Finance and Resources Committee 19 March 2008

Human Resources Strategy and Workplan 2008 - 2009

Executive Summary and Recommendations

Introduction

This paper sets out the Human Resources Department's strategy and workplan for the coming financial year.

Decision

The Committee is invited to:

- Discuss the strategy and workplan attached to this paper
- Agree the priorities, projects and principles outlined; and
- Agreed to keep the document under review and request that the Executive amend the workplan accordingly.

Background information

This document is intended to supplement the HPC strategy and sits alongside other departmental level strategy documents such as the IT strategy, the finance strategy, the operations strategy and others.

Please note that whilst the workplan has changed, the strategy document remains unchanged from that which was approved by the Finance and Resources Committee in March 2007.

Resource implications

The resources implications of the attached are assumptions which are already part of the HPC budget 2008 - 2009.

Financial implications

The attached paper's assumptions are all accounted for in the current version of the HPC budget for 2008 - 2009.

Appendices

None

Date of paper

7 March 2008

HPC's Human Resources Strategy

Finance and Resources Committee

Park House, 184 Kennington Park Road, London

19 March 2008

Larissa Foster, Director of Human Resources

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HPC's Human Resources strategy is to ensure we have the appropriate employees to deliver our objectives

- **Open, Transparent and Effective Recruitment Processes**
    - Grow our own talent
    - Recruit specialist skills where needed to achieve the quality of people we need

- **Promotes Training of Employees**
    - Use internal and external training resources to improve quality and competence of our employees

- **Foster a Modern Working Culture**
    - Non-hierarchical
    - Flat structure
    - Inclusive decision making
    - Hard working with social activities
    - Work/home life balance

- **Customer Service Focus**
    - Recognition of the importance of customer service internally and externally

- **Supportive Work Environment**
    - Flexible hours offered to employees with family responsibilities
    - Home Working
    - Supportive of further study
    - Graduated return to work/part time work offered to parents

- **Innovation and Creativity**
    - Open-door policy by senior management leading to opportunities for employees to propose ideas and solutions
    - Forums (middle management group) for people to express opinions/opportunities for improvement on processes

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HPC's Human Resources strategy is to ensure that we comply enthusiastically with all Human Resources legislation

- **All Human Resources legislation is complied with, the most**

  All legislation complied with, most significantly:

  - Employment Act July 2002
  - Disability Discrimination Act 2005
  - Human Rights Act 1998
  - Equal Opportunities Act 2005
  - Employment Equality (Age) Regulations 2006
  - Flexible Working (Eligibility, Complaints and Remedies (Amendment) Regulations
  - Information and Consultation Regulations

Human Resources Department 2008 – 2009 Workplan

Contents

				Date	Ver.	Dept/CmteDoc TypeTitle	Status	Int. Aud.
				2007-12-04			a	HRD
AOD	2008 workplan	Final DD: None	Internal RD: None					

Introduction

As the HPC continued to expand its employee numbers, the focus of the Human Resources Department in 2007-2008 was the consolidation and improvement of its service to the employees through policy development and enhancing the functions of data management through an HR intranet system for employees. The Department also responded to unexpected events such as a change in pension scheme provider and worked to ensure that employee relations issues were managed appropriately during such changes.

The work of the Human Resources Department expanded significantly during 2007-2008 with the addition of the partner management function to the department. Whilst the focus last year was ensuring standard policies were introduced and adhered to and the administering of contracts, in 2008-2009 the partner role will be far more active in the recruitment and training areas.

The ability of the Human Resources Department to respond to events which could not be anticipated was an important attribute in delivering the services required last year. This will also be a key feature of the 2008-2009 workplan as there must be the ability to adjust work where needed to meet any unexpected demands that arise.

This document

This document explains the work priorities for the financial year April 2008 – March 2009. It addresses how the Human Resources Department will progress over the next year to meet new legal obligations and progress improvements for employee management at the HPC. The organisation is a rapidly growing one and as with previous years, there will be a continued focus in the workplan on recruiting employees and partners with the appropriate competencies to fulfil all roles. This will be of particular importance in 2008 with the need to fill the new partner role of CPD Assessors and for the partner functions that will be required when the Applied Psychologists are regulated by the HPC.

It should be noted that the Human Resources Department does not manage any of the human resources related functions which apply to Council (such as recruitment of Council members) and that this work is delivered by the Secretariat Department.

Resources

The Human Resources Department consists of five employees as follows:

Larissa Foster   Director of Human Resources
Kelly Webster   Human Resources Manager
Sam Ha   Human Resources Team Administrator
Yasmin Hussain   Partner Manager
Kam Thandi   Partner Administrator

There are currently no plans to increase the Department with any additional permanent team members.

The Director of Human Resources is responsible for the overall management of the team, the day-to-day running of the department, the development of the strategy and the workplan and the development and management of new projects. The Director is a member of the Executive Management team and is involved in most capability or disciplinary hearings and the provision of human resources related advice to managers.

The Team Administrator provides administrative support in relation to the employee management functions (not the partner functions). This primarily involves co-ordinating the paperwork associated with recruitment and training and maintaining databases and filing systems.

The Human Resources Manager is responsible for the whole range of generalist human resources tasks. These include interviewing, management of sick leave across the organisation, and advising managers and employees. The Manager liaises regularly with contacts such as the Work Foundation.

The Partner Manager provides a service to the partners of HPC and the department heads who manage the various partners. Her activities incorporate the day to day management of partner issues such as recruitment, induction and training of partners and implementing partner policies. In addition, the Partner Manager is a key member of the equality and diversity project team and chairs this employee working group.

The Partner Administrator was employed recently to assist with the paperwork around all partner matters including performance management, contract administration and training.

Human Resources activities in 2008 - 2009

There are seven main areas of work undertaken within the Human Resources area. The following paragraphs summarise the headline employee and partner activity for the year.

Employees

Recruitment, selection and induction will form a significant part of the department's workload in 2008. Employee numbers now total 103 and along with filling any ad hoc vacancies which arise as a result of resignations, 15 newly approved permanent posts in the budget this year require advertising.

The newly approved posts for 2008 are;

> Education - Approvals and Monitoring Department
> - Education Manager   1
> - Education Officer   1
> - Education Administrator   1

Communications Department
- Communications CPD Manager   1

Registration Department
- Registration Advisor   6

IT Department
- Network and Support Administrator   1
- Contractor   1

Fitness to Practise Department
- Hearings Officer   2
- Case Officer   1

                                         <u>Total   15</u>

Maintenance of the **human resources database (Professional Personnel), in particular the intranet component (HRinfo)** will continue to be a priority over the next year. In 2007-2008 the intranet function of Professional Personnel was developed to increase transparency and efficiency by allowing employees to access their details and records electronically and apply for leave online. As this function has only recently gone live, maintenance, monitoring and adjustments require time spent.

The **Information and Consultation of Employees Regulations 2004** will become applicable to the HPC in 2008 as the permanent employee numbers are predicted to average over 100 throughout the year for the first time. This will necessitate research by the Human Resources Department, initiating the appropriate documents and policies and forming an employee representative group.

Support and training for managers and employees will continue to take time for the department in the coming year. Whilst the equality and diversity training has now been conducted organisation wide, there is a rolling programme of training for new employees and managers on this and various other areas.

There are a number of ongoing activities that are part of the human resources plan every year including annual position description updates, co-ordinating the annual pay review with the external salary evaluation company and managing the annual performance review process in the first quarter of each year.

Last year also saw a number of challenging employee relations issues.   Individual or organisational human resources issues can arise which are impossible to anticipate or predict. It is crucial that the Department be able to redirect its activities to address such situations as necessary and provide the support to Managers early on in the process so that if any matter results in a tribunal hearing, the HPC is well able to defend its position.

Partners

Partner recruitment and contract management will form the main area of work for the partner management function this year.   The partners department will face a large administrative task once again in 2008 due to the fact that all partner agreements (other than those newly appointed to partner vacancies in 2007) expire in July 2008. All expiring partner agreements will be rolled over for a further two year period, and for partners who may not wish to continue their work with the HPC, any replacement ad-hoc recruitment will need to be undertaken.

Recruitment is currently underway for CPD Assessors from our internal existing pool of partners. A need may then arise for external advertising for any remaining vacancies should the required number of posts not be filled through internal candidates. Recruitment will also take place in order to fulfil the requirements created by taking on the new profession of Applied Psychologists and this will form the main part of the workload for the year.

The above will then necessitate time spent on **training and inducting** new partners, as well as ensuring that existing partners receive regular refresher training.

Employees and partners

We will continue to support organisation-wide **projects** by providing human resources support and advice for projects which may be major areas of development for the organisation. This includes training. The primary project in 2008-2009 which will require human resources input are the organisation wide **Equality and Diversity Project.** The human resources role includes advising managers and employees, organising training, developing policies and chairing the employee working group.

Budget Management

This year will see the department manage both the human resources general budget and the partner budget. The general human resources budget totals £423,500. Headline areas of the budget consist of £31,000 for organisation wide training, £30,000 allocated to legal expenses associated with employment related matters and £135,000 budgeted for organisational recruitment.

The partner budget of £279,000 largely consists of provisions for partner recruitment and training. Two significant sums forming part of this figure are £70,000 which has been allocated for partner recruitment, and £130,000 for training.

Achieving the Human Resources Objectives in 2008 - 2009

We have identified nine objectives in the strategy. In 2008-2009 we will undertake the following activities in support of these objectives.

Human Resources (Employees) Objective 1:

To maintain our increase in the level of customer service from human resources to employees and managers through the HR intranet function we will:

- monitor the newly developed intranet function of the human resources database (Professional Personnel) and address any "teething" difficulties which have arisen since the system went live.
- investigate various improvements to the system such as options of attaching different documents to employee's electronic records, reviewing how sickness review reports are run to improve efficiency and adding improvements to the leave functionalities.
- cross-train the team on running reports and using Professional Personnel.

The timescale for this objective is December 2008.

Human Resources (Employees) Objective 2:

To develop our existing employees, ensure that current practices are adopted in all areas and encourage retention of employees we will:

- train new managers in the HPC performance management system, competency based interview techniques and diversity.
- conduct a training needs analysis following the annual performance development reviews and organise any group training for common training needs.
- conduct internal training for managers on the management of probationary employees.

The timescale for this objective is August 2008.

Human Resources (Employees) Objective 3:

To meet our legal obligations in a proactive way and develop best practice processes we will:

- research our obligations under the Information and Consultation of Employees Regulations when the HPC employee numbers reach the appropriate level (100 permanent employees averaged over a 12 month period).
- commence the process of negotiating an information and consultation agreement.

The timescale for this is anticipated to be February 2009 but will depend on employee numbers.

Human Resources (Employees) Objective 4:

To ensure that we continue to provide a high standard of service to employees and to maintain positive employee relations we will:

- continue to liaise with all parties concerned including Barnett Waddingham and Friends Provident to ensure that the pension scheme transfer remains smooth, any new matters are dealt with and that all pensions matters are dealt with effectively and efficiently.
- investigate and trial options for adding a 360 degree feedback mechanism within the organisation to improve communication and feedback channels on performance.
- conduct an employee attitude survey.

The timescale for these objectives are ongoing throughout 2008 – 2009, however all are to be achieved by March 2009.

Human Resources (Partners) Objective 5:

To address the 600 partner agreements expiring in July 2008 and ensure that we have enough partners to fulfil our obligations at any one time we will:

- write to all partners holding partner agreements which expire in July 2008 to extend their agreements to June 2010.
- advertise any vacancies for roles which result from partners not wishing to renew their agreements; utilising the Office for the Commissioner of Public Appointments as previously.

The timescale for this is July 2008 for the first point and November 2008 for the second.

Human Resources (Partners) Objective 6:

To recruit, select and train the numbers and types of partners required for HPC to perform its CPD functions we will:

- continue to liaise with the Office for the Commissioner of Public Appointments and department heads on recruiting vacancies from our existing partner pool for CPD Assessors.   These numbers are currently anticipated as 12 ODP Assessors and 15 Chiropodist Assessors required for 1 July 2008.
- recruit any vacancies which are not filled from our existing partners by advertising externally.
- provide training to existing and new partners on this new partner role. recruit towards the latter part of 2008-2009 for the other professions that we will need to audit.

The timescale for this is July 2008 for initial recruitment and throughout 2008 for the remaining professions.

Human Resources (Partners) Objective 7:

To recruit, select and train the numbers and types of partners required for HPC to perform its functions in relation to taking on the Applied Psychologists we will:

- continue to liaise with the Office for the Commissioner of Public Appointments, the project team and relevant department heads in recruiting for these partners. At this time it is anticipated that 71 partners will be required across all partner roles.
- organise training for the new partners in conjunction with the department heads.
- monitor and anticipate partner needs based on the current information available and continue to recruit for new roles where necessary.

The timescale for this is June 2008

Human Resources (Partners) Objective 8:

To ensure that our partners are adequately equipped to fulfil their roles effectively we will continue to train them and improve our service to them by:

- providing training for all new partners and for all existing partners taking on new partner roles as well as refresher training for all partners generally.
- continuing our rolling programme of training all partners in equality and diversity.
- investigating options for a future partner extranet and a newsletter in conjunction with the Communications Department.

The timescale for this is March 2009.

Human Resources (Partners and Employees) Objective 9:

To ensure that we fulfil our departmental obligations under the overall Equality and Diversity scheme we will:

- analyse partner and employee diversity statistics and present these to the Finance and Resources Committee.
- continue our rolling programme of diversity training for all new employees
- continue our training of all new and existing partners through an equality and diversity session at each refresher training day or days for any new partner training, including for all new partners when the Applied Psychologists come onto the register.
- introduce new methods of measuring data so that statistics are available in the future to analyse for possible improvements. This will be achieved by additional questions within the employee exit questionnaire about equality and diversity and implementing any measures recommended by the consultant and agreed by the EMT after training has been conducted.

- continue to chair the new internal Equality and Diversity Working Group and monitor its progress (Partner Manager).

2009 - 2010

2009 – 2010 will be a year in which we continue to undertake our established activities and improve our processes and service provision to partners and employees. It is an opportunity to roll out practices which are new for the HPC and to improve on our current services to employees and partners (develop improved methods of communication such as an extranet and newsletter for partners and through the employee information and consulting group). Taking on new professions that are anticipated up to 2011 such as the practitioner psychologists, hearing aid dispensers, practitioners of complementary and alternative medicines and counsellors and psychotherapists will have a significant impact on the workload in relation to partner management in particular.

Much of our work will continue to be reactive (recruitment through employee and partner turnover, employee relations issues and responding to employment tribunal claims) however we will be better organised with this than external events have allowed us to be previously.   Areas such as training will not only cover minimum requirements but will encompass more additional benefits such as those relating to equality and diversity or improved succession planning.

Human Resources Activities in the Past Year 2007 - 2008

It would be useful to review the activities contained in the workplan which was submitted one year ago as part of the background which has formed the basis of this new workplan. Five major projects for 2007- 2008 were proposed at the time and were completed as follows:

1. Development of Intranet Function of Human Resources Database (Professional Personnel) for employees.

This objective was achieved, however, due to unexpected time being spent on setting up the new pension scheme in 2007, the objective was achieved in December 2007 rather than the originally planned date of September 2007. The intranet function (HRinfo) is now live and is actively being used by employees and managers to book and approve leave respectively.

2. Review and Update of the Employee Handbook.

This objective has been met with the Employee Handbook updated, employee's consulted and approval gained from the Finance and Resources Committee. Following a notice period for the changes to come into place, the revised handbook will be effective on 20 February 2008. This objective was set for July – September 2007 originally, however, again due to time spent on the pension scheme, the objective was delivered throughout November 2007 – January 2008 instead.

3. **Auditing HR Practices as Part of the Equality and Diversity Scheme and Trialling Skills Testing of Registration Advisors.**

This objective was partially met. An audit was successfully taken of existing practices and procedures as part of the overall Equality and Diversity Scheme and any relevant human resources policies updated in this area. All new job candidates are now entered on the recruitment section of Professional Personnel.   Statistics can now be generated on successful methods of recruitment and equality and diversity. These objectives were met within the required timeframe.

The area of this goal which addressed trialling the testing of numerical and written skills testing for Registration Advisors was not met. This was due to the significant time impact this would have taken for both the Human Resources Department and Registration Department, which after investigating the various options available, was found to be more time consuming than anticipated. Further investigations are required into both the time commitment involved and the cost to the organisation and will be progressed when both departments have the capacity.

4. **Training, Investigation of 360 Degree Feedback Options and Support for Employees During Pension Changes.**

This objective, set for January 2008, was met. The range of organisational training was expanded with middle managers receiving "Finance for Non-finance Managers" training, presentations training held for senior managers who required this and all employees trained on equality and diversity issues.

The options around 360 degree feedback were investigated by the department and time was spent discussing these at an EMT away day. This was further progressed by a trial period being undertaken by EMT and the effectiveness of this and any subsequent further progression of this will be examined in February 2008.

5. **Information and Consultation of Employees Regulations 2004.**

Employee numbers were monitored, however they did not reach a level where the above regulations would apply. This timescale was marked ongoing and dependent on employee numbers in 2007 and has been transferred into the 2008 objectives accordingly.

6. **Pension Scheme, Pay Policy and Registrations Restructures**

Whilst there were no set timescales for these objectives in 2007, as they depended on various Committee, Council and departmental decisions, these objectives were all successfully achieved. We worked successfully with the Finance Department to manage the pension scheme transfer (particularly in relation to employee relations aspects) and ensured that the Human Resources Department adhered to legal obligations and worked in a timely manner. We also presented the organisational pay policy to the Finance and Resources Committee and amended it following their suggestions. We also advised not only the Registration Department on their

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				2007-12-04		a	HRD
AOD	2008 workplan	Final DD: None	Internal RD: None				

reorganisation but also the Education – Approvals and Monitoring Department and the Fitness to Practise Department on their respective reorganisations.

7.   Reappointments Process for Partners

The reappointments process for partners whose agreements expired in 2007 was successfully undertaken, with the utilisation of a representative from the Office for the Commission of Public Appointments to advise on the selection process.   A total of 290 partners were reappointed. This was conducted by the anticipated timescale of July 2007.

8. Recruitment of CPD Assessors and General Training

Work on the recruitment of CPD Assessors was achieved as planned by March 2008. Recruitment from the internal pool of candidates has been completed and external advertising is starting to fill the outstanding vacancies in March 2008. The recruitment process is still ongoing and will be completed according to the various timescales in 2008 outlined earlier. Training dates for the CPD Assessors have also been scheduled.

All training objectives were also met, with training for all new partners conducted throughout 2007, along with refresher training for existing Registration Assessors and Panel members. All training for partners included a session covering equality and diversity.

9. Development of a Partner Handbook and Progression of the Performance Review System

This objective was achieved, with a comprehensive Partner Handbook developed and approved by the Finance and Resources Committee prior to March 2008. The Partner Performance Review system was also progressed, with Visitors and Registration Assessors now being regularly appraised. Work is currently being undertaken on a system for Panel members.

Risk Management

The Human Resources Department manage risks within the HR department and throughout the HPC in relation to overall employee management.

Key areas are recruitment and health and safety for both employees and partners. Within the employee risk management area are issues such as turnover, skills development, managing employee performance matters and ensuring compliance with employment legislation including managing any litigation.

Please see the appendix below for details.

Appendix: Risks Managed by the Human Resources Department (Employees)

Risk		Risk Owner	Significance Feb 2008	Probability Feb 2008
11.1	Loss of key HPC employees (person cover risk)	President, Chief Executive and EMT	Medium	Low
Mitigations Committee Chairmen cover for President loss, President and EMT cover for CE loss until interim appointment made, cross training (partial or full) and process documentation.				
11.2	High turnover of employees	Director of HR	Low	Low
Mitigations Remuneration and HR Strategy, regular performance reviews, exit interviews analysis.				
11.3	Inability to recruit suitable employees	Director of HR	Low	Medium
Mitigations HR Strategy and adequate resourcing of the department, careful specification of recruitment adverts and interview panel selection, hiring of skilled temporary staff in the interim.				
11.4	Lack of technical and managerial skills to deliver the strategy	Chief Executive	Low	Medium
Mitigations HR strategy and goals and objectives, buy in the skills or staff up-skilling, on the job coaching or training, training needs analysis and training delivery, some projects or work initiatives delayed or outsourced.				
11.5	Health and Safety of Employees	HR Director and Facilities Manager	Low	Low

	Mitigations Health and Safety Training, policies and procedures, Health and Safety assessments (Lawrence, Webster Forest). Restricted access to the building site 22/26 Stannary Street, Personal Injury and travel insurance.			
11.6	High sick leave levels	EMT	Low	Medium
	Mitigations Adequate staff (volume and type), return to work interviews and sick leave monitoring, regular progress reviews.			
11.7	Employee and ex-employee litigation	Director of HR	Low	High
	Mitigations Regular one to one sessions between managers and employees and regular performance reviews, HR legislation and disciplinary policies, compromise agreements if necessary			
11.8	Employer/employee inappropriate behaviour	Director of HR	Low	Low
	Mitigations Whistle blowing policy, other HR policies and procedures, employee assistance programme			
11.9	Non compliance with employment legislation	Director of HR	Low	Low
	Mitigations HR Strategy, obtain legislation updates and legal advice, HR policies and manager training			

Appendix: Risks managed by the Human Resources department (Partners)

Risk		Risk Owner	Significance Feb 2007	Probability Feb 2007
6.1	Inability to recruit and/or retain suitable Partners	Partner Manager	Low	Low
Mitigations Sound recruitment strategy, training, HR Strategy – appropriate compensation strategy in place				
6.2	Incorrect interpretation of law resulting in CHRE review	Director FTP and Director of Operations (Visitors)	Low	Low
Mitigations Training, legal assessors advice availability				
6.3	Health and Safety of Partners	Partner Manager	Low	Low
Mitigations Personal injury and travel insurance, liability insurance, road safety policy for vehicle drivers, restricted access to the building site 22/26 Stannery Street				