

Council, 25 May 2017

Human Resources Report

Executive summary and recommendations

Introduction

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

- **On-line recruitment**
The HR team has started to handle all employee vacancies online via our online recruitment portal linked to the new HR system. Although some issue resolution work has been necessary, the new system is leading to a significant reduction in manual input of applicant details.
- **Partner Information system project**
The partner project is progressing through UAT (User Acceptance Testing). Short-term project backfill has been brought in to assist with testing and to avoid slippage of business as usual work.

Decision

The Council is asked to discuss the Human Resources report.

Appendices

Appendix 1 Human Resources Narrative Report

Appendix 2 Human Resources Management Information Pack

Date of paper

4 May 2016

Human Resources – Management Commentary

1 Strategic Objective 1

“Recruit and retain high quality people”

1.1 Employee recruitment activity February 2017 – April 2017

Employee Vacancies filled			
Role	Department	New or Replacement role	Internal transfer / promotion /external appointee
Case Manager (2x ftc 4x perm)	FTP	Replacement	Internal and External
Registration Manager x 2 (12m ftc & 3m ftc)	Registration	Replacement	Internal
Scheduling Officer x 3 (12m ftc)	FTP	Replacement	External
Team Leader x2 (12m ftc & 2y ftc) and 1 Acting up	Registration	Replacement	Internal
Case Team Manager – Complex Cases (12m ftc)	FTP	Replacement	Internal
Registration Advisors x 3 (perm & 2 y ftc)	Registration	Replacement	Internal and External
Infrastructure Engineer x 2	IT	New	External
Stakeholder Communications Officer (2y ftc)	Communications	Replacement	Internal
Scheduling Team Manager (12m ftc)	FTP	Replacement	External
Case Team Manager (12m ftc)	FTP	Replacement	External
Hearings Officer (2y ftc)	FTP	Replacement	External
Project Portfolio Manager (2y ftc)	Operations	Replacement	External
Registration Advisors x 3 (2y ftc)	Registration	Replacement	External

ftc – fixed term contract

y year

m month

Employee Vacancies in progress		
Role	Department	New or Replacement role
Case Reception and Triage Team Leader (12m ftc)	FTP	New role*
Registration Co-ordinator 2y ftc	Registration	Replacement
Policy Officer 2y ftc	Policy	Replacement
HR Administrator 2y ftc	HR	Replacement
Reception Manager	Office Services/Facilities	New role*
Registration Operations Planner 12m ftc	Registration	Replacement
Case Team Manager 12 m ftc	FTP	Replacement
Registration Advisors x 2 (12m ftc & 6m ftc)	Registration	Replacement
Apprentice Registration Advisor 12-18m ftc	Registration	Replacement

*upgrade/conversion of an existing role, i.e. not additional headcount

1.2 Partner recruitment activity February 2017 – April 2017

Recruitment campaigns were concluded and appointments made to the following partner roles in March and April;

Role	Profession	Number Appointed
Panel Member	P&O	2
Panel Member	Psychologist	3
Panel Member	Lay	25

2 Strategic objective 2

“Train and develop people”

2.1 Learning and development activity for employees February 2017 – April 2017

Policy development

The new Learning and Development Policy, which describes the organisation’s overall approach to learning and development, including professional course of study, went out for consultation in April. The policy aims to strengthen the link between performance and development and ensure that learning solutions fully support the organisations strategic intent.

The 2016 Employee Engagement Survey action plan identified a number of individual actions which have been agreed by EMT for implementation. This includes developing a more comprehensive approach to career development. A discussion document was drafted in April which outlines a talent management framework for the organisation, including career development.

Learning programmes

The 2017 management development programme started in late February 2017. The cohort includes participants from seven departments. Following last year's successful revisions, the programme has proved very popular with demand outstripping availability on the core modules.

The HR Essentials suite of half-day workshops for managers has continued, including most recently Managing Probation in April. The workshops, which were introduced last year, are proving extremely popular with managers and will continue to be delivered for the foreseeable future

2.2 Partner Training February 2017 – April 2017

The following training events for new partners has been held:

Role	Number Attended
Panel Chair – 16 th and 17 th March	17
Panel Member – 4 th and 5 th May	16

3 Strategic objective 3

“Encourage high performance”

3.1 Employee Appraisals (APDRs)

Learning needs identified in the end of year APDR process are being analysed to help determine an updated organisational learning plan. The plan is also being informed by validation meetings with members of EMT and team managers to discuss APDR outcomes, as well as analysis of departmental work plans

3.2 Revised competencies for HCPC panellists

We have worked in collaboration with colleagues in the Adjudications Team to revise and simplify the competency framework for HCPC panelists in line with the latest recommendations from the Courts and Tribunals Judiciary. We have also updated the criteria for the self-assessment exercise for agreement renewal for panelists to reflect the updated competencies.

This work will be reviewed by the new Tribunal Advisory Committee at its first meeting on 31 May 2017.

4 Strategic objective 6

“Encourage a positive organisational culture”

4.1 Health and Wellbeing

In advance of mental health awareness workshops for managers and employees to be launched this summer, analysis was undertaken to understand how the organisation supports health and wellbeing in the workplace.

As a result, a framework has been developed which provides a comprehensive overview of guidance and support currently available. The framework is made up of activity under the following categories: Personal Development (including learning); Physical Development; Wellbeing (including employee rewards and policies); and Mental Health Development.

We have replaced our previous under-subscribed gym membership scheme with a new more extensive well-being and fitness scheme, Smartfit, at no extra cost to the organisation.

- 4.2 In line with the 2006 Employee survey action plan, an in-depth review of flexible working is being carried out to raise awareness of existing provision and to identify any possible enhancements. A report and first draft of a number of revised policies will be considered by the EMT at its monthly meeting in May.

Human Resources Department (including Partners)

Management Information Pack

Teresa Haskins, Director of Human Resources

May 2017

Management Information pack

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Human Resources

Employee numbers

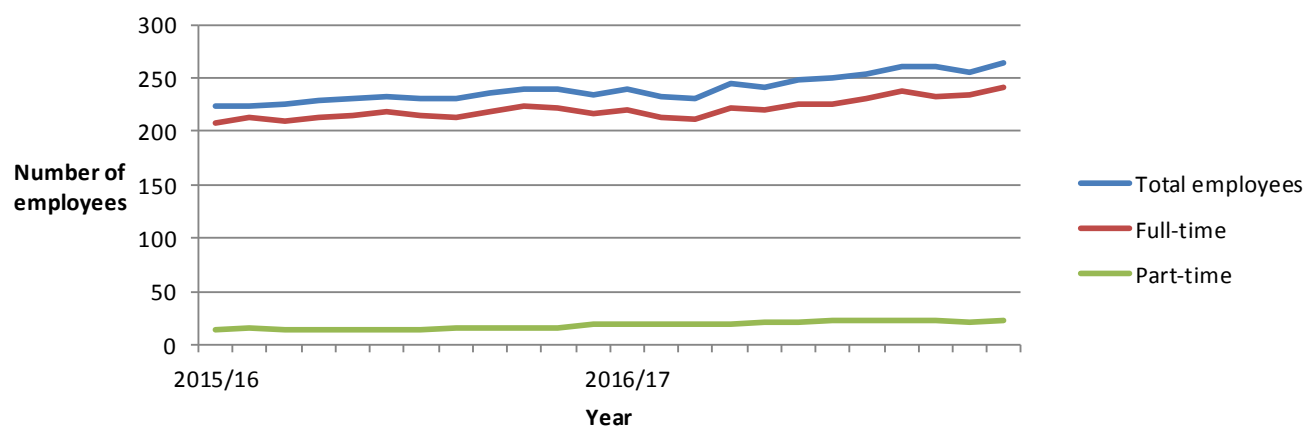
Employee sickness absence and turnover

Partners

Partner numbers – roles

Partner turnover

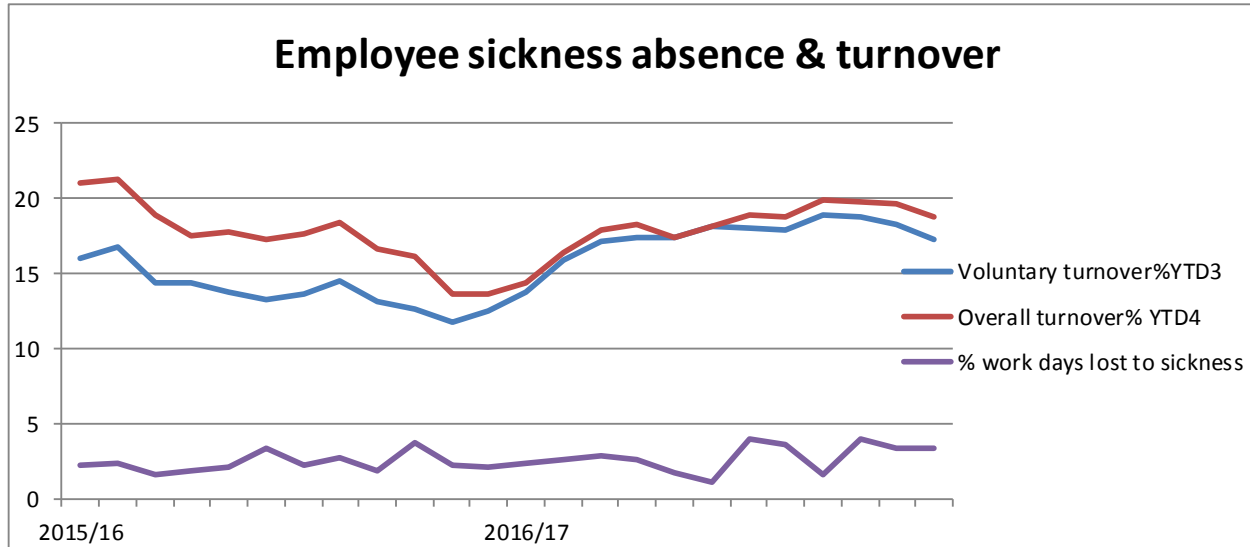
Employee numbers



	2015/16												2016/17												12/13	13/14	14/15	15/16	16/17
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	YTD
EMPLOYEES																													
Budgeted employees	255	255	255	255	255	255	255	255	255	255	255	255	262	262	262	262	262	262	262	262	262	262	262	262	186	204	248	255	262
Total employees	223	224	225	229	230	233	230	230	236	240	239	234	240	233	231	244	242	248	250	254	261	260	256	264	179	204	226	234	261
Full-time	208	214	210	214	215	218	215	213	219	223	222	217	221	213	211	222	220	226	226	230	237	233	234	241	173	194	211	217	237
Part-time	15	16	15	15	15	15	15	17	17	17	17	19	19	20	20	21	22	24	24	24	23	22	23	7	10	15	19	24	
Flexible working*	-	-	-	-	-	-	45	40	38	46	41	41	46	48	55	55	56	56	58	57	57	56	56	77				41	57
FTE*	220	227	222	226	227	230	227	225	232	237	235	230	235	229	227	239	237	241	241	245	252	248	249	259	178	194	223	230	252
Permanent	217	221	220	226	226	228	226	226	232	235	234	229	234	228	224	236	231	235	236	238	242	238	228	241	174	194	220	229	242
Maternity/paternity leave	5	6	9	10	8	5	5	6	4	3	4	3	6	6	5	5	4	4	4	6	6	6	9	9	6	10	5	3	6
Unpaid Sabbaticals													0	0	0	0	1	3	3	3	3	3	2					3	3
Fixed-Term Contracts	6	3	5	3	4	5	4	4	5	5	5	5	6	7	7	10	12	14	14	16	19	22	28	23	5	10	6	5	19
Starters (permanent)	3	7	5	7	1	1	3	8	3	4	1	1	6	3	0	8	4	7	2	5	8	1	0	1	86	47	44	44	45
Starters (fixed-term)	0	0	0	0	2	1	0	0	2	0	0	0	1	1	3	2	2	4	0	2	3	2	0	3	30	18	18	5	23

*Flexible working Includes flexible working arrangements separate or in conjunction with part time working
 *FTE Full-time equivalent, includes maternity/paternity but does not include unpaid sabbaticals
 YTD Year to Date
 FYE Final Year End

Employee sickness absence & turnover



	2015/16												2016/17												14/15 FYE	15/16 FYE	16/17 FYE
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
Voluntary resignations¹	0	2	0	2	3	2	3	3	1	4	5	4	3	7	3	3	3	4	3	3	4	4	4	2	35	29	43
Compulsory leavers²	1	0	1	0	2	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	1	0	10	4	5
Total leavers (vol. & comp.)	1	2	1	2	5	2	3	3	1	4	5	4	3	7	5	3	3	4	5	3	4	4	5	2	45	33	48
Voluntary turnover%YTD³	16	17	14	14	14	13	14	15	13	13	12	13	14	16	17	17	17	18	18	18	19	19	18	17	16	13	17
Overall turnover% YTD⁴	21	21	19	17	18	17	18	18	17	16	14	14	14	16	18	18	17	18	19	19	20	20	20	19	21	15	19
Agency days	292	292	337	340	192	319	361	409	219	236	277	410	407	461	340	404	407	406	421	462	225	216	253	230	3403	3684	4231
% work days lost to sickness	2	2	2	2	2	3	2	3	2	4	2	2	2	3	3	3	2	1	4	4	2	4	3	3	3	2	3
Average sick-days YTD	7	7	7	7	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	7	7	7	7	6	6
Sick-days	100	107	78	97	97	154	102	134	80	181	109	108	121	131	145	135	96	59	208	189	87	216	183	187	1576	1346	1757
Occ. Health Referrals	0	0	0	4	2	6	3	2	1	2	3	0	1	1	0	0	1	4	0	1	0	1	2	6	29	23	17

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

FTE Full-time equivalent

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

YTD Year to Date

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

FYE Final Year End

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

Partner roles - Numbers

	2016			2017									2018									15/16	16/17	17/18						
	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	Forecast			
Panel Member roles																												FYE	FYE	Forecast
Registrant	188	186	185	183	175	183	183	183	182	176	176	176	174													213	176	180		
Lay	43	42	41	40	36	35	35	35	35	33	33	33	33													55	33	50		
Total	231	228	226	223	211	218	218	218	217	209	209	209	207													268	209	230		
Visitor roles																												FYE	FYE	Forecast
Registrant	199	198	196	196	196	191	200	198	200	202	202	201	194													202	201	202		
Lay	17	17	17	17	17	17	19	19	19	19	19	19	19													16	19	19		
Total	216	215	213	213	213	208	219	217	219	221	221	220	213													218	220	221		
Registration Assessor roles																												FYE	FYE	Forecast
Registrant	171	171	170	170	170	170	168	166	165	164	164	162	160													176	162	162		
CPD Assessor roles																												FYE	FYE	Forecast
Registrant	105	105	105	105	106	105	105	104	104	104	104	104	104													105	104	104		
Reg Appeals Panel Member	29	29	30	30	30	30	30	30	30	30	30	30	30														30	30		
Registrant	134	134	135	135	136	135	135	134	134	134	134	134	134														134	134		
Recruitment Partner												1	1														1	1		
																												FYE	FYE	Forecast
Legal Assessors	49	49	47	47	47	46	46	46	45	44	44	44	44													38	44	44		
Panel Chairs	33	33	32	32	32	32	32	32	32	32	32	48	48													29	48	48		
																												FYE	FYE	Forecast
Total Number of Roles	834	830	823	820	809	809	818	813	812	804	804	818	807													729	818	839		
Total Number of Partners	670	666	666	661	644	644	664	662	662	662	653	661	660												669	662	680			

Partner turnover

	2016			2017									2018									16/17	17/18			
	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	YTD
Voluntary Resignations*	0	1	3	1	0	1	3	2	0	2	3	4	2												20	2
Compulsory Leavers*	3	3	2	16	1	0	0	0	0	0	4	0	2											29	2	
Total Leavers (Vol & Comp)	3	4	5	17	1	1	3	2	0	2	7	4	4											49	4	
Total Number of Partners	670	666	661	644	644	664	662	662	660	653	661	660												658	660	
Voluntary Turnover%	0.0%	0.2%	0.5%	0.2%	0.0%	0.2%	0.5%	0.3%	0.0%	0.3%	0.5%	0.6%	3.3%											3.0%	3.3%	
Overall Turnover%	0.4%	0.6%	0.8%	2.6%	0.2%	0.2%	0.5%	0.3%	0.0%	0.3%	1.1%	0.6%	7.6%											7.5%	7.6%	

*Compulsory Leavers includes agreement not renew ed (failed renew al assessment or changed resource requirements, 8 year rule, voluntary de-registrations)

** Voluntary Turnover of Partners: for 2016/17 this is calculated by month, for 2017/18 this is a rolling % calculated over the preceding 12 months

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

YTD = Year to date

FYE = Final Year End