

Council, 24 September 2014

Human Resources Report

Executive summary and recommendations

**Introduction**

The report provides an update about the activities of the Human Resources and Partners Departments.

**Decision**

The Council is requested to discuss the report.

**Background information**

None

**Resource implications**

The resources for the Departments are set out in the annual workplan and budget 2014-15.

**Financial implications**

As above.

**Appendices**

None

**Date of paper**

11 September 2014

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

## **Management Information Pack**

Teresa Haskins, Director of Human Resources

Sept 2014

# **1 Key points**

## **1.1 Operational work**

Recruitment has been the main focus of operational work in both the Partners and HR team over the past 3 months.

## **1.2 Project work**

Following completion of a 12-month long OJEU process, a supplier has been selected to provide a new HR and Partners System. The contract will be signed pending relevant cooling off periods and approval by the Executive Management Team.

## 2 Strategic Objective 1

“Recruit and retain high quality people to meet business needs”

### 2.1 Employee recruitment activity July – September 2014

The employee recruitment function has been particularly busy over the past three months. In addition to filling vacancies which have arisen as a result of existing employees leaving the organisation, recruitment is in progress for a number of new roles approved in the 2014/15 budget.

#### Vacancies filled:

Vacancy	Department	New or replacement role	Appointee(s)	Starts in	Internal transfer/promotion/external appointee
Internal Communications Manager	Comms	New	Lisa Sinclair	Aug	External
Communications Officer (Publishing)	Comms	Replacement	Anna Cleary	Sept	Internal
Assurance & Development Officer (2)	FTP	Replacement	Ewan Shears Claire Baker	July	Internal Internal
Scheduling Officer	FTP	Replacement	Marie Valenzuela	Aug	Internal
IT Service Support Analyst	IT	New post	Jonathan Linque	Aug	External
Registration Advisor (9 – permanent and fixed-term))	Registration	Replacements & new posts	Christopher Earle Alan Miah Samuel Asante Josie Luderman James Burton Chloe Maxwell Elizabeth Roberts Chloe Maxwell Siobhan Gosrani	Aug-Sept	External External External External External External External External

Case Manager (2)	FTP	Replacement	Danusia Brzezina Alison Crowther	Aug Sept	External External
Apprentice Registration Advisor	Registration	Replacement	Jodie Hall	Aug	External
Registration Operational Planner	Registration	New	Mark Arnuevo	Sept	Internal
Registration Quality Assurance Manager	Registration	New	James Wilson	Sept	Internal
Education Officer	Education	Replacement	Alex Urquhart	Sept	External
Case Team Manager	FTP	Replacement	Richard Westlake	Aug	Internal
Communications Officer (Media and PR)	Comms	Replacement	Rebekah Tailor	Aug	External
Registration Administrator	Registration	New	Hector Gibbs	Aug	External
Team Leader	Registration	New	Sophie Cornillon	Sept	Internal
Case Support Officer	FTP	Replacement	Sabrina Reekhaye Nasia Nicou-Panayiotou	Aug	Internal External
Hearings Officer (2 permanent, 1 fixed term))	FTP	Replacement	Sarah Brodie Jack Minty Ashleen Peters	Sept	External External Internal
Registration Coordinator (2)	Registration	New Replacement	Josie Luderman Joy Hansen	Sept	Internal Internal
Events Officer (fixed term)	Comms	Replacement	May Ghaghda	Sept	External

## Employee Vacancies in progress

Vacancy	Department	New or replacement role
Data Analyst	Operations	New
Policy Officer	Policy	Replacement
IT/ Projects Team Administrator	IT/Projects	New
FTP Trainer	FTP	New
Education Administrator	Education	Replacement
HR Systems Advisor (fixed term)	Partners	New
FTP Training Advisor	FTP	New
FTP Team Admin X2	FTP	Replacement
Communications Officer (Media and PR) Fixed Term	Comms	Replacement
Acting Director of FTP (maternity cover)	FTP	Replacement

### 2.2 Partner recruitment activity July – September 2014

As a result of recruitment campaigns which took place from May to August, the following partners have been appointed:

95 registrant and lay panel members and chairs  
 17 lay visitors  
 18 Social Worker CPD assessors

We are now recruiting Clinical Scientists from the modalities of cellular science, clinical genetics and clinical microbiology for the role of Registration Assessor.

### 2.3 Partner agreement renewals July – September 2014

Panel members and panel chairs undergo a formal self-assessment exercise which they must complete successfully in order to be offered a renewal of their agreement for a further fixed term. The results of the recent self-assessment for panel members with agreements that ended on 31 July or 1 September are set out in the table below.

Role	Number	Resigned	Successful	Unsuccessful
Panel Member	13	2	9	2

Other categories of partners do not need to undergo a formal self-assessment process in order to be offered an agreement renewal. However, they need to have met basic standards such as undertaking required training and responding to offers of work in order to be offered a further contract.

Role	Number	Resigned	Renewed	Terminated
Visitor	97	9	84	4
Legal Assessor	8	1	7	0
Registration Assessor	130	11	119	0

### **3 Strategic objective 2**

“Train and develop people”

#### **3.1 Employee training activity July - Sept 2014**

The annual Learning and Development Plan for employees has been finalised and delivery of training is now underway. The plan is based on analysis of training needs from APDRS and from discussions with Directors about departmental and organisational learning priorities.

A number of training courses for employees ran in July and August including Presentation Skills, Business Writing, Equality and Diversity and Microsoft Word and Excel.

#### **3.2 Partner training activity July - Sept 2014**

All but one of the newly recruited panel members and chairs attended compulsory induction training held in July. A full schedule of dates for refresher training for various categories of partner has been arranged for the rest of the financial year.

##### **Overdue refresher training**

An exercise was carried out in August to ensure that all partners who were due to undergo refresher training during the last financial year have attended this training. The numbers of partners who have not attended refresher training within the required timeframes are as follows:

<b>Role</b>	<b>Number</b>
Panel member	8
Legal assessor	3
Visitor	22
Registration assessor	17
<b>Total</b>	<b>49</b>

These numbers equate to 6% of all active partners. Individuals have been reminded that failure to attend training in the next financial year may result in a suspension of their partner services agreement until training is undertaken.

#### **4 Strategic objective 3**

“Encourage and maintain a high performance culture.”

##### **4.1 Values-based competency framework**

The HR team is in the process of developing a new behavioural competency framework based on the HCPC’s five organisational values of transparency, collaboration, responsiveness, value for money, and high quality service. The new framework will underpin key HR processes including recruitment and selection, appraisals, job descriptions and learning and development.

Focus groups to get employee input into the framework were run in early September and changes made to the framework as a result. Further consultation with all employees will take place in October.

#### **5 Strategic Objective 4**

“Provide a supportive work environment”

The HCPC policy on flexible working was reviewed and updated in line with new legislation. In practice the policy changes were fairly minor, because the HCPC had already extended the right to request flexible working to all employees and not just those with childcare responsibilities. Guidance on childcare vouchers was also updated and reissued.



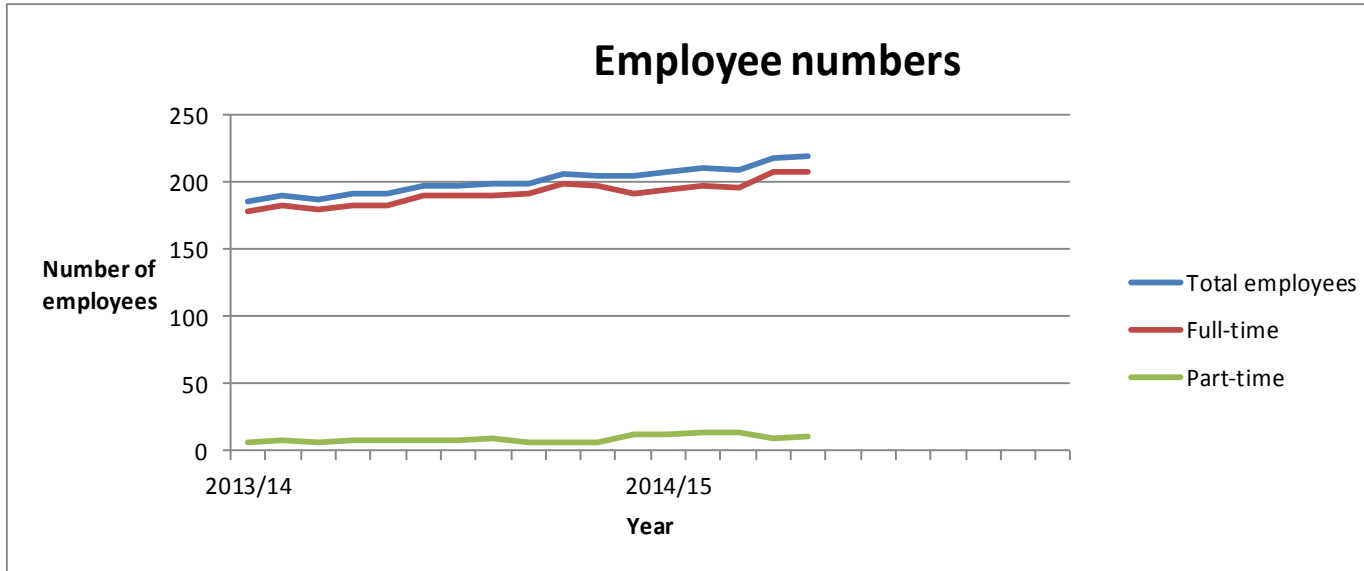
## **5 Strategic Objective 6**

“Reward people according to their contribution”

### **5.1 Benchmarking survey for partner roles**

In collaboration with the Secretariat, we have commissioned a market benchmarking survey of fee rates for partner roles and Council members. The work is being carried out by QCG (Quintage Consultancy Group Ltd), the organisation which benchmarks HCPC employee pay. A range of organisations with similar roles have been contacted including health and non-health regulators, professional membership organisations and academic bodies.

A paper containing recommendations about Council member and partner fees will be brought to the October Council.



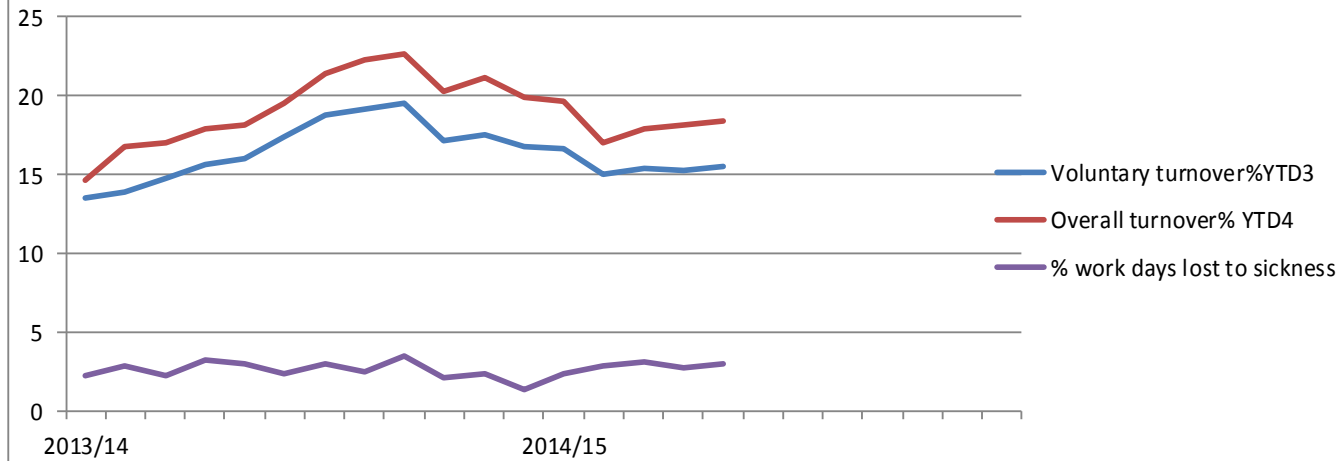
	2013/14												2014/15												10/11	11/12	12/13	13/14	14/15
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	YTD
<b>EMPLOYEES</b>																													
Budgeted employees	204	204	204	204	204	204	204	204	204	204	204	204	248	248	248	248	248	248	248	248	248	248	248	248	144	148	186	204	248
<b>Total employees</b>	<b>185</b>	<b>190</b>	<b>187</b>	<b>191</b>	<b>191</b>	<b>198</b>	<b>198</b>	<b>199</b>	<b>199</b>	<b>206</b>	<b>205</b>	<b>204</b>	<b>207</b>	<b>210</b>	<b>209</b>	<b>218</b>	<b>219</b>								<b>142</b>	<b>153</b>	<b>179</b>	<b>204</b>	<b>219</b>
Full-time	178	182	180	183	183	190	190	190	192	199	198	192	195	197	196	208	208								131	143	173	194	208
Part-time	7	8	7	8	8	8	8	9	7	7	7	12	12	13	13	10	11								11	10	7	10	11
FTE	184	189	186	189	189	196	196	197	197	204	203	203	204	207	205	210	217								140	151	178	194	217
Permanent	180	185	182	185	186	190	190	190	189	195	191	194	198	200	202	211	213								134	142	174	194	213
Maternity/paternity leave	6	5	5	5	4	9	8	9	10	12	13	10	11	9	9	8	7								1	3	6	10	7
Fixed-Term Contracts	5	5	5	6	5	8	8	9	10	9	11	10	9	7	7	7	6								8	11	5	10	6
Starters (permanent)	6	7	1	4	2	8	2	3	2	8	2	2	3	4	4	9	2								15	4	86	47	2
Starters (fixed-term)	1	1	3	2	1	3	2	2	2	0	1	0	0	1	0	0	4								10	24	30	18	4

FTE Full-time equivalent

YTD Year to Date

FYE Final Year End

## Employee sickness absence & turnover



	2013/14												2014/15												10/11 FYE	11/12 FYE	12/13 FYE	13/14 FYE	14/15 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Ocf	Nov	Dec	Jan	Feb	Mar					
<b>Voluntary resignations<sup>1</sup></b>	0	3	3	3	3	4	4	4	4	0	3	2	0	0	4	3	4							10	13	24	33	11	
Compulsory leavers <sup>2</sup>	0	3	0	0	0	0	1	1	0	0	1	0	0	1	1	1	0							5	6	2	6	3	
Total leavers (vol. & comp.)	0	6	3	3	3	4	5	5	4	0	4	2	0	1	5	4	4							15	19	26	39	14	
<b>Voluntary turnover%YTD<sup>3</sup></b>	14	14	15	16	16	17	19	19	19	17	18	17	17	15	15	15	16							7	9	14	17	5	
Overall turnover% YTD <sup>4</sup>	15	17	17	18	18	20	21	22	23	20	21	20	20	17	18	18	18							11	13	16	20	7	
Agency days	126	142	156	155	147	140	222	178	195	211	204	187	145	277	222	269	279							360	568	6053	2062	1047	
% w work days lost to sickness	2	3	2	3	3	2	3	3	3	2	2	1	2	3	3	3	3							2	2	2	2	2	
Average sick-days YTD	7	7	7	7	7	7	7	7	7	6	7	6	6	6	7	6	6							7	6	9	7	6	
<b>Sick-days</b>	84	111	84	139	117	96	125	105	112	96	98	59	99	126	138	124	136							843	819	2370	1227	624	
Occ. Health Referrals	1	1	2	1	1	3	2	0	0	1	0	0	0	1	0	2	2							13	15	47	12	5	

<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 voluntary 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

Health and Care Professions Council

Panel Members	2013												2014												11/12	12/13	13/14	14/15	14/15
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD	YTD	Forecast
Arts therapists	6	6	6	6	6	6	6	6	6	6	8	7	7	7	7	7	7	7							6	6	7	7	8
Biomedical scientists	9	9	9	8	10	10	9	9	9	9	12	12	12	11	11	11	11	12							9	9	12	11	9
Chirops & podiatrists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	12	12							11	11	11	11	11
Clinical scientists	12	12	12	12	11	11	11	11	11	11	13	13	13	13	13	13	10	12							12	12	13	13	12
Dietitians	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	10	7							8	8	8	8	8
Hearing aid dispensers	9	9	9	9	9	9	9	9	9	9	9	6	6	6	6	6	8	8							9	9	6	6	9
Occupational therapists	10	10	10	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12							10	10	12	12	10
Operating Dept Practitioner	13	13	13	12	12	12	12	12	12	12	12	12	12	12	12	12	10	10							13	13	12	12	13
Orthoptists	5	5	5	5	5	5	5	5	5	6	5	5	5	5	5	5	5	5							5	5	5	5	5
Paramedics	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	21	22							20	20	20	20	20
Physiotherapists	24	24	24	16	16	16	16	16	16	16	16	16	16	16	16	16	15	15							24	24	16	16	18
Practitioner psychologists	28	28	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26							29	29	26	26	28
Prosthetists & Orthotists	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	6							5	5	5	5	5
Radiographers	14	14	14	15	15	15	15	15	15	15	16	16	16	16	16	16	16	16							14	14	16	16	14
Social workers	34	34	34	33	31	31	31	31	31	31	31	30	30	30	30	30	30	29							34	34	30	30	34
Speech/ Language Ther	15	15	15	13	13	13	13	13	13	13	13	13	13	13	13	13	11	12							15	15	13	13	15
Lay members	57	57	57	56	56	56	55	55	55	55	55	55	55	53	53	53	60	60							57	57	55	53	57
<b>Total</b>	<b>280</b>	<b>280</b>	<b>278</b>	<b>267</b>	<b>266</b>	<b>266</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>265</b>	<b>272</b>	<b>267</b>	<b>267</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>268</b>	<b>271</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>281</b>	<b>281</b>	<b>267</b>	<b>264</b>	<b>276</b>
Visitors																									FYE	FYE	YTD	YTD	Forecast
Arts therapists	11	11	11	11	11	11	11	11	11	11	11	10	10	9	9	9	9	9							12	11	10	9	13
Biomedical scientists	8	8	9	7	7	7	7	7	7	7	9	9	9	9	9	9	9	9							11	8	9	9	9
Chirops & podiatrists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11							11	11	11	11	12
Clinical scientists	7	7	7	7	7	7	7	7	7	7	8	8	8	8	8	8	8	8							6	14	8	8	7
Dietitians	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	6							8	8	8	8	8
Hearing aid dispensers	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5							4	4	5	5	5
Independent Prescribers	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	8	8								9	9	9	9
Occupational therapists	13	13	13	13	13	13	13	13	13	13	12	12	12	12	12	12	11	11							13	13	12	12	13
Operating Dept Practitioner	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	9	8							10	10	10	10	10
Orthoptists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4							4	4	4	4	4
Paramedics	14	14	14	14	14	14	14	14	14	14	14	13	13	13	13	13	12	10							16	14	13	13	14
Physiotherapists	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13							15	13	13	13	13
Practitioner psychologists	27	28	28	28	28	28	28	28	27	27	27	27	27	27	27	27	26	26							31	27	27	27	27
Prosthetists & orthotists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4							2	4	4	4	5
Radiographers	17	17	17	17	17	17	17	15	15	15	18	18	18	18	18	18	17	17							16	17	18	18	19
Social workers/ AMHP	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	27	27								28	28	28	28
Speech/ Language Ther	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	9	8							10	10	10	10	10
Lay members	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	0	17							4	4	3	3	4
<b>Total</b>	<b>202</b>	<b>203</b>	<b>204</b>	<b>202</b>	<b>202</b>	<b>202</b>	<b>202</b>	<b>199</b>	<b>198</b>	<b>198</b>	<b>204</b>	<b>202</b>	<b>202</b>	<b>201</b>	<b>201</b>	<b>201</b>	<b>190</b>	<b>201</b>							<b>173</b>	<b>209</b>	<b>202</b>	<b>201</b>	<b>210</b>

Registration Assessors	2014																		11/12	12/13	13/14	14/15	13/14						
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD	YTD	Forecast
Arts therapists	6	6	6	6	6	6	6	6	6	6	6	6	6	5	5	5	4	4							6	6	6	5	6
Biomedical scientists	14	14	14	13	13	13	13	13	13	13	13	13	13	13	13	13	12	12							15	14	13	13	14
Chirops & podiatrists	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	3							6	5	5	5	5
Clinical scientists	25	25	25	26	25	24	23	23	23	23	22	22	22	22	22	22	22	22							25	25	22	22	26
Dietitians	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	6	5							7	7	7	7	7
Hearing aid dispensers	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4							4	4	4	4	4
Occupational therapists	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10							10	10	10	10	10
Operating Dept Practitioner	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3							4	4	4	4	4
Orthoptists	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4							5	5	4	4	5
Paramedics	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	5	5							11	9	9	9	9
Physiotherapists	20	20	20	20	20	20	20	20	19	19	18	17	17	17	17	17	17	17							20	20	17	17	20
Practitioner psychologists	30	30	30	32	32	32	31	31	30	30	27	27	27	27	27	27	27	27							30	30	27	27	31
Prosthetists & orthotists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3							3	3	3	3	3
Radiographers	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15							15	15	15	15	15
Social workers	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21								21	21	21	21
Speech/ Language Ther	10	10	10	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9							11	10	9	9	10
<b>Total</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>187</b>	<b>186</b>	<b>184</b>	<b>184</b>	<b>182</b>	<b>182</b>	<b>177</b>	<b>176</b>	<b>176</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>165</b>	<b>164</b>							<b>172</b>	<b>188</b>	<b>176</b>	<b>175</b>	<b>190</b>
<b>CPD Assessors</b>																									<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>YTD</b>	<b>Forecast</b>
Arts therapists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4							3	4	4	4	4
Biomedical scientists	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8							8	8	8	8	8
Chirops & Podiatrists	11	11	11	11	11	11	11	11	11	11	11	11	11	10	10	10	9	9							12	11	11	10	11
Clinical scientists	2	2	2	2	1	1	1	1	1	1	0	0	0	2	2	2	1	1							2	2	0	2	2
Dietitians	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3							3	3	3	3	3
Hearing aid dispensers	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2								2	2	2	2
Occupational therapists	10	10	10	10	10	10	10	10	9	9	9	9	9	9	9	9	9	9							10	10	9	9	10
Operating Dept Practitioner	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10							10	10	10	10	10
Orthoptists	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2							2	2	2	2	2
Paramedics	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7							5	5	7	7	7
Physiotherapists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11							11	11	11	11	11
Practitioner psychologists	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8								7	8	8	8
Prosthetists & orthotists	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2							1	2	2	2	2
Radiographers	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9							9	9	9	9	9
Social workers	Not required																												
Speech/ Language Ther	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3							3	3	3		3
<b>Total</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>90</b>	<b>90</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>88</b>	<b>88</b>							<b>79</b>	<b>89</b>	<b>89</b>		<b>92</b>
<b>Legal Assessors</b>																									<b>FYE</b>	<b>FYE</b>	<b>FYE</b>		<b>Forecast</b>
Legal Assessors	42	42	42	40	40	40	40	40	40	40	40	38	38	38	38	38	38	38							20	42	38		42
Panel Chair	29	29	29	29	29	29	29	29	29	29	29	29	29	29	29	29	38	39							19	29	29		29
																													<b>Total Forecast</b>
<b>Total Number of Roles</b>	<b>833</b>	<b>834</b>	<b>833</b>	<b>818</b>	<b>815</b>	<b>814</b>	<b>810</b>	<b>807</b>	<b>803</b>	<b>804</b>	<b>811</b>	<b>801</b>	<b>801</b>	<b>797</b>	<b>797</b>	<b>797</b>	<b>787</b>	<b>801</b>							<b>744</b>	<b>838</b>	<b>801</b>		<b>839</b>