Agenda Item 14

Enclosure   10

Health and Care Professions Council
22 May 2019

Organisational Culture and Engagement at HCPC

For discussion

From Joanna Mark Richards, Director of HR and Organisational Development, Roz Allison, Head of Communications and Isabel Ayo-Ajao, Registration Team Leader

Council

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Organisational Culture and Engagement at HCPC

Executive Summary

This paper outlines the progress made since the introduction of the Culture and Engagement Action Plan.

Below are set out the main work streams as agreed by Council in December 2018, which are in line with the strategic priorities that employees understand the purpose, vision and values and their role in delivering the strategic objectives:

- Reward and recognition.
- Collaboration.
- Equality and diversity.
- Leadership.
- Change management.

Previous consideration	This report has been considered before by the Operational Management Team in February 2019 and the Senior Management Team in May 2019 and has been approved.
Decision	The Council is asked to discuss the report.
Next steps	HR and Communications will continue implementing the action plan and this will be discussed at the next Employee Briefing and progress will be reviewed Q3 by OMT and SMT.
Strategic priority	Strategic priority 3: Ensure the organisation is fit for the future and able to anticipate and adapt to changes in the external environment
Risk	Strategic risk 5: Failure of leadership, culture or culture. The risk of not having engaged employees and a negative culture has associated risks in terms of reputation as well as performance, productivity and labour turnover. This also has an impact on the strategic risks 1, 2, 3 and 4.

The risk appetite for 'People' is measured. The Council is prepared to take decisions that would have a positive or negative impact on employee morale if there are compelling arguments supporting change. |

Financial and resource implications	There are no resource and financial implications as a result of this paper. This plan has been included in 2019-2020 work plan and associated budget.
Authors	Joanna Mark-Richards, Director of HR and Organisational Development, joanna.mark-richards@hcpc-uk.org Roz Allison, Head of Communications roz.allison@hcpc-uk.org

Summary of status report

Strategic Priorities – The Internal Communications & Engagement strategy has been approved by OMT and SMT and is now being rolled out – a major element of this, is to engage employees with our strategy and work plans. Work began in 2018 to consult with employees regarding the refreshed vision and values. At the All Employee Development Day on 12 July 2019, the values proposed as a result of this activity will be discussed, informing work by the Chair to further develop the strategy, vision and values for the organisation.

Reward and recognition – The Review of Pay Structure, Principles and Policy Project as agreed by Remuneration Committee and Council in 2019 is underway and due to be completed by the end of Q3. HR will start consultation with employees at the end of Qtr. 2. An internal communications plan has been developed to ensure all employees understand the current reward offering as part of the employee journey. Regular non-financial benefits will be highlighted in the offer of employment, employee induction and in the employee newsletter.

Collaboration – Examples of collaboration have been celebrated on the intranet, such as the completion of the web project. Communications will also seek to share further examples in the refreshed employee newsletter, 'Park Life'. The development day will also encourage interaction between employees of different departments, building new relationships which will support cross-department working. The new Employee Forum has now met twice and it is hoped this will increase dialogue between senior managers and employees across the organisation.

Equality and diversity – Unconscious bias eLearning modules were rolled out to recruiting managers in Q1 and live bias training has been commissioned for June 2019 to the Human Resources (HR) department and key managers. Two revised 'Managing Recruitment' courses have been delivered in the last six months with a further six sessions planned in the next twelve months to ensure all managers are trained. HR has drafted the talent development and succession planning framework which will be reviewed further to reflect the new operating environment post Social Work Transfer and therefore this project will be delayed.

Leadership – External coaching programmes have been put in place for SMT. There are also coaching programmes in the planning process for nominated Heads of Departments in Q2. A Coaching Toolkit will be available for all managers and employees in Q3. The Management Development Programme for 2019 has been launched with ten delegates. Building on the current SMT and OMT

reports on the intranet, the Employee engagement plan outlines new options for consideration including a blog from employees, SMT Question Time Sessions, Manager Briefings, and the Employee Development day in July.

Change management – HCPC has provided mechanisms for employees to discuss change across the organisation such as the new Employee Forum, SMT Question Time Sessions and the introduction of Line Managers Briefings in Q2. Communications has supported the FTP Improvement programme and will be supporting ongoing work in FTP including the implementation of the new registration system. We have continued to inform and update employees on the transfer of social workers through all employee meetings and intranet articles.

Progress has been made in most of these areas and regular pulse surveys as well as informal feedback and metrics will be carried out to ascertain the success of the engagement plan. One action which has been delayed is the implementation of the talent development and succession planning framework which will start at the end of the year due to the Social Work Transfer and employee availability.

Culture and Engagement Action Plan - Updated 10.05.19

Theme raised	Aim	Action	Responsibility	Timelines	Status update
Strategic Priorities	Employees understand our purpose, vision and values and their role in delivering the strategic objectives	• Develop an internal communications approach (as part of the Communications strategy) which seeks to create awareness and understanding • Develop an approach which seeks to reinforce the new values across the organisation	• Comms • L&D/HR/OMT	2nd qtr. 2019	• Work started in qtr. 3 2018 and delivered draft set of refreshed vision and values • Following approval from Council and external consultation V&Vs will be socialised and validated ideally at All Employee Development Day 12 July
Reward and Recognition	To enhance the employee experience of feeling valued and recognised for the work they do	• Develop a portfolio of creative and meaningful non-financial rewards that can be used by managers to increase levels of motivation • Consult with the Employee Forum (EF) and Operational Management Team (OMT) • Publish guidance on intranet. • Increased aware of benefits and rewards	• HR/L&D • Line Managers • Comms	4th qtr. 2018-2nd qtr. 2020	• We will update the employee awards in the run up to the Employee Development day on 12 July to celebrate achievements on that day • Increased benefits awareness highlighting different benefits each month as part of the Comms plan from May 2019
Reward and Recognition	To increase levels of management capability in recognising effort and providing feedback	• Review coaching skills module on management development programme (as part of BAU annual review and enhancements) to develop more targeted interventions • Deliver coaching and feedback skills refresher training for Registration managers and team leaders (as part of Registration Training Plan) • Develop a strong coaching ethos amongst all managers to ensure that coaching becomes part of the DNA of the organisation • Promote external coaching programmes for	• L&D	4th qtr. 2018-2nd qtr. 2020	• Coaching Skills module in MDP to be reviewed qtr. 1 2019 • Coaching skills delivery part of Registration. Working. Training plan and will be delivered when new Learning Advisor is recruited (qtr. 1 2019)

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		senior managers and newly promoted Heads of Department (for example as part of a proposed wider leadership development programme in FTP)			• Coaching Toolkit in draft form and due for delivery qtr. 3 2019 • External coaching support provided for dept. heads and newly promoted/appointed heads based on requirements; FTP leadership team coaching support planned in as part of programme
Reward and Recognition	Support line managers in conducting meaningful career development conversations	• Promote Facet5 as a practical vehicle for enhancing career development conversations • Simplify the APDR process to enable more time for performance and development conversations • Provide further guidance on conducting career development conversations • Promote existing HR policies such as work shadowing, secondments, sabbaticals and other experiential learning opportunities.	• L&D/HR • Line Managers	Ongoing – 2nd qtr. 2020	• Career Development Programme commenced in 2017; ongoing utilisation of Facet 5 to inform development conversations • APDR forms simplified for 2020 / 21 process • APDR Online in progress; anticipated delivery qtr. 3 2019; guidance and engagement to commence in qtr. 3 2019
Reward and Recognition	To promote the HCPC employer brand	• Promote existing HR policies and employee benefits to enhance the overall employee experience • Improve recruitment and selection processes	• HR • Comms	Ongoing – 2nd qtr. 2020	• Recruitment and selection review underway • Employer branding review will commence in Q3 • Use of Facet 5 to inform recruitment and selection decisions currently being piloted

Theme raised	Aim	Action	Responsibility	Timelines	Status Report
Collaboration	To raise awareness of existing cross-departmental working	• Promote cross-departmental working practices, shared goals and success across internal communication channels.	• Comms, • OMT	Ongoing	• Examples shared on the intranet and will feature in future editions of the employee newsletters • All Employee Development Day (12 July 2019)
Collaboration	To provide a mechanism which encourages and supports cross-departmental working	• Deliver engagement activity to further facilitate collaboration across the organisation; aim to focus on specific shared problems or innovation	• L&D • EF • OMT	*3rd qtr. 2019-2nd qtr. 2020	• Introduction of Managers Meetings, SMT question time (May 2019). • Supporting the newly formed Employee Forum • Introduction of the Operational Management monthly team meetings • Employee Forum training – roles and responsibilities • All Employee Development Day (12 July 2019)

Theme raised	Aim	Action	Responsibility	Timelines	Status Report
Equality and Diversity	To build on the HCPC's existing strength in commitment to equality, diversity and inclusion	• Deliver mandatory e-Learning training in Unconscious Bias and Recruitment and Selection for all anyone involved in recruitment, selection and promotion decisions • Enhance the candidate and hiring manager experience on the Core HR online recruitment portal • Deliver briefing sessions to line managers on the new enhancements • Deliver revised HR Essentials – Managing Recruitment to reflect enhancements	• HR/L&D • Comms	Ongoing-2nd qtr. 2020	• Launch of revised approach to recruitment and selection planned for 4th qtr. 2018 • Unconscious Bias ELearning module piloted and ready to be launched • Review of ELearning modules in recruitment and selection underway

Theme raised	Aim	Action	Responsibility	Timelines	Status Report
		• Enhance the quality and analysis of equality and diversity data for recruitment, promotions and leavers			
Equality and Diversity	To identify enhancements to recruitment decision making to eliminate unconscious bias	• Commission specialist supplier to undertake a Live Bias review process	• HR/L&D	4th qtr. 2018	• Supplier appointed and work commissioned to undertake internal live bias reviews with HR and business representatives; delivery commences qtr. 1 2019
Equality and Diversity	To enhance fairness and inclusion in succession planning and career development and to help to address the gender pay gap	• Implementation of the talent development and succession planning framework	• HR/L&D, SMT, OMT	2nd quarter 2019	• Talent development and succession planning framework has been drafted but will need revisions to reflect new operating environment post SWE transfer • Anticipate process will be introduced qtr. 4 2019

Theme raised	Aim	Action	Responsibility	Timelines	Status Report
Leadership	To enhance leadership skill and capability in support of the talent development framework	• Promote external executive coaching programmes for all members of SMT and existing and newly promoted Heads of Department. • Develop targeted and measurable leadership development plans for senior managers at Band B and above in support of the talent development framework (*may be subject to alteration, depending on level of operational responsibility etc.*)	• L&D	Ongoinig- 2nd qtr. 2020	• SMT currently undertaking and/or completed coaching programmes; coaching programmes in planning process for nominated Heads of Departments

Theme raised	Aim	Action	Responsibility	Timelines	Status Report
Leadership	SMT and OMT to reinforce the new values and behaviours through visibility and engagement	• Develop internal communications plans for both groups, to include face-to-face and digital communications • To support a mechanism for a two-way exchange of ideas to drive innovation and process improvement	• SMT/OMT • Comms	Plans developed by January 2019. Activity ongoing.	• SMT Question Time being trialled in May • SMT and OMT reports going onto intranet and proposal to redevelop to a blog made • SMT and OMT visibility at employee briefings, manager briefings and at the All Employee Development Day (12 July 2019)

Theme raised	Aim	Action	Responsibility	Timelines	Status Report
Change Management	To enhance understanding, commitment to and acceptance of change	• Deliver change management briefings, workshops and online/email resources for managers and employees • Review and refresh the Change Management toolkit and practical change management guidance • Provide clear and timely communications around the transfer of social workers.	• HR/L&D • Comms	1st qtr. 2019-qtr. 3 2019	• Planning process for briefings, workshops and resources commenced qtr. 1 2019 • Period extended to cover lead up to SWE transfer • Regular updates on SWE delivered and planned until transfer complete via All Employee Meetings, SMT updates, intranet and manager's briefings
Change Management	To ensure that employees feel supported and able to express	• Deliver change communications and briefings that clarify the rationale for specific changes impacting individuals • Provide mechanisms for employees to provide	• HR/Comms • SMT, OMT	1st qtr. 2019	• Communications continues supporting SMT with communicating about the transfer of social workers,

Theme raised	Aim	Action	Responsibility	Timelines	Status Report
	views during change	more feedback on changes before they occur, for example through EF and drop in sessions • Provide engaging and informal feedback mechanism to encourage innovation and ideas generation			regulatory reform and Physician Associates. • Internal Communications Manager has supported FTP Improvement plan and the implementation of role changes. • They will also support the implementation of the new registration system with this aim. • Implementation of SMT question time.