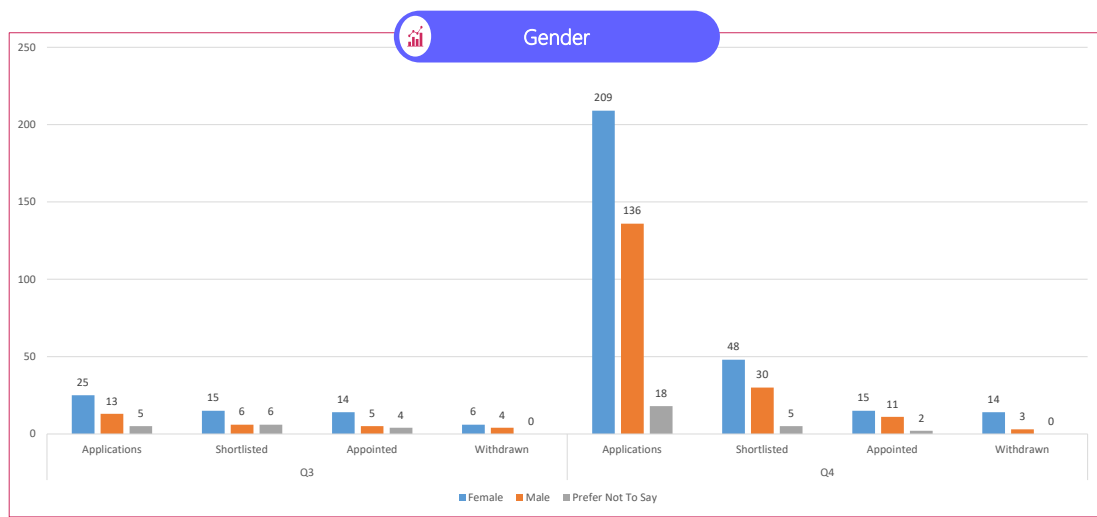
Applicant diversity has also been included, looking at the number of applications, shortlisted and appointees across the period/quarters. Similar to the previous slide, the data only represents the applications within the quarterly period, therefore where some campaigns may overlap across quarters there may be differences in the overall numbers. For example, where campaigns are still on-going but were advertised within this period have been included but certain exclusions have been applied where necessary. Where also applicants may have withdrawn or not accepted the offer, the figures will have been adjusted accordingly. It is important to note that the figures across these slides are not inherently conclusive and is merely to consider any patterns or trends that may be generally apparent. We would also like to note that all EDI and personal information is not available to recruitment panels/recruiting managers and is only for the purposes of equality monitoring conducted by HR.

Q4 has seen a huge spike in the number of applications due to the increased recruitment activity within this period. In terms of the age range of applicants, in both quarters, there have a higher number of applicants within the 21-30 and 31 – 40 range. However, when at the shortlisting stage there looks to be a similar number of applicants between 21-30, 31-40 and 41-50 in this quarter compared to Q3 where most applicants that were shortlisted were within the 31-40 range.



In relation to appointments, those in the 21-30 age range were equally likely to be appointed as those in the 31-40 range which appears to follow the same pattern as Q3. An additional category, 'application withdrawn', has been included, as this could provide additional insight into HCPC's recruitment activities and whether this has any impact in comparison to the number of applications. The drawback with this category is that it is difficult to track at what stage an applicant may have withdrawn, however reporting on this could potentially assist with further investigations as to why an applicant may have chosen to withdraw. Where HCPC aims to be an employer of choice, such data may assist in finding out HCPC's position in the market.

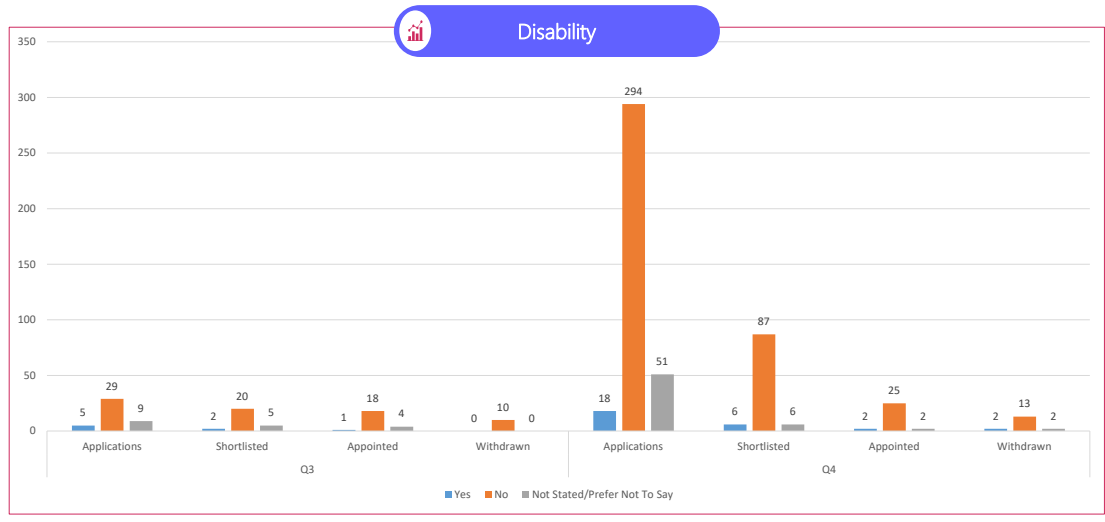
# APPLICANT DIVERSITY



Q4 generally seems to follow in the same pattern as Q3, in that majority of HCPC applicants are females. They are also more likely to be shortlisted and appointed and we have seen an increase in appointments for both males and females but this could be attributed back to the significant number of applications in Q4 compared to Q3. Based on the number of applications around 13% of females are shortlisted and 4% are appointed compared to 9% of males who are shortlisted and 3% are appointed.

As part of Gender Pay Gap, it has been established that HCPC has a higher female population, however HCPC continues to have a pay gap mainly due to the appointment of males in senior roles. Further on in the presentation, a breakdown of applications by gender and pay band have been included in order to identify how both genders perform at each recruitment stage.

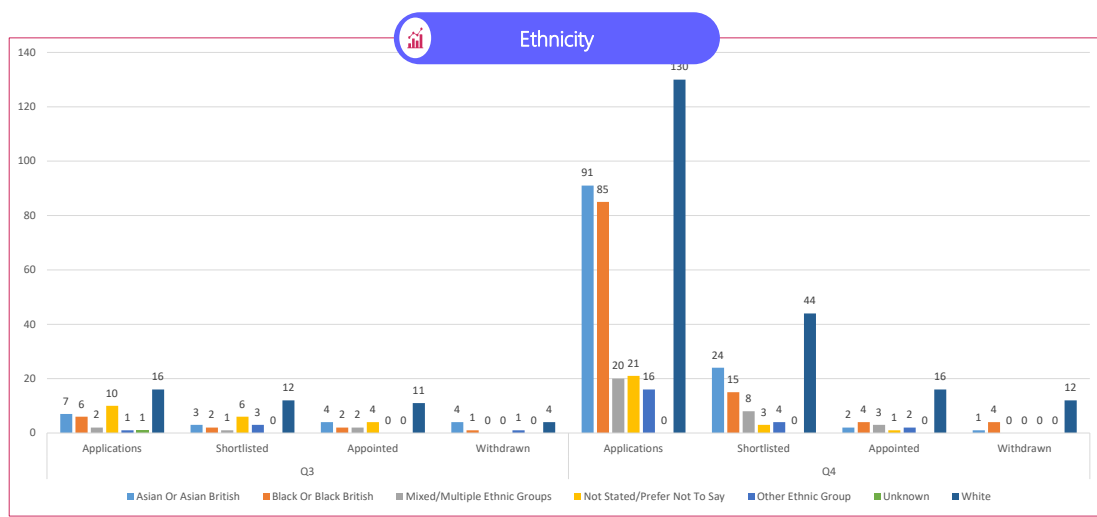
# APPLICANT DIVERSITY



Majority of applicants tend not to have a disability, although, Q4 saw a slight increase in the number of applications and shortlisting. The number of appointments continue to be low. Based on the number of applications, around 2% of applicants with a disability are shortlisted compared to 25% of applicants without a disability. Less than 1% of those disabled are appointed compared to 7% without a disability.

HCPC is part of the Disability Confident scheme (a commitment to interview disabled candidates who have met the essential criteria) and HR will continue to look for ways to increase the number of disabled applicants by advertising on specific disability-friendly platforms to increase exposure of HCPC campaigns.

# APPLICANT DIVERSITY



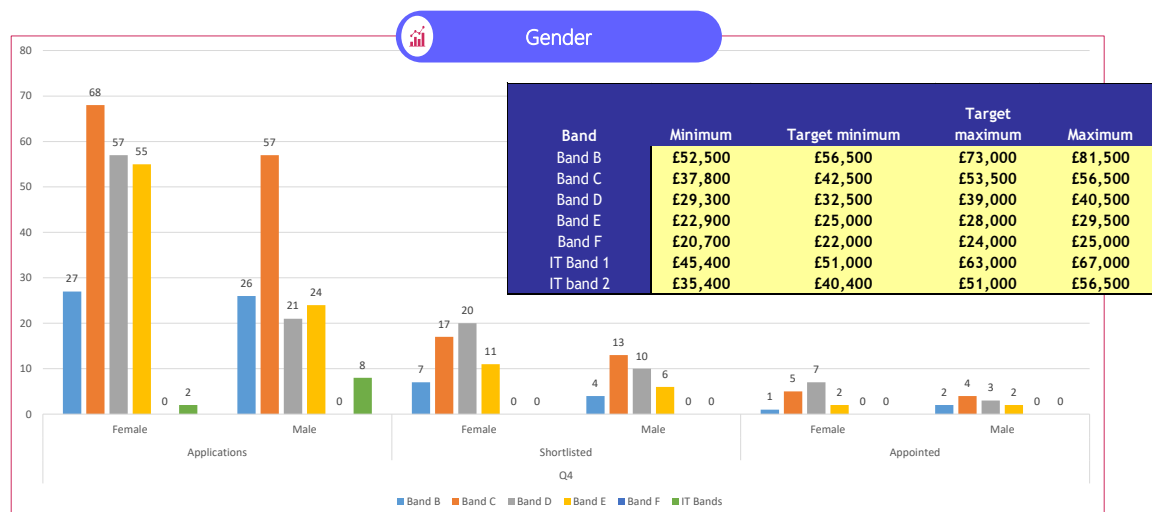
HCPC are also monitoring the ethnic diversity of recruitment applicants and across both quarters and whilst it would appear that majority of candidates are white, there are in total, a higher number of applications from ethnic minorities overall. However, that majority of candidates tend to have a white background across the Applications, Shortlisted and Appointed phases when compared to any other ethnic background. This follows the same pattern as Q3. In relation to those from a black background they were twice as likely to be appointed in Q4, whereas the inverse has occurred for those with an asian background. Those from another ethnic background were equally likely to be appointed as those from an asian background and those who are mixed/multiple ethnic groups were the 3<sup>rd</sup> probable group to be appointed.

Based on the number of applications from ethnic minority groups, 14% are shortlisted and 3% are appointed compared to white applicants where 12% are shortlisted and 4.5% are appointed.

HCPC is already supporting a number of initiatives, such as mandatory bias training, diverse panel composition, anonymous recruitment applications, an EDI employee representative group and a mentoring scheme, however HCPC will continue to review ways to attract a diverse workforce and applicants via different recruitment platforms.

Further on in the presentation, a breakdown of applications by ethnic origin and pay band have been included, so that HCPC can monitor how applicants from different backgrounds perform at each recruitment stage.

# PAY BANDS



As part of Q4, a breakdown of the applications by pay bands and gender across each recruitment stage have been included. In doing so, HCPC can monitor the types of roles (based on banding) men and women apply for, the likelihood of being shortlisted and appointed for each band. For the purposes of general reporting, applicants that have not disclosed their gender have been removed. The salary scales (2021/2022) have also been included for reference.

Where HCPC's gender pay gap is mainly a result of men being appointed at executive level roles or being paid at a higher salary in the top pay bands compared to women, knowing the gender make-up can help inform the kind of action to be undertaken in terms of recruitment, whether that involves reviewing recruitment advertising, the language in adverts, benchmarking and reviewing salaries for certain roles.

Both males and females are equally likely to apply to Band B roles, but Band C roles tend to have the most applications from both genders. However, a larger number of females also apply for Band D and E roles. It is important to note that this is not surprising as HCPC tend to have a larger number of female applicants as stated in slide 5. Females are more likely than men to be shortlisted across all pay bands, however, at appointment stage, they are half as likely to be appointed to a Band B role compared to males. Female appointments appear to be higher in Band C and D roles. This corresponds to the data in the GPG report (2021/2022), as females tend to be appointed at mid-senior level (Band C) roles and have a higher average salary than males within this pay band compared to males.

# PAY BANDS



A breakdown of the applications by pay bands and ethnicity across each recruitment stage have also been included in this quarter. In doing so, HCPC can monitor the types of roles (based on banding) applicants apply for, the likelihood of being shortlisted and appointed for each band and how this corresponds when taking into account ethnicity. For the purposes of general reporting, applicants that have not disclosed their ethnicity have been removed.

Those from an ethnic background are equally likely to apply for Band B roles when compared to applicants from a white background; have a higher number of applications for Band C and IT Band roles and are twice as likely to apply for Band D and E roles compared to white applicants. However, at the shortlisting stage this is reversed – ethnic minority applicants are less likely to be shortlisted for Band B roles, equally likely to be shortlisted for Band C roles and are more likely to be shortlisted for Band D and E roles compared to white applicants. Although this is likely the result of having a greater number of applicants for Band D and E roles from ethnic minority backgrounds compared to those from a white background as they appear less likely to apply for roles at the lower pay bands. In relation to appointments, ethnic minorities are less likely to be appointed at the higher and mid-pay bands (Band, B, C and D). There were no appointments for Band D from those with an ethnic minority background, they were also half as likely as white applicants to be successful for

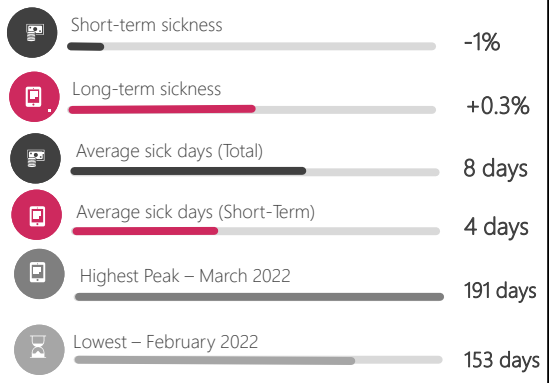
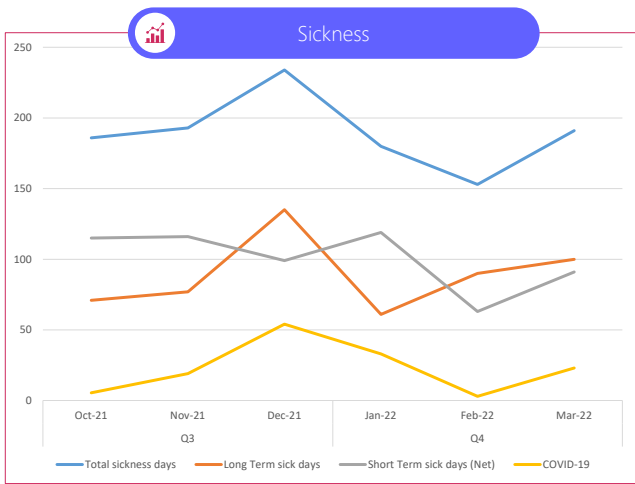
Band C and D roles and were more likely to be appointed at Band E roles.

If this is broken down further and compared to the number of white applicants to certain ethnic backgrounds, asian/asian British applicants are less likely to apply to Band B, C and D roles but equally likely or more likely to apply to Band E or IT Band roles, respectively. Black/Black British applicants are more likely to apply for the Band D and E roles; those of mixed/multiple ethnic groups or other ethnic group generally have the fewest number of applications (although equally similar between the two backgrounds) but are most likely to apply to Band C roles than any other role and those from a white background tend to apply and have the highest number of applications for Band B and C roles compared to the rest of the roles.

With regards to shortlisting, white and asian applicants are more likely to be shortlisted across Band B, C and D roles. Black/Black British applicants are either 4 times or half as likely to be shortlisted for Band C and D roles compared to white applicants despite having a higher number of Band D applications. Mixed/Multiple Ethnic Groups were equally likely as black/black British backgrounds to be shortlisted for Band C roles and other ethnic Group was half as likely. In most cases, a greater number of white applicants were shortlisted for Bands B, C and D roles when compared to each ethnic background.

In relation to Appointments, asian/asian British applicants are appointed at Band D roles, black/black British applicants at Band C, D and E roles, mixed/multiple ethnic groups and other ethnic group at Band C and D whilst the majority of appointments are white applicants across Band B, C and D.

# SICKNESS ABSENCE



	HCPC	GDC	National
Average sick days (Total)	8	6	4

Q4 saw a decline in the total amount of sickness (524; 613 in Q3) with nearly half being attributed to long-term sickness which follows the same pattern as Q3. During this quarter there were 5 people on LTS, reasons for which vary from issues with physical health, long-term post covid health issues, mental health conditions and work-related stress and anxiety. The top two departments that account for majority of the sickness are Registration and FTP, followed by Business Change. There has been no change to this since Q3. Broken down by Teams, as per the last quarter FTP – Investigations and Registration – Service Team 2 account for the highest sickness rates. These patterns looks to be consistent each quarter.

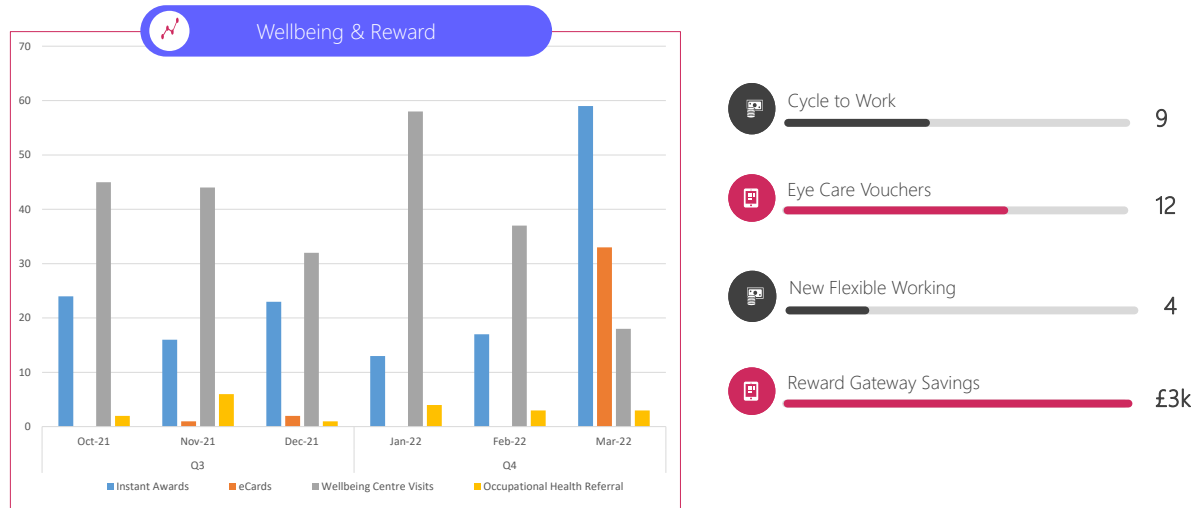
There has been a reduction in both short-term and long-term sickness, however the average sick days (total) and short-term has either increased by a day or remained the same, respectively. The average sick days (Year to Date) is looking at a 12-month rolling period; therefore these figures are based on sickness data for the 2021/2022 financial year.

Compared to the National average, HCPC has double the average days of sickness lost however the ONS gov data is considering furloughed workers, therefore the GDC’s rate would be a better comparison which suggests that HCPC’s average sick days is slightly higher than another regulator.

Covid-19 related sickness absence has reduced to 59 days (14 employees) from 78.5 days in Q3 (15 employees). This was the second highest quarter for Covid absences. Covid related absences are still being recorded separately from normal sickness absences and therefore employee entitlements have not been impacted.



# WELLBEING AND REWARD INITIATIVES



\*Based on the financial year 2021/2022

Compared to Q3, there has been an increase in the number of instant awards, wellbeing visits and eCards on the Reward Gateway platform.

In Q4, eCards were awarded for general values and Enterprising and Inclusiveness whilst in Q3 this had mainly been for Compassionate. Instant Awards were granted for employees across the HCPC values in their roles. Heads of HR and FTP continue to be the main contributors to showing recognition to their department, as well as ELT this quarter.

In relation to the Wellbeing Centre, across both quarters, the site visits were due to the following health categories - Move (Physical), Money (Financial) and Mind (Mental), although a significant proportion of employees visited the Move platform. In the last 12 months, the Cycle to Work scheme has been utilised by 9 employees, 13 eye care vouchers were issued, 4 new approved requests for flexible working (adjusted/compressed hours) and more than £3,000 has been saved in total with the use of Reward Gateway (retail savings platform).

## TURNOVER

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\*Based on quarterly reporting  
 \*\*Based on number of vacancies and target establishment  
 \*\*\*Average length of service based on total number of leavers

In comparison to Q3 (11), the number of leavers has increased (16). Out of these leavers, the highest turnover is from Fitness to Practise (FTP), closely followed by the Registration department which has been the same for the last two quarters of the year. Once again it is important to note that FTP and Registration are the biggest departments at HCPC, so it is not unusual that majority of leavers would be from these two departments.

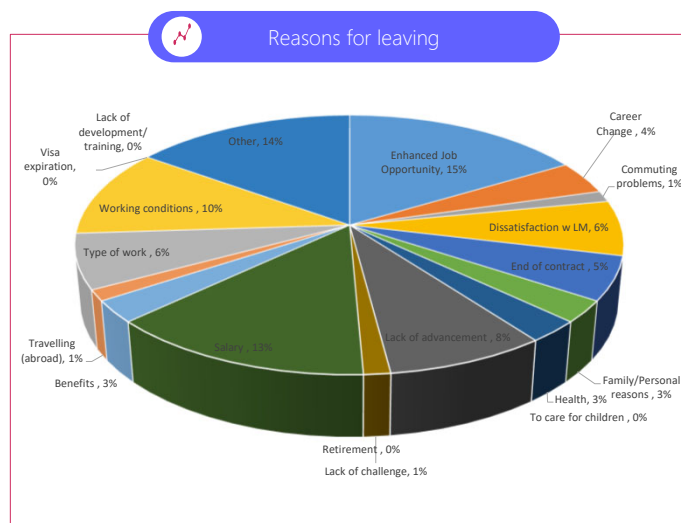
There were a total of 76 leavers in 2021/22 (12-month rolling period) – 85% of them being resignations. Voluntary employee turnover increased in this period from 18% (2020/2021) to 26%.

Majority of leavers were from Bands D (33%) and E (28%), closely followed by Band C (24%). Leavers were usually within the FTP and Registration departments as reported each quarter.

Based on the voluntary leavers, the average length of service is 3 years at HCPC. When broken down further, however majority of leavers tend to have 1 – 2 years of service (23 leavers) whilst the second highest group is those with a service length of less than 1 year (14 leavers).

## EXIT INTERVIEW - REASONS FOR LEAVING

14



Leavers - 76

Voluntary Turnover (YTD) - 26%

Overall Turnover (YTD) - 30%

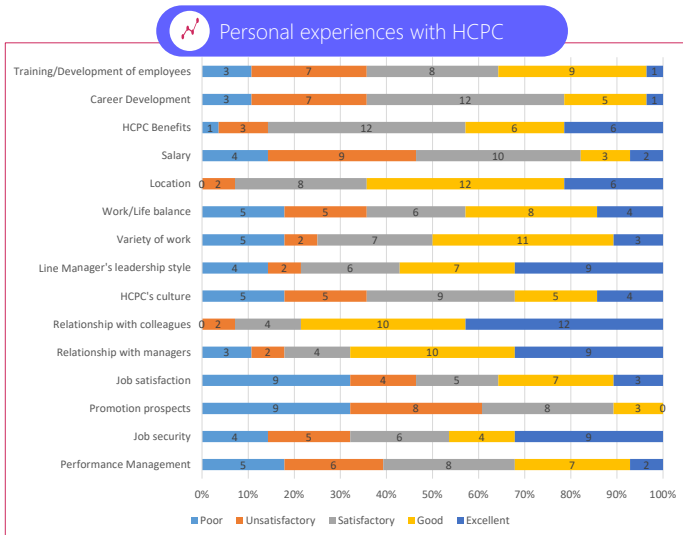
Exit Interviews - 28

The general take-up of Exit Interviews is approximately 50%. HR are discussing the possibility of streamlining the current form and questions in a bid to increase the take-up of interviews.

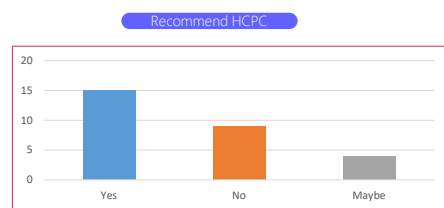
The above graph displays the factors for leaving in the 2021/22 financial year. The most common themes each quarter, has been due to Enhanced Job Opportunity, Salary, Working Conditions, Lack of advancement and Other.

Majority of the leavers were moving on to another regulator (NMC, GOC, Royal College of Veterinary Surgeons, etc.), in a promotional capacity, a similar role (with higher pay), or for the chance of upward progression. Of this group, most of the leavers secured their new roles either via an Agency or the direct website.

# EXIT INTERVIEW - EMPLOYEE EXPERIENCE



Financial year	Job Offers	Internal	External
2021/2022	93	28	62
2020/2021	79	24	55
2019/2020	128	46	82



Employee experience – as part of the questionnaire, employees are asked to rate the above categories based on their experience of working at the HCPC. The results have been relatively positive with some areas – Salary, Job Satisfaction, Promotion prospects and Performance Management scoring higher unsatisfactory scores. This does reflect some of the leaving reasons in relation to salary and lack of advancement/career development and induction/training for employees.

When looking at the number of job offers made each financial year, this has decreased in the last 2 years, with only 30% of offers being made to internal candidates. Given that lack of career development/progress is a factor it might be useful to monitor promotions/progress and development within HCPC for existing employees. It is important to note however, that this is based on actual recruitment campaigns (excluding interim internal arrangements such as Acting Up/Additional Responsibility Allowance, etc.) and given that majority of applicants tend to be external, the actual figures may not be surprising so this should not be taken as conclusive results towards reasons for employees leaving.

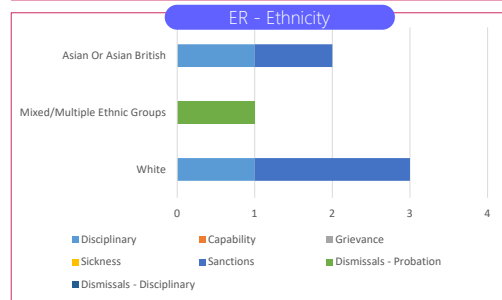
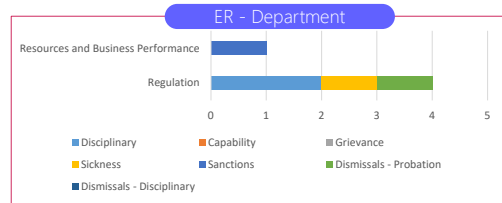
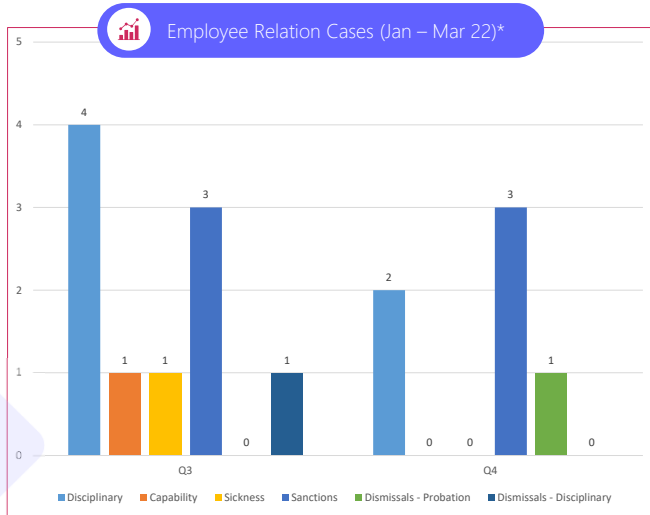
50% of leavers disclosed their remuneration/salary details for their new role – having compared the salaries, all of them would have moved on to an increased salary compared to their HCPC roles. Of this group, half of them reported to have moved on

to another regulator which would suggest that our salaries may not be as competitive compared to other regulators. They also stated their new roles as either being a promotion, similar role on higher pay or a role with more upward career progression. Taking this into account, there could be an indication between a lack of salary and career progression within the HCPC – where either or both are considered “unavailable” to an individual their decision to leave may increase. Where HCPC has recently implemented a Leadership programme, Mentoring scheme and have continued with management programmes, it would be interesting to see if these have an impact on the number of leavers over time where HCPC is looking to enhance career development and progression.

Conversely, higher scores tend to be for the following categories – HCPC benefits, Location and Relationship with colleagues/managers therefore despite other factors that have contributed to leaving (such as dissatisfaction with line management, salary, etc.) it is clear that it is not the overall experience for majority of employees. As such, 57% of employees that completed the exit interview stated they would recommend the HCPC as an employer in some capacity compared to 32% who stated they would not and 11% as maybe. Likewise, 61% stated that they would return to HCPC in some form compared to the 39% who stated they would not.

It may be interesting to review these results against employee surveys to assess if the reasons for leaving are significant areas for existing employees. Where the exit interviews occur at the end of an employee’s lifecycle with the organisation, quarterly surveys may be a better way to address issues/investigate patterns or trends that might result in an employee leaving the HCPC.

# EMPLOYEE RELATIONS



\*Including formal/informal proceedings based on 6 cases  
 \*\*Including formal/informal proceedings and ongoing sanctions

Compared to Q3, there have been no Capability, Sickness Review or Grievance cases in this quarter. There have also been a small reduction in the number of Disciplinary cases. Though this is not significant, given the largely small number of ER cases at HCPC overall, there is little data that can be used to extrapolate in relation to cases.

Despite this, there has been a review into the breakdown of departments – which as per Q3, continues to be Registration. Though there have not been any cases for FTP, this quarter has seen a dismissal via probation in this department. In Q3, there was a dismissal via disciplinary and though these cases do not happen often, some occurrences of this is now taking place in each quarter. Finance also continues to present ER cases this quarter. Employees of an ethnic minority background are equally likely as a white employee to go through an ER case.

With the exception of Sanctions, the ER cases are based around Disciplinary – conduct (not following policy/reasonable management requests) and Capability – performance.

## LEARNING & DEVELOPMENT ACTIVITY

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Training activity	Date	Internal/External led
Training for Mentors	5 January 2022	Internal
Mentee: Influence & Personal Impact	13 January 2022	Internal
Allyship and being a Sponsor	19 January 2022	External
Mentee: Recruitment at HCPC	10 February 2022	Internal
Courageous Conversation	23 February 2022	External
Managers APDR & Performance Management workshop	28 February 2022	Internal
Mentee: How to success at Job Applications and CV Writing	2 March 2022	Internal
Building inclusive teams and Reflection	10 March 2022	External
HR Development Session: Personal Impact & Influence	15 March 2022	Internal

The Learning and Development activity in Q4 focused on personal development with the aim of preparing employees for the annual appraisal period.

There were three sessions delivered by an external provider which formed part of the Beyond Barriers- Mentoring programme.

HR are focusing on delivering a number of internal programmes not only due to cost savings but also as subject matter experts who are equipped with the right level of corporate knowledge in order to drive engagement and build on culture.