

9 March 2023

HR Q3 2022-23 report

Executive Summary

This report covers the third quarter of the 2022-23 financial year. The report outlines the performance of the organisation in line with the key performance indicators from the HR function.

To ensure we are supporting our colleagues and have the capabilities to achieve our People Strategy, we utilise the reporting on the following indicators (alongside other metrics) to measure our effectiveness.

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:** There has been a slight increase of total number of staff by 5% but these are mainly fixed term contracts which are due to end in Q4. The average number of staff in Q3 were recorded as 341. The figure of 339 quoted in the recent Finance report is a projection of the year-end position, with the small difference reflecting the timing difference between the point in time of the HR report and 31 March.
 - **Recruitment:** There has been a continued reduction in the number of recruitment campaigns as existing vacancies were filled. However, we may see this uptake in Q4 across a number of directorates due to some turnover. When comparing with year-to-date figures, there has been a slight increase in the number of offers to external candidates to internal candidates in Q3. A number of these roles were more specialised roles, where the resources were not available inhouse. The average days to hire reduced to 46 days from 59 days in Q2. However, further improvement is still required in this area especially to address improvements in the process of shortlisting. Our aim is to reduce the average days to hire to 30-40 days.
-

-
- **Applicant Offers:** Recruitment of external candidates mostly in IT & Digital Department, Human Resources and Fitness to Practise departments.
 - **Sickness:** We have continued to see a decrease in total days of sickness (STS/LTS/COVID related) each quarter. This is positive given that there could have been an expected increase of sickness with the introduction of hybrid working, and as colleagues began to interact in person once more. We may see an increase in sickness moving to Q4 based on the winter/spring months and seasonal related sickness. The HCPC have been supporting employees in preparing for this, with the offer of flu jabs.
 - **Turnover:** Voluntary turnover in the last 12 month rolling period has decreased. We are also now reporting on our stability index, which indicates the retention rate of experienced employees. Like turnover rates, this can be used across an organisation as a whole. The data from our pulse survey shows that employee engagement as at January 2023 was 77%.
 - **Employee Relation Cases:** There has been an increase in employee relation cases towards the end of Q3.

We have also developed thematic reviews of exit interviews which can be shared by Business Partners with Heads of department to explore voluntary turnover reasons.

Previous consideration	HR KPI's are an ongoing set of data presented to ELT and to the People and resources Committee, previous report can be found here.
Decision	The Committee is asked to note and discuss the report; no decision is required.
Next steps	HR will continue to review and analyse the data in light of the HR departmental workplan. HR will continue to work with managers and Heads 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 the 2023-2024 work plan and associated budget.
EDI impact	EDI data is provided in the report and will continue to be further developed in future reports.

Author
Fatma Ali, Head of HR
Fatma.ali@hcpc-uk.org

Sponsor
Alastair Bridges, Executive Director of Resources and Business
Performance
Alastair.bridges@hcpc-uk.org

HR Performance Report

Q3 2022/23

Head of Department: Fatma Ali, Head of Human Resources

CONTENTS

[Highlights](#)

[Establishment](#)

[Recruitment Activity](#)

[Sickness Absence](#)

[Wellbeing & Reward Initiatives](#)

[Turnover](#)

[Exit interview Feedback](#)

[Employee Relations](#)

[Recruitment Candidate Diversity - Age & Gender](#)

[Recruitment Candidate Diversity – Disability & Ethnicity](#)

[Recruitment Candidate Pay Band Breakdown – Gender & Ethnicity](#)

[Employee Turnover Diversity](#)

[Learning & Development Activity](#)

CONTENTS

[Corporate Induction & Feedback](#)



Highlights

Areas of Strength

Establishment: Slight increase of total number of staff by 5% but these are mainly fixed term contracts.

Recruitment: Reduction in number of recruitment campaigns as existing vacancies were filled, we may see this uptake in Q4. Slightly increase number of offer to external candidates to internal candidates in Q3.

Applicant Offers: Recruitment of external candidates mostly in IT & Digital Department, Human Resources and Fitness to Practise departments.

Sickness: Continued decrease in total days of sickness whilst sickness peaked in October, the total number of days still remained lower across Q3.

Turnover: Voluntary turnover in the last 12 month rolling period has been slightly decreasing

Areas for Development

Recruitment: Average number of days to hire slightly decreased compared to Q2.

Applicant Diversity: Lower number of disabled applicants, ethnic minorities appointed in entry and mid-level pay bands and female appointments.

Leaving Reasons: Take-up of exit interviews continues to be low.

Areas for Action

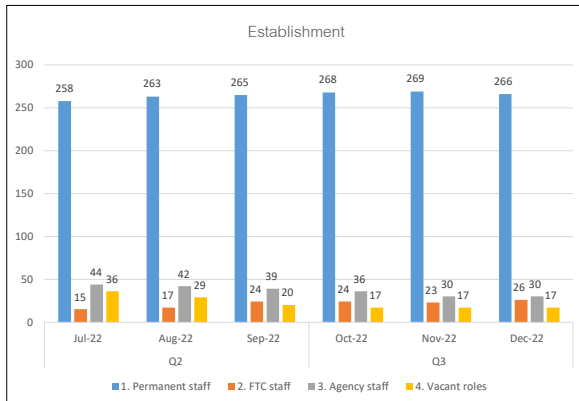
Recruitment: Investigate ways to reduce time to hire to expected target of 30 – 40 days.

Applicant Diversity: Advertise on specialist platforms to attract diverse range of candidates.

Leaving Reasons: Overhaul exit interview questionnaire



Establishment



Permanent staff – 268*

FTC staff- 24*

Agency staff – 32*

Vacant roles - 17*

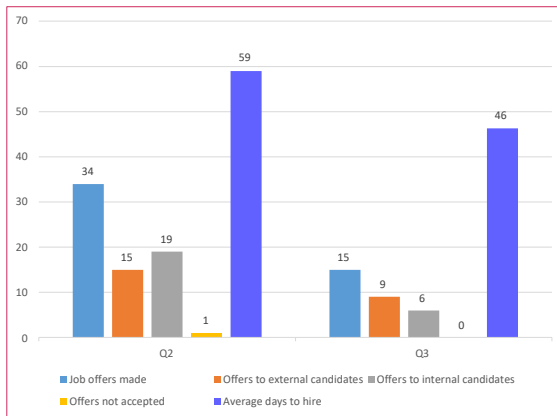
Total number of staff – 341*

*Based on average in period
Total forecasted establishment figure at 31 March 2023 - 339

The establishment above is covering the period of October – December 2022 (22/23 Q3). There have been no significant changes, with slight increase to permanent and overall staff, whilst those on FTC have stayed relatively the same and agency staff have slightly reduced.



Recruitment Activity



- Job advertised - 3
- In Progress vacancies - 9
- Internal Offers - 2
- External Offers - 3

Financial year	Job Offers	Internal	External
2022/2023*	70	39	31
2021/2022	93	28	62
2020/2021	79	24	55

*Based on average number of campaigns/offers across period(Q3)

5

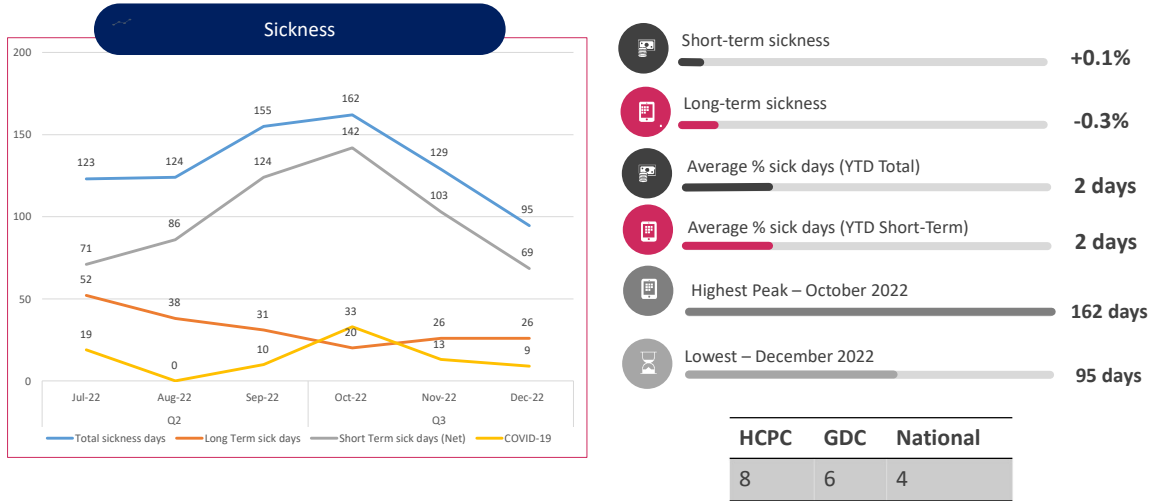
Between the period of Oct – Dec 22 (Q3), there was an average of 3 vacancies advertised on the HR system per month, compared to 6 vacancies in the previous quarter. In total, there were 8 recruitment campaigns in Q3, compared to 18 campaigns in Q2. There has been a steady decline in the number of campaigns, however this is largely due to roles being filled and fewer vacancies overall.

There have been no significant changes between the two quarters and the data across all the categories reported remains steady. Our main area of improvement would still be the average days to hire as it is our general expectation that the target would be between 30 – 40 days.



Sickness Absence

6



A positive trend that we have noticed is the decline in the total amount of sickness each quarter (Q4: 524; Q1: 450; Q2: 402; Q3:386). Though some of this is attributed to long-term sickness, this has reduced in this quarter compared to previous quarters. (There were 4 employees on LTS, reasons for which vary from Stress, Covid, Sore Throat and confidential sickness, all of them have not returned to work in this quarter.)

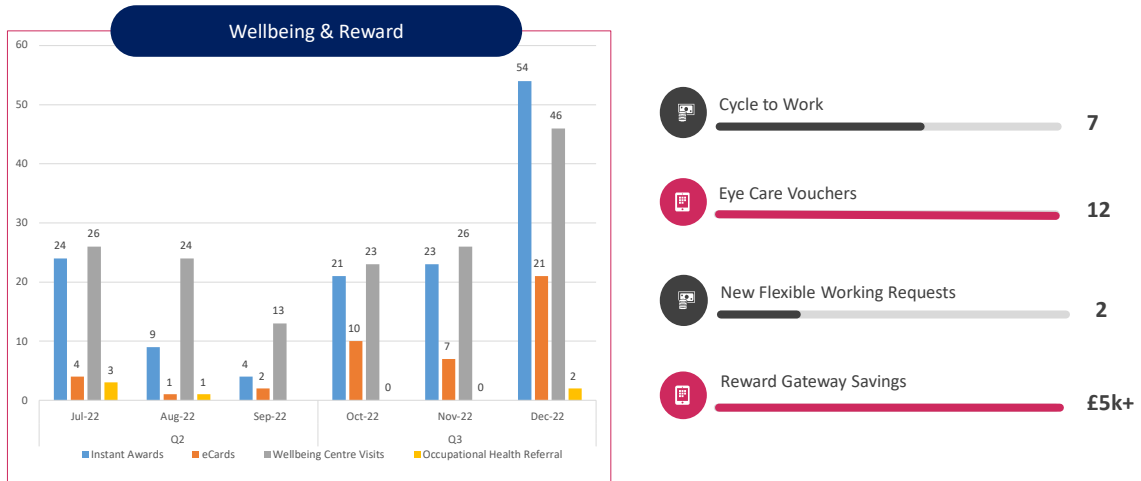
The top two departments that account for majority of the sickness are Registration and FTP, followed by Policy & Standards and Education (previously Finance in Q2).

Covid-19 related sickness absence have nearly doubled in this quarter – with Q3 at 55 days, (21 employees – across FTP, Registration, Business Change, Education and Finance.)

It could have been expected that sickness could have increased during this quarter due to seasonal illnesses, however it has remained lower year to date. In addition, when compared to percentage of sickness days for Q3 in in 2021/2022 there was a reduction of over 1%.



Wellbeing & Reward Initiatives



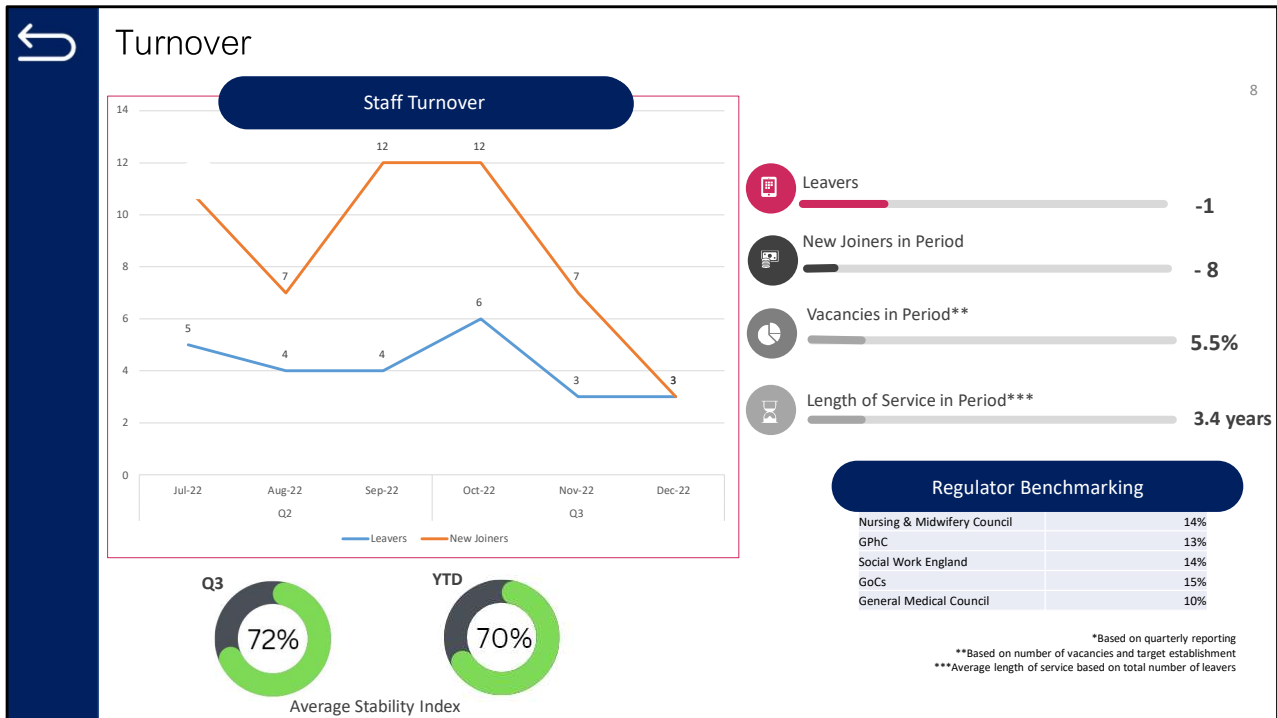
*Based on 12-month rolling period

7

There is no discernible pattern in relation to wellbeing and reward, however this quarter there is a increase in Instant Awards being sent to employees across the organisation.

The awards and e-cards were mainly awarded to employees for displaying Enterprising and Inclusive values, which are recurring values that are awarded. This quarter has seen FTP, Education and IT as showing the most recognition to their departments. *This does not include the Christmas voucher sent to all employees in December.

In relation to the Wellbeing Centre, as per previous 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 Money platform (same as previous quarter). Employees accessed budgetary tools and other finance related articles. This is unsurprising given the increase in the cost of living and inflation rates.



There is a slightly decrease in the number of voluntary leavers this quarter (13 in Q2, 12 in Q3)

The average stability in Q3 is 72% and the overall voluntary turnover rate as at Q3 is 17%. This means that the HCPC tend to provide a positive employee experience that motivates and engages the staff, also retaining a stable workforce.

A stability index indicates the retention rate of experienced employees. Like turnover rates, this can be used across an organisation as a whole or for a particular part of it.

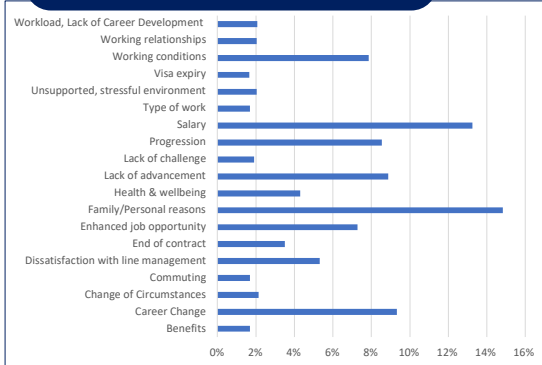
The usual calculation for the stability index is:

$$\frac{\text{Number of staff with service of one year or more}}{\text{Total number of staff in post one year ago}} \times 100$$

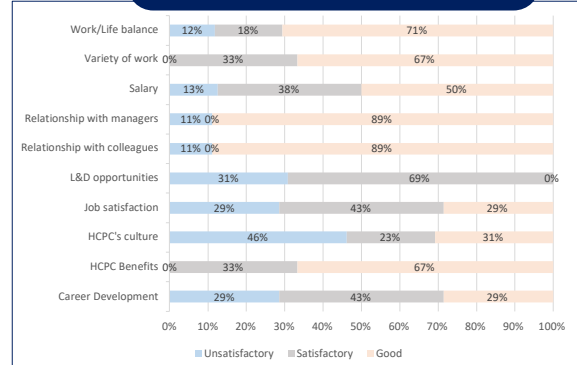


Exit Interview Feedback

Reasons for leaving* YTD

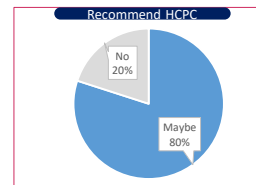


Personal experiences with HCPC



Leavers – 12
 Voluntary Turnover (YTD) – 17%
 Overall Turnover (YTD) – 18%

Exit Interviews in Q3 - 5



*YTD

There were five employees who completed the exit interview questionnaire this quarter. Those that had completed the questionnaire were either moving to another regulator (FCA) or public sector in a promotion role or role in a larger organization with at a higher salary.

Reasons for leaving: The main reasons for leaving are progress, working condition, salary and health & wellbeing.

Personal experiences: 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 in some areas – 89% rated good on relationships across HCPC, 71% on Work/Life balance, 67% on Variety of work and HCPC Benefits – areas which are recurring positive experiences each quarter.

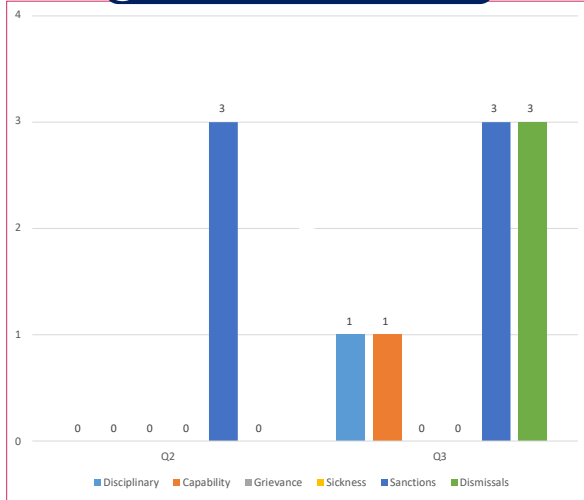
Recommendation: When asked whether employees would consider returning to HCPC or recommend HCPC, majority of leavers states Maybe or No compared to the previous quarter whereby this was proving to be the opposite. Despite the turnover, it is clear that the overall experience for employees tends

to be relatively positive except for the areas mentioned above.



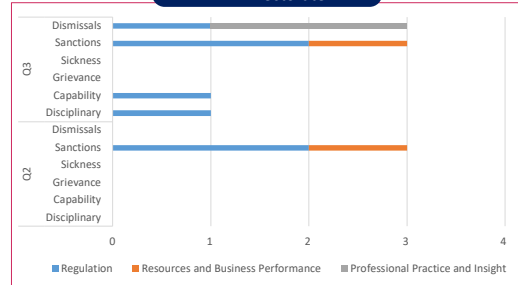
Employee Relations

Employee Relation Cases (Oct – Dec 22)*

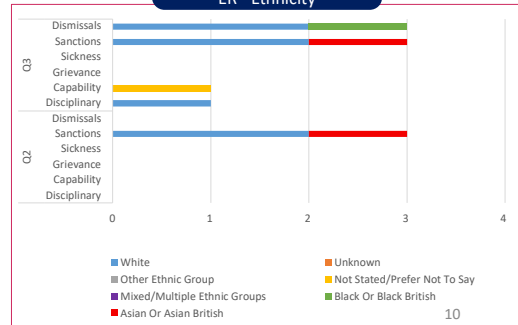


*Including formal/informal proceedings
 **Including formal/informal proceedings and ongoing sanctions

ER - Directorate



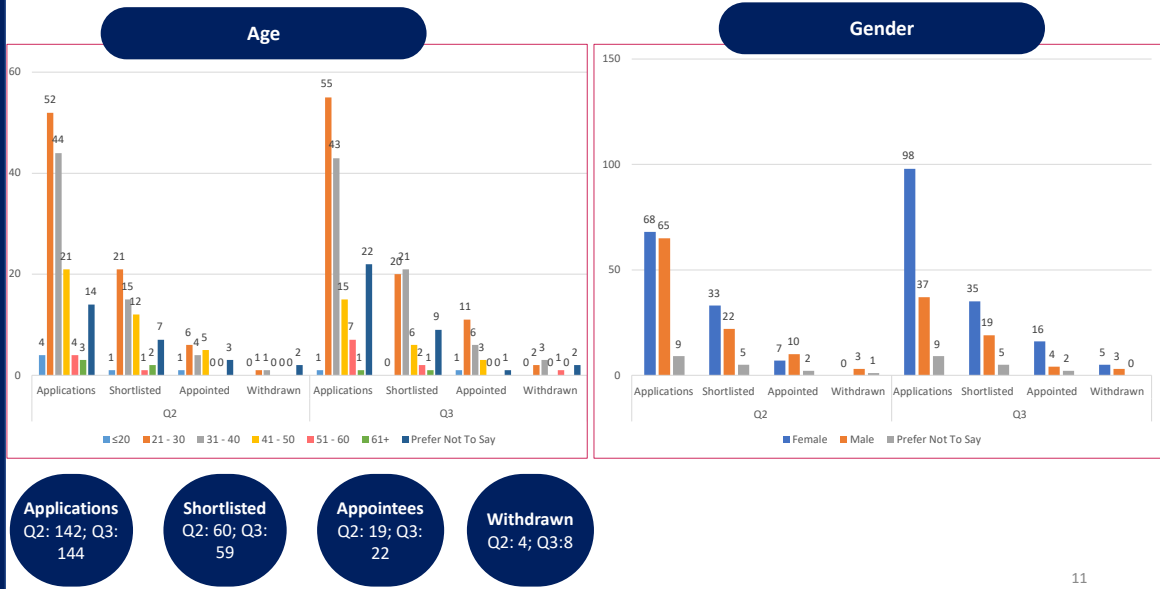
ER - Ethnicity



5 new ER cases have occurred in Q3: three dismissals, one capability and one disciplinary, the remaining proceedings from Q2 are ongoing sanctions.



Recruitment Candidate Diversity



11

Age: Based on each recruitment stage, approximately 41% of applicants were shortlisted against the number of applications and nearly a third of those shortlisted are appointed. This has been the case in the last two quarters, whereby around 37% were shortlisted and a third of those were appointed.

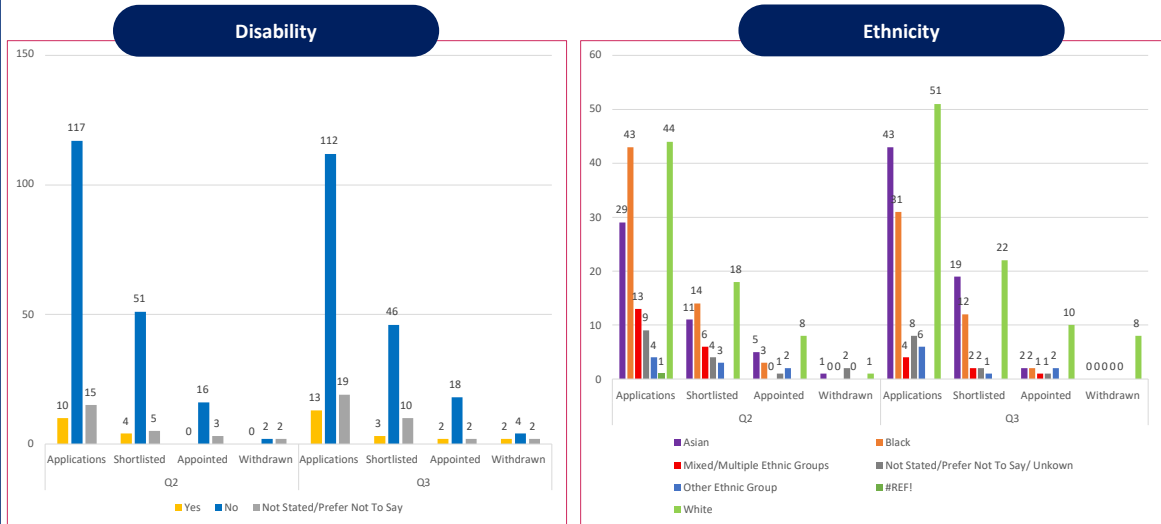
The number of applications slightly increased in this quarter. There looks to be no significant changes in that there continues to be a higher number of applications/shortlisted applicants amongst the 21–30 and 31–40 age ranges, though this varies at appointed stage as those in the 41-50 range are just as likely to be appointed as the former two age ranges.

Gender: The general pattern for each quarter has been that majority of applicants are female. Based on the gender breakdown of applications, only 35% of females and 94% of male applicants are shortlisted (compared to Q2 whereby females were equally likely to be shortlisted as males).

In relation to the appointed stage, we've noticed the inverse – nearly 50% of females are appointed compared to 20% of males.



Recruitment Candidate Diversity



12

Disability: Majority of applicants tend not to have a disability and we continue to be low in numbers across applications, shortlisted and appointed stages for those that do. This continues to be the pattern across majority, if not all of the quarters.

Our main area of improvement here is to look at ways of attracting a greater number of disabled candidates by advertising on particular recruitment platforms and developing more inclusive and engaging recruitment adverts.

Ethnicity: The general pattern across quarters has been that there are a higher number of applications from ethnic minorities overall. Based on the number of applications from ethnic minority groups, nearly 40% are likely to be shortlisted, with a third of them appointed. When compared to applicants from a white background, they are just as likely to be shortlisted and tend to be more successful at the appointment stage (at 45% compared to 22% of ethnic minorities).

The general pattern across each quarter, however, has been that majority of candidates tend to have a white background across the Applications,

Shortlisted and Appointed phases.



Recruitment Candidate Pay Band Breakdown



13

Gender: There are no significant changes to the gender and pay band breakdowns. Females appear more likely to apply for Band B roles compared to males in this quarter, whilst both genders are equally likely to apply for Band C roles. However, more females apply for Band D and E roles compared to males, whilst males also dominate the IT roles.

Females are more likely than men to be shortlisted across all pay bands. At appointment stage, they are more likely to be appointed than males though this is dependent on pay band.

Ethnicity: There continues to be a general mix of applicants for each pay band role – across Band C and D roles asian, black and white applicants mainly dominate. Whilst asian applicants were more likely to apply for IT band roles,

there are a greater number of black applicants this quarter.



Employee Turnover Diversity



14

When looking at the turnover diversity, there looks to be a similar/even distribution/same patterns across Age and Disability.

Majority of the employees are within the 21-30 or 41- 50 range; majority either state that they do not have a disability or prefer not to say and majority of leavers are from a white background. This data could be expected as most of our employees fall within those age ranges/disability categories/ethnic groups.

In relation to Gender however, Q3 appears to have more female leavers compared to Q2.



Learning/Organisational Development Activity

Training Workshops in Q3

Training/Workshop	No of Attendee	Duration (hours)	Total Training (hours)
Coaching Skills Masterclass for Managers	4	03:30	14:00
Compassionate Leadership Workshop	35	03:30	122:30
Corporate Induction Welcome Event	33	15:00	495:00
Excel Intermediate Level 2	6	04:30	27:00
Excel Advanced Level 3	7	06:00	42:00
Feedback Skills for Managers	5	06:00	30:00
HR Masterclass	4	03:30	14:00
Managing Probation	3	03:00	9:00
MDP: Managing & Developing your Team	11	03:00	33:00
MDP: Managing & Leading Change	9	07:30	67:30
Total	117	55:30	854:00

Mid Year Performance
Reviews Completion Rate
76%

Apprenticeships

Apprenticeship programme	Progress update
Paralegal level 3 Apprenticeship (24 months) – recruited in FTP department	<ul style="list-style-type: none"> 2 successfully passed the apprenticeship and awarded Certificate of Higher Education (Legal practice). 1 offered a permanent Case manager position at HCPC 1 offered an FTC Case manager position at HCPC 2 Paralegal apprentices left the organisation
Coaching level 5 Apprenticeship (15 months) – workforce upskilling initiative	<ul style="list-style-type: none"> 1 staff will be completing in February 2023 1 staff should be completing the programme in May 2023 due to a Break in Learning
Applied Data Analytics Apprenticeship -Level 7 (24 months)	<ul style="list-style-type: none"> Joined the Insight and Analytics team in September 2022
Business Administration Level 3 (15 months)	<ul style="list-style-type: none"> Joined the Policy & Standards team in September 2022

The Learning and Development activity in Q3 focused on the MYR. In this quarter we have delivered four HR Essentials workshops aimed at new managers/existing managers to help them lead, motivate their teams, and enhance their people management skills.

In addition, we have commissioned an external training provider to deliver the Management Development Programme.

The L&D manager and HR Business Partners co-delivered the Compassionate Leadership workshop, these workshops were aimed at managers only.

The Mid Year Performance Review completion rate was 76%. We accept that some departments were unable to conclude due to organisational changes which had a direct impact on them. The APDR process has now launched and we aim to exceed the 90% completion rate target.



Corporate induction and onboarding feedback

Feedback from new starters following our three corporate induction events in Q3:

HCPC Welcome and orientation:

100% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

Individual contribution/alignment to HCPC:

100% of new starters understand how their role adds value to the HCPC

Line manager support:

96% of new starters felt that they are supported by their line managers

Culture: values and behavioural standards:

100% of new starters are fully aware of the HCPC values and the behaviours expected of them

Future outlook:

100% of new starters are excited to be working for the HCPC

Recruitment process:

91% of new starters felt the recruitment and selection process is efficient

Corporate induction experience at HCPC continues to receive positive feedback. The induction programme comprises:

- mandatory eLearning package
- welcome induction event (1.5hrs – 30mins of which is led by a member of ELT and SLT and 1hour of HR and L&D induction with a short slot for office services to talk through health and safety).