
HR, OD and Partners Q3 KPI report

Executive Summary

The committee are asked to note the Key Performance Indicators for HCPC in relation to people and partner activity within the period from October 2021- December 2021 (Q3).

The main areas reported on are:

- Establishment – permanent, FTC and agency staff
- Recruitment – number of jobs advertised, jobs offered (internally and externally)
- Applicant Diversity – number of applications, shortlisted, appointees by EDI categories
- Sickness Absence – total sickness including short term and long-term sickness
- Wellbeing Offerings –wellbeing benefits offered to all staff
- EDI and Wellbeing Events – broken down by engagement
- Turnover – number of people who have left within the period
- Reasons for leaving – top 5 reasons
- Employee relations cases – types of ER cases by EDI and department
- L&D activity
- Partner activity

The main highlights from the report are:

- Establishment: Agency staff remain high, mainly due to the critical needs to deal with workload pressures in particular within the Registrations department.
- Conclusions of existing recruitment campaigns have seen a peak in appointees and filling vacant positions.
- Closing the gap between vacant positions and target establishment for employees.
- Vacancies are down in Q3, but workload pressures remain across the whole organisation which were flagged in Compassionate Regulator workshops by employees. Work to support wellbeing remains critical and improving recruitment and induction processes is a key priority for 22/23.
- Applicant Diversity: Based on two quarters, there is a higher proportion of applicants from White backgrounds that are shortlisted and appointed compared to ethnic minorities though there is an improvement in Q3.
- Wellbeing Initiatives – Slight reduction in the instant rewards and eCards, but main contributors to awarding them are FTP, Education, Upstream & Reg and HR.
- Long term sickness: 283 days have been lost to LTS, compared to 117 in Q2. This is a result of 7 employees being off, compared to 2 previously. 2 have since left, whilst another 2 have been able to return to work with several reasonable adjustments to aid their return.

Previous consideration	HR KPI's have previously been presented at the last committee and a decision was made to continue providing this data to the committee.
Decision	The Committee is asked to note the current data.
Next steps	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	Activities involved in preparing and taking action in relation to improving KPIs is being led by the HR team within existing resource and budget.
Author	Fatma Ali, Head of HR Fatma.ali@hcpc-uk.org

Park House
184-186 Kennington Park Road
London SE11 4BU

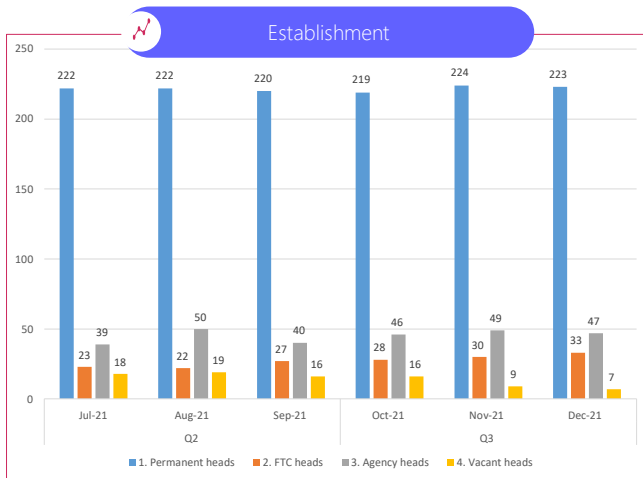
tel +44 (0)300 500 6184
fax +44 (0)20 7820 9684
www.hcpc-uk.org

hcpc health & care
professions
council

Performance Report (Q3) HR, OD & Partners March 2022

ESTABLISHMENT

2



Permanent number of employees - 222

FTC number of employees - 30

Agency staff - 47

Total number of employees - 252

*Based on average number of employees across period

The current establishment is covering the period of October 2021 – December 2021.

In comparison to Q2, the average number of permanent employees have only slightly increased by 0.5%, 25% for fixed-term staff and a 9% increase in agency staff.

With a total target establishment of 263, there is still a slight deficit in the number of employees (252), thus vacancies across the organisation amount to an average of 4%.

Though this gap is closing, 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 14% compared to last quarter which was around 9.5%.

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

RECRUITMENT

3



Job advertised - 8

In Progress vacancies - 18

Internal Offers - 8

External Offers - 15

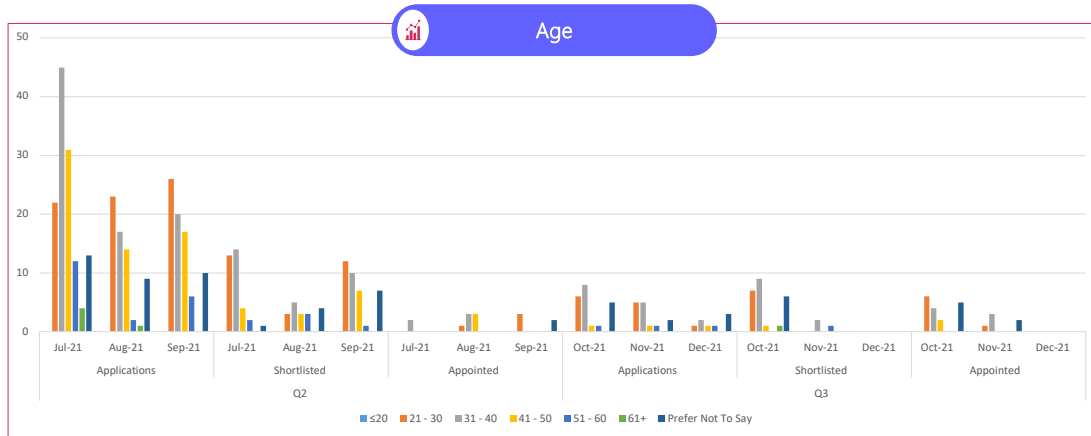
Between the periods of October – December 2021, there were 8 vacancies advertised on the HR system, compared to 18 in Q2.

The reduction in advertisement is largely due to the holidays and office closure, therefore further recruitment activity will be more apparent in the following quarter.

Though the number of in progress vacancies appears large, this includes roles that may have been difficult to recruit into, remains ongoing and the campaign may be at a different recruitment phase (e.g. shortlisting/interviews/onboarding). Even so, this has reduced by 38% as the HCPC continues to offer appointments and onboard, concluding a number of recruitment campaigns.

As per the graph comparison, there were a larger number of job offers made in this period compared to the last (23 to 14), with majority of these being external. However, internal offers have increased in Q3 compared to Q2.

APPLICANT DIVERSITY



Applications
Q2: 272; Q3: 43

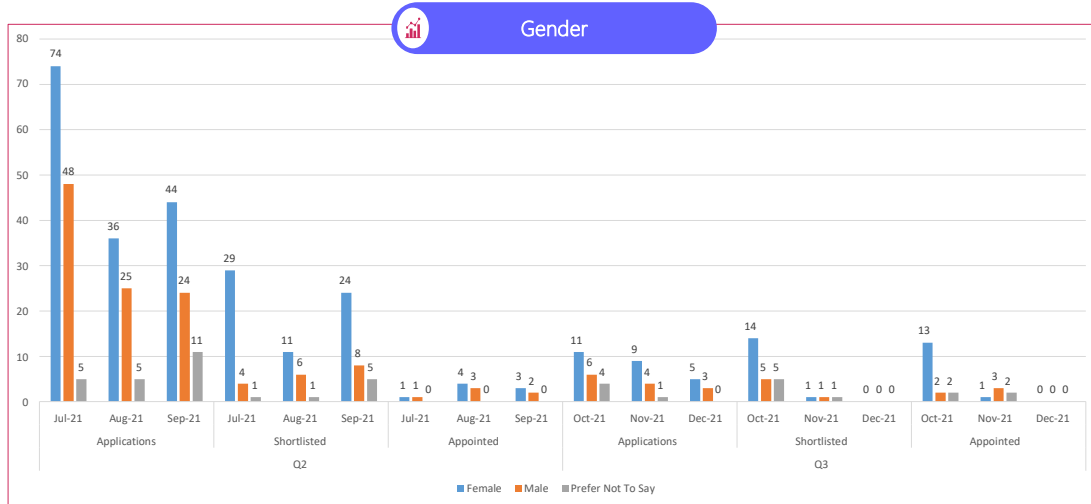
Shortlisted
Q2: 89; Q3: 27

Appointees
Q2: 12; Q3: 23

Given the focus and HCPC’s commitments on EDI, diversity statistics of recruitment applicants have also been added to this report focusing on the number of applications, shortlisted and appointees across the period/quarters. It is important 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.

In terms of the age range of applicants, in both quarters HCPC have a higher number of applicants within the 21-30 and 31 – 40 range. Both groups are also similarly likely to be shortlisted and appointed across both quarters.

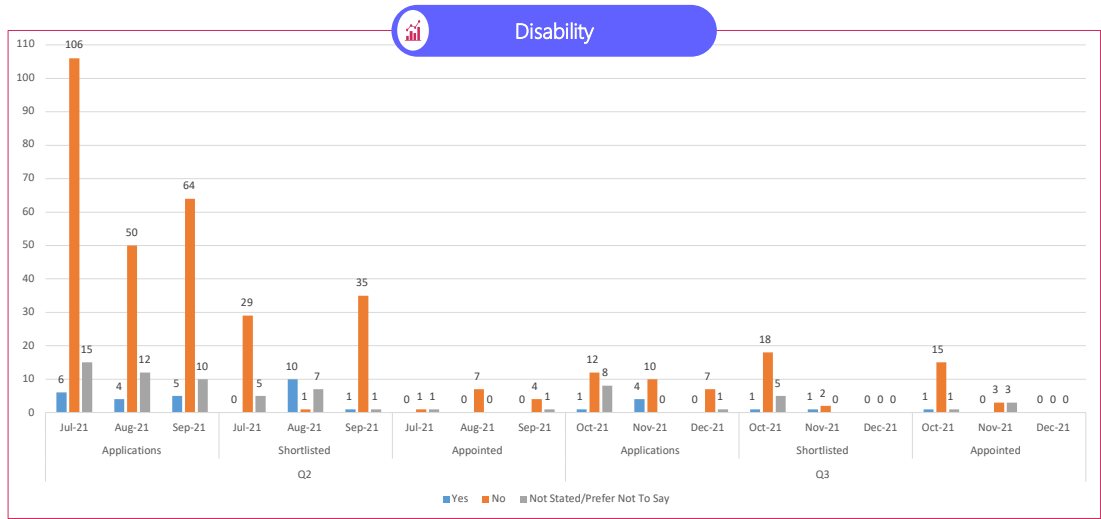
APPLICANT DIVERSITY



Compared to Q2, Q3 saw fewer number of applications. This is expected since there were smaller number of vacancies advertised this period. The same pattern can be found in the shortlisting phase, however in most cases vacancies may be advertised in a given month, but other recruitment phases such as shortlisting and appointment are unlikely to occur until subsequent months.

In terms of Gender, HCPC is considerably more likely to both shortlist and appoint a female applicant across both quarters which generally affirms the largely female workforce. As part of Gender Pay Gap, it has already been established that HCPC has a higher female population, however HCPC do continue to have a pay gap mainly due to the appointment of males in senior roles. Is it also important to note that where there may be a disproportionate amount of females, pay gaps can also be skewed.

APPLICANT DIVERSITY



As for Disability, majority of applicants tend not to have a disability, however Q2 saw a number of disabled applicants as part of the shortlisting process though the appointments were low.

HCPC is part of the Disability Confident scheme 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

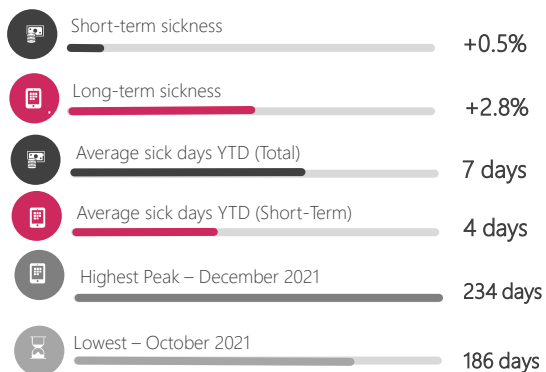
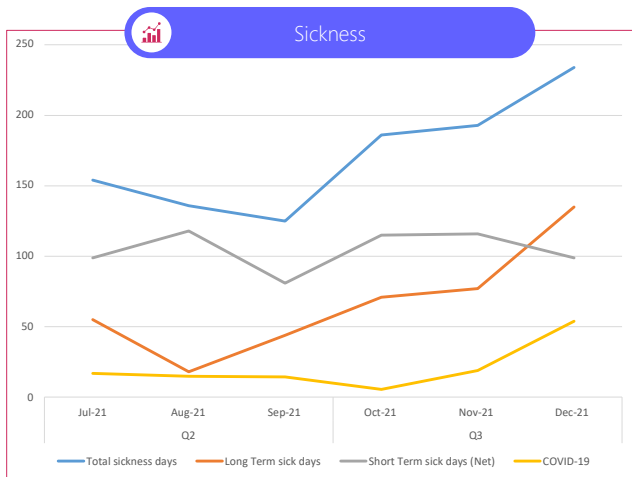


HCPC are also monitoring the ethnic diversity of recruitment applicants and across both quarters, majority of candidates tend to have a White background across the Applications, Shortlisted and Appointed phases. Q2 had significantly more applications and more Asian and Black applicants compared to Q3, however at the Appointed stage this mainly consisted of White applicants, alongside Asian applicants. In Q3, applicants were generally across Asian, Black and White backgrounds, there is however a large group of applicants who did not disclose their ethnicity.

HCPC also saw a greater number of ethnic minorities appointed in Q3 compared to Q2.

HCPC is already supporting a number of initiatives, such as mandatory unconscious bias training, EDI training for all employees, recruitment and selection training for managers, anonymous recruitment applications, diverse panel composition, an EDI employee representative group and a Beyond Barriers mentoring scheme. HCPC will continue to source different ways to attract a diverse workforce and applicants via different recruitment methods and platforms.

SICKNESS ABSENCE



	HCPC	GDC	National
Average sick days YTD (Total)	7	6	4

In Q3, there were a total of 691.5 days of sickness, long-term sickness (283 days) contributing to almost half of the absences, compared to the previous quarter. The top two departments that account for majority of the sickness are FTP (45%) and Registration (33%). This has now inverted, as Q2 saw that Registration had the highest sickness absence rates followed by FTP.

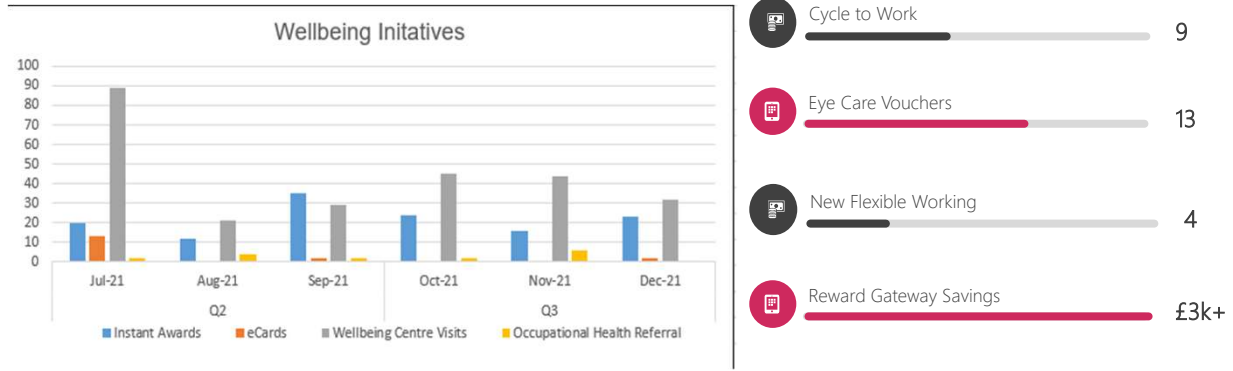
In terms of short-term sickness, there has been a reduction of 0.5% compared to the last quarter, but an increase of 2.8% for long-term sickness. The average sick days (Year to Date) is established on a 12-month rolling period, therefore these figures are based on sickness data from January – December 2021.

Compared to the National average, HCPC has nearly 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 our average sick days is only slightly higher than another regulator.

This quarter has seen 78.5 days (15 employees) of COVID-related sickness (47 days in Q2; 7 employees) all of which were a positive diagnosis.

WELLBEING OFFERINGS

Wellbeing Initiatives



*Based on the last 12 months

Compared to Q2, there has been a decrease in the number of wellbeing initiative. There are slightly fewer in number instant awards, eCards and Wellbeing site visits on the Reward Gateway platform. However, there has been a small increase in Occupational Health referrals.

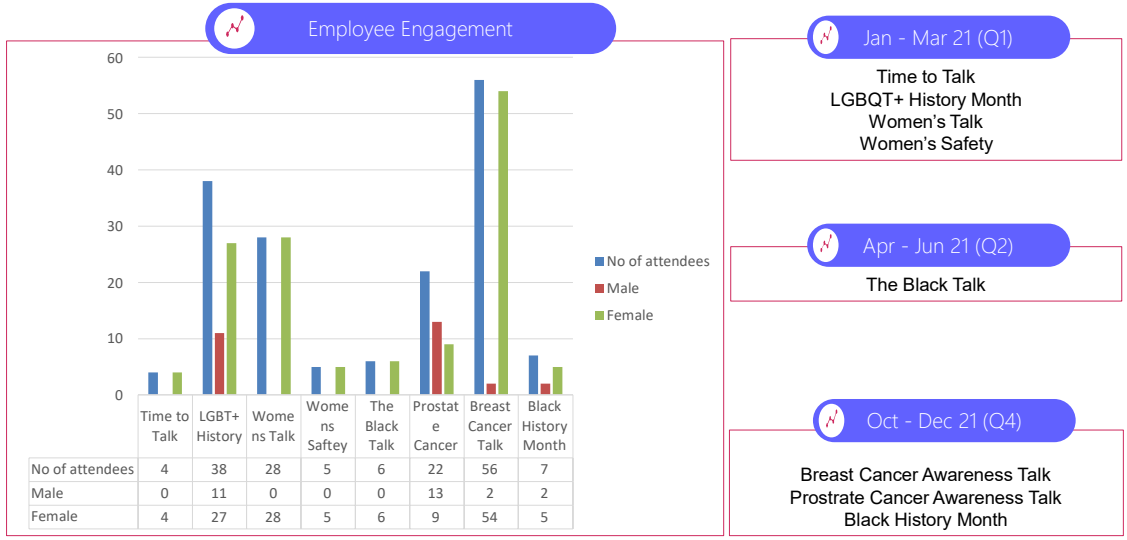
In Q2, eCards were awarded for the for demonstrating the Inclusiveness and Compassionate values. eCards were also awarded to employees for gratitude. Instant Awards were mainly awarded for employees who displayed Enterprising and Inclusive values within their roles.

In Q3, however, all eCards awarded were for employees being Compassionate, whilst Instant Awards were awarded for demonstrating the Compassionate, Enterprising and Inclusive values.

In relation to the Wellbeing Centre, across both quarters, the site visits were due to the following health categories - Move (Physical), Munch (Recipes), Money (Financial) and Mind (Mental), although a significant proportion of employees visited Move related content in Q3.

In the last 12 months, HCPC have seen an increase in Cycle to Work applications (9 employees), 13 eye care vouchers, 4 new approved requests for flexible working (adjusted/compressed hours) and more than £3,000 has been saved in total with the use of My health, My Care, My Reward platform.

EDI & WELLBEING EVENTS



Following the result of the Pulse Wellbeing Survey in February 2021, employees expressed a desire for wellbeing sessions and activities they could participate in.

Taking this feedback into consideration and adding it to HCPC's ongoing commitment towards Equality, Diversity and Inclusion a number of panel discussions were held to help and remind employees that health and wellbeing and EDI is indeed in our everyday life and must be implemented where possible in our working environment.

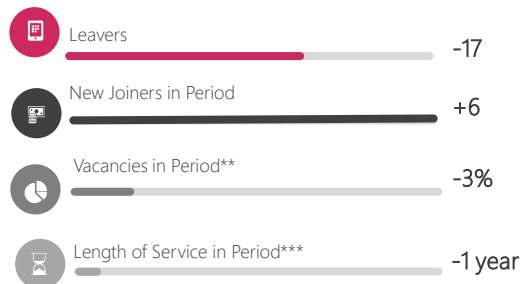
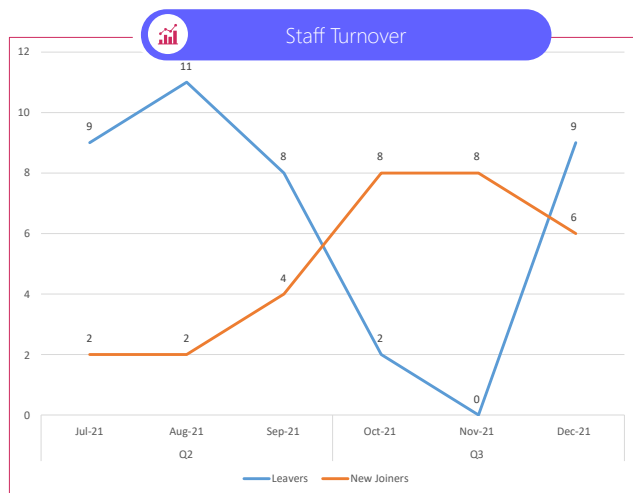
The most popular events amongst HCPC employees were Breast Cancer Talk, LGBT+ history panel discussion and Women's Talk. People who have joined the talks throughout the year 2021 had expressed that they enjoyed every panel discussion held and had learnt something new each time. They have also been encouraged and felt included in the posts shared on Microsoft Teams in celebrating religious festivals, important awareness days and embracing culture.

Most of the attendees to date have been female with male engagement increasing depending on the subject.

Further events have been organised in the coming months.

TURNOVER

11



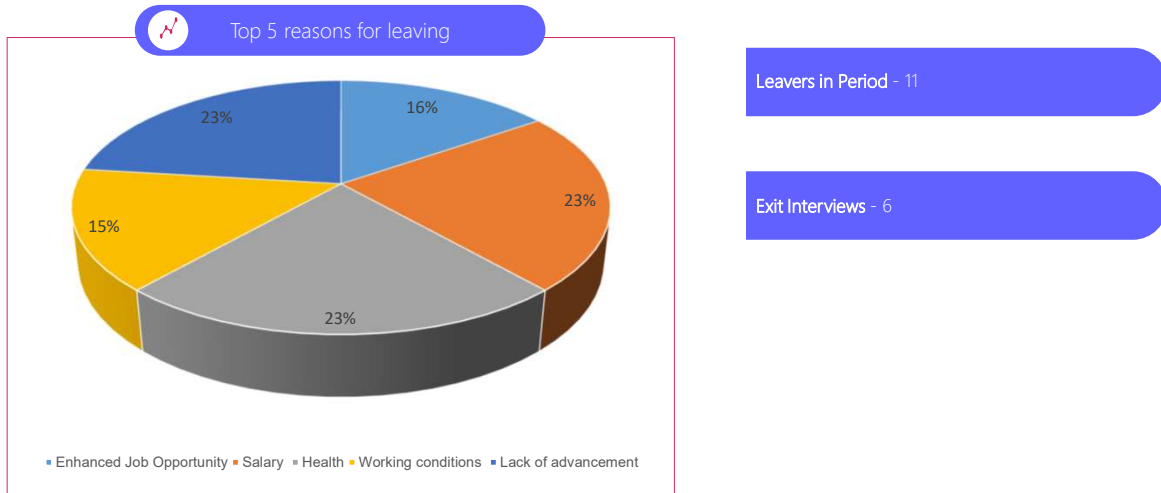
*Based on quarterly reporting
 **Based on number of vacancies and target establishment
 ***Average length of service based on total number of leavers

In comparison to Q2, the number of leavers has reduced by more than half. There were 28 Leavers in Q2 and 11 in Q3. Out of these Leavers and similar to Q2, Fitness to Practise (FTP) continues to have the highest level of turnover, closely followed by Registration and then the rest of the remaining departments. However, there has also been a greater number of new joiners in this quarter, half of whom joined FTP.

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.

REASONS FOR LEAVING

12



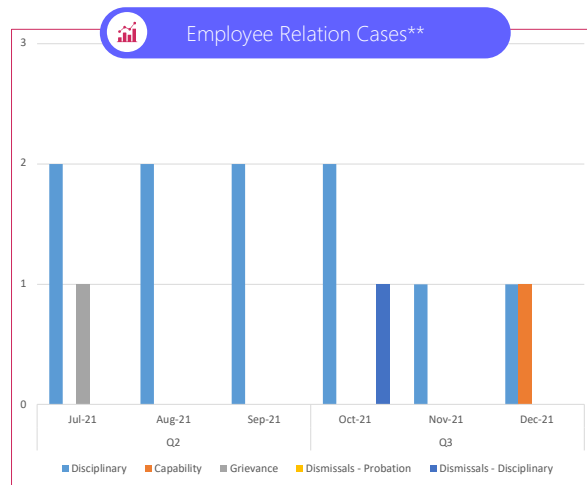
The above graph covers the period from October – December 2021. The general take-up of Exit Interviews remains to be low and has been reduced by half compared to Q2. However, given that there have been a fewer number of leavers than the previous period, this may account for some of the low take-up. The re-introduction of virtual/face-to-face exit interviews has overall improved the numbers.

Enhanced Job Opportunity, Salary and Working Conditions looks to be a recurring pattern, however those that selected the Other option stated reasons such as lack of resources, job description not reflective of job, organisational restructuring and relocation.

EMPLOYEE RELATIONS

EDI stats for ER cases between Oct – Dec 21*
based on 6 cases

Department	Capability	Disciplinary	Grievance	Sickness	Probation	Sanctions
FTP	0%	0%	0%	0%	0%	17%
Registration	17%	0%	0%	17%	0%	33%
Finance	0%	17%	0%	0%	0%	0%
Ethnicity	Capability	Disciplinary	Grievance	Sickness	Probation	Sanctions
Asian	0%	17%	0%	0%	0%	0%
Black	0%	0%	0%	0%	0%	0%
Mixed	0%	0%	0%	0%	0%	0%
Not Known	0%	0%	0%	0%	0%	0%
PNS	0%	0%	0%	0%	0%	0%
White	17%	0%	0%	17%	0%	50%
Other	0%	0%	0%	0%	0%	0%



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

In comparison to Q2, there were no Grievance cases in this period. Registration continues to have the highest number of employee relation matters, whilst this has reduced in FTP and Finance. Please note, these figures include formal/informal proceedings as well as sanctions.

From these figures (and within this period), majority of employees with an ER matter are of a White background, compared to Q2 where those of ethnic minority backgrounds were also equally likely. With the exception of Sanctions, the ER cases are based around Sickness - due to triggering, Disciplinary – breach of contract and conduct (neglecting workload) and Capability – performance.

In Q3, there was also a Dismissal via Disciplinary due to a breach of contract.

LEARNING AND DEVELOPMENT



Organisational Learning initiatives

Becoming a Compassionate Regulator Workshop

The aim of the workshop is to staff with the opportunity to discuss our new Behavioural Standards and embed them to improve our registrants' experience, and our interaction with one another.

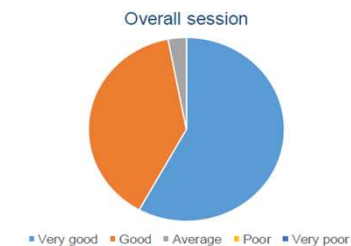


19 workshops



220 staff

Feedback



Following the introduction of HCPC's behavioural framework, employees were invited to attend 'Becoming a Compassionate Regulator Workshop' to discuss the new behaviours and values.

19 workshops were held and 220 staff attended these very interactive sessions. There was really good feedback as the workshops allowed employees to discuss what stops them from living the HCPC values. General feedback was workloads and resources. This feedback was then discussed and explored further amongst the Senior Leadership Group (SLG) where quick wins were identified.

Further activities will be planned and delivered across the organisation which will align this work with the people strategy.

PARTNER RECRUITMENT (Q3)

Role	Profession	Date	Applicants	Appointed
Panel Member	ODP	18/10/2021	9	5
Panel Member	Arts	18/10/2021	8	3
Panel Member	Paramedic	18/10/2021	40	9
Panel Member	Clinical Scientist	18/10/2021	27	5

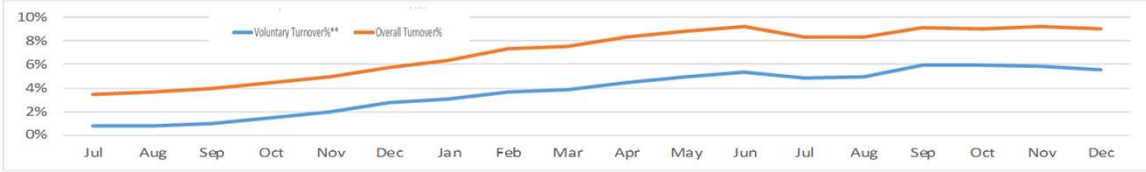
PARTNER TRAINING (Q3)

Role	Dates	Type
Panel Chair	Refresher	05/10/2021
Visitor	New training	14/10/2021
Visitor	New training	19/10/2021
Visitor	New training	26/10/2021
Visitor	New training	27/10/2021
Visitor	New training	02/11/2021
Visitor	New training	04/11/2021
Panel Member	Refresher	09/11/2021
Visitor	New training	10/11/2021
Visitor	New training	16/11/2021
Panel Chair	Refresher	25/11/2021



Partner recruitment and training continues to be busy with a number of appointments and training being delivered in Q3.

PARTNER TURNOVER



Partner turnover

	2020/21												2021/22												21/22 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Voluntary Resignations	0	1	1	3	0	1	3	3	5	2	4	1	4	4	3	0	1	7	3	3	3	28			
8-year rule*	0	0	0	17	0	0	0	0	0	2	2	0	1	0	0	15	0	0	0	0	0	16			
Terminations**	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2			
Total Leavers (Vol & Comp)	0	1	1	20	1	2	3	3	5	4	6	1	5	4	3	15	1	7	3	4	4	46			
Recruited partners	0	0	0	0	0	0	8***	17	0	0	0	5	11	0	9	13	13	21	3	17	0	87			
Partners	642	641	640	620	619	617	614	628	623	619	613	617	623	619	625	623	635	649	649	662	659	621			
Voluntary Turnover%**	0%	0%	0%	1%	1%	1%	1%	2%	3%	3%	4%	4%	4%	5%	5%	5%	5%	6%	6%	6%	6%	5%			
Overall Turnover%	0%	0%	0%	3%	4%	4%	4%	5%	6%	6%	7%	8%	8%	9%	9%	8%	8%	9%	9%	9%	9%	7%			

*Including failed renewal assessment

** Termination incl. temp contract

***internal campaign

Turnover information does not capture those Partners who move from one role to another or those who leave one role and remain in another

YTD = Year to date

Resignations in September have been high due to the following reasons:

- Retirement, de-registration
- Personal/other commitments



Partner turnover is stabilising in Q3 after a peak in September.