

Agenda item:	2
Report title:	Human Resources update
Report by:	Andrew Bratt , Assistant Director, Human Resources 0161 923 6215, andrew.bratt@gmc-uk.org
Action:	To Consider

Executive summary

This paper provides the board with an update on HR and Organisational Development issues. Annex A sets out our mid-year HR report and provides a progress report on the next phases of work relating to Empowering and Developing Staff Programme (EDP)

Recommendations:

The Executive Board is asked to:

- a** Note the 2017 Mid-Year Human Resources report.
- b** Note the update on the ongoing Empowering and Developing Staff Programme.
- c** Agree the areas identified as a high priority for 2017.

Mid-Year Report

- 1 The Board receives two reports a year on our main employment monitoring data and trends. An annual report goes to Council. The mid-year update is at Annex A.
- 2 The mid-year report aims to provide an early indication of the data and associated trends we expect to report on at the end of 2017. The report covers a period that includes Manchester recruitment activity related to the 2016 relocation programme so the first six months of 2017 are, in some ways, atypical. We have also seen a significant shift in our ongoing recruitment activity from London to Manchester.
- 3 The main points of note are as follows:
 - a In recent years we have seen a high percentage of BME job applicants, but lower representation from these groups at the offer stage. In 2016, 29% of our applicants were BME with 13.9% of our offers made to BME candidates. In 2017, to June, the comparable figures are 25% and 16.4%. It is too early to draw conclusions from this or link it to the work we have done as an employer, but if sustained it would be a positive trend given the reduction in our recruitment in London, our most diverse labour market.
 - b The first six months of 2017 also saw a change in the gender balance at each stage of our recruitment process. Until the start of this year women performed proportionately better as the process went on, in 2017 we have seen a change to this pattern with male applicants doing slightly better as we move from application to offer stage.
 - c Our other recruitment patterns remain stable although there are trends within the high level data we need to continue to monitor closely (for example on religious belief).
 - d Our overall organisational profile remains broadly as it was in 2016. Turnover remains stable and within the bands we would expect and, at an organisational level, presents no concerns. In light of this no specific actions outside our ongoing work programme are being proposed at this stage.
 - e Absence levels have seen a slight increase in the moving average, while the UK average has fallen. Our absence data has seen a significant increase in employees stating depression as the reason for absence, and like many employers we continue to see mental health issues as the most common cause of absence.
 - f On equal pay we are currently finalising our gender reporting requirements to ensure compliance with the new statutory obligations, but we have included an overview in the mid year data including gender data by grade and for the GMC as a whole.

2017 Work Programme

- 4 The work programme for HR has seen three areas where there are significant levels of activity that were not included in our original plans for 2017. At present we aim to deliver both the original planned work and the work that has emerged during the year, however this is ambitious and so we seek the Board's agreement (or modification) to the priorities laid out below. If necessary we will defer work not categorised as high priority.
- 5 The proposed changes to the pension scheme require an extensive consultation process and new employment contracts for half our staff. Systems implementation and a further programme of employee engagement will be required in the first quarter of 2018, but the majority of the work impacting on HR will need to be delivered in 2017. *This work is regarded as high priority.*
- 6 Recruitment requirements for the new Policy Directorate are currently being finalised. As our process is well developed this is an area where we can use back-fill and we will be able to progress subject to securing and deploying additional HR support. *This work is regarded as high priority.*
- 7 The most significant area of increased activity relates to the Empowering and Developing our People Programme (EDP).
- 8 Our EDP covers four strands of activity overseen by a Programme Board. These are:
 - a Insight and Engagement:
 - i This includes our IIP accreditation work which we reported to SMT recently, our planning for our new annual staff survey cycle and our ongoing 'project read-out' sessions.
 - b Performance Reward and Feedback:
 - i The Board has agreed a new pay and performance framework and our work on reconfiguring our systems is underway. A wider communication and engagement exercise with staff will start in September. *This work is regarded as high priority.*
 - ii The roll out of GMC wide 360 is now at the second cohort stage. Our capacity to support the process through in-house coaching has also been increased. Integral to this work is a redesigned competence structure.
 - c Talent, Resourcing and Development:

Human Resources Report – January to June 2017

Equality and Diversity

- 1 Our aim as an employer, set out in our E&D Strategy is to achieve a diverse workforce at all levels. Our strategy sets out three commitments as a fair employer:
 - We will treat everyone who works for us fairly and with dignity and respect. We will ensure that our employment arrangements support our aspirations.
 - We will work towards being a more diverse workforce at all levels of our organisation. We will consider what this means for developing our staff and their progression, and for how we promote ourselves as an employer in the locations in which we operate.
 - We will continue to collect equality and diversity data on our recruitment processes and on our workforce to inform our work and ensure transparency.
- 2 Our recruitment and promotion practices are central to achieving a more diverse and balanced workforce. This annex sets out detailed information on our January to June 2016 recruitment and promotion patterns. Overall the GMC has seen very little change to its overall workforce profile, but there are some important trends. Female applicants increase their representation as our recruitment process proceeds. While the gender balance on 30 June 2016 for this group does not reflect our total workforce (which is 63% female) the percentage of women in senior roles has increased from 36% on 31 December 2014 to 48% on 30 June 2016.

Monitoring and Transparency

- 3 Our data monitoring and analysis has expanded significantly in recent years and covers all diversity strands. All recruitment campaigns are monitored at each stage.
- 4 Our staff survey also provides data by each diversity strand and our surveys include a range of diversity related questions. Diversity issues are a standing item at our staff forum meetings.

5 Recruitment

5.1 Diversity Strand

Diversity	Applications		1st Interview		2nd Interview		Offer	
BME	633	25.20%	138	18.93%	21	17.50%	32	16.41%
Non BME	1767	70.34%	559	76.68%	94	78.33%	156	80.00%
Female	1329	52.91%	395	54.18%	63	52.50%	97	49.74%
Male	1131	45.02%	320	43.90%	54	45.00%	95	48.72%
Disabled	194	7.72%	59	8.09%	12	10.00%	15	7.69%
Caring Responsibility	260	12.38%	66	12.99%	8	22.86%	10	9.80%

5.2 Internal Recruitment

	2016	2017 (Jan-Jun)
Temporary Transfers*	78	40
Promotions	89	41
Transfers	40	22

The numbers reported above for Temporary Transfers and Promotions are based on when the staff member started the post (not when they were appointed).

* Temporary Transfers includes temporary transfers at the same grade, and temporary promotions.

From January – June 2017 there were:

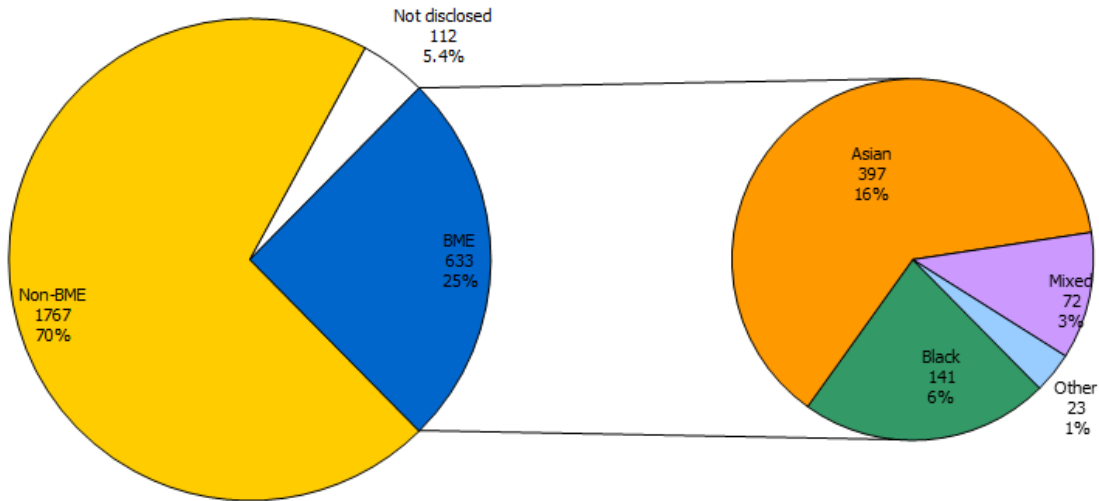
- 44 internal promotions (3 BME, 25 female)
- 36 temporary promotions (4 BME, 26 female)
- 24 employees transferred to alternative roles (at the same level through a recruitment process) (4 BME, 14 female)

5.3 Recruitment key stats

	2016	2017 (Jan-Jun)
Number of campaigns	292	125
Number of applications	5267	2512
Average time to Offer	38.11 days	40.49 days
Average time to Start	78.60 days	52.10 days
Number of new joiners	176 (170.61 FTE)	98

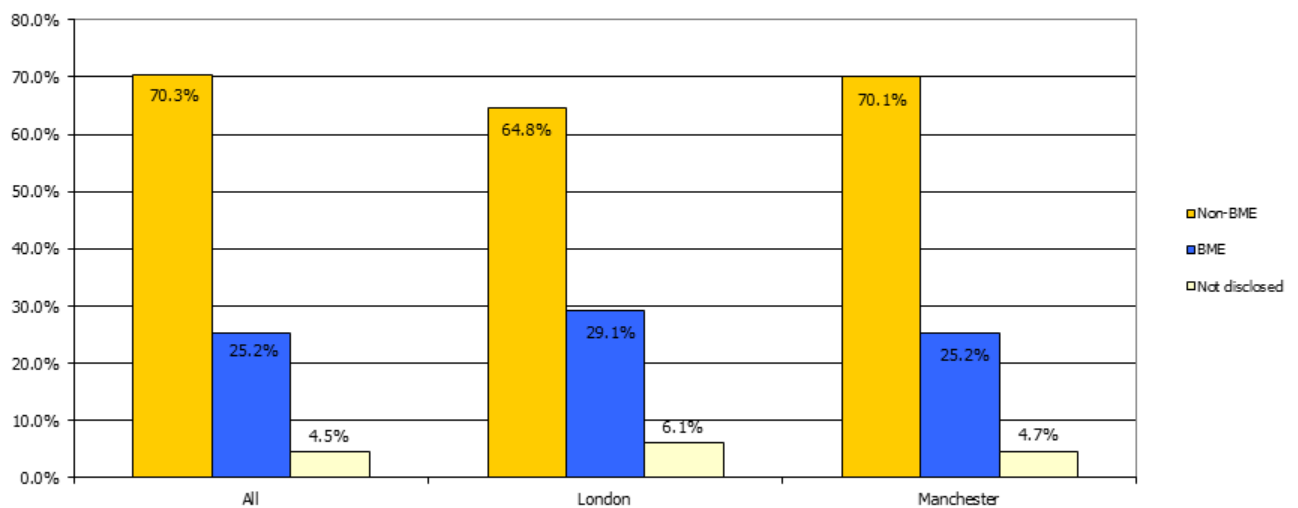
5.4 Applications by ethnicity

Overall ethnicity - Applications



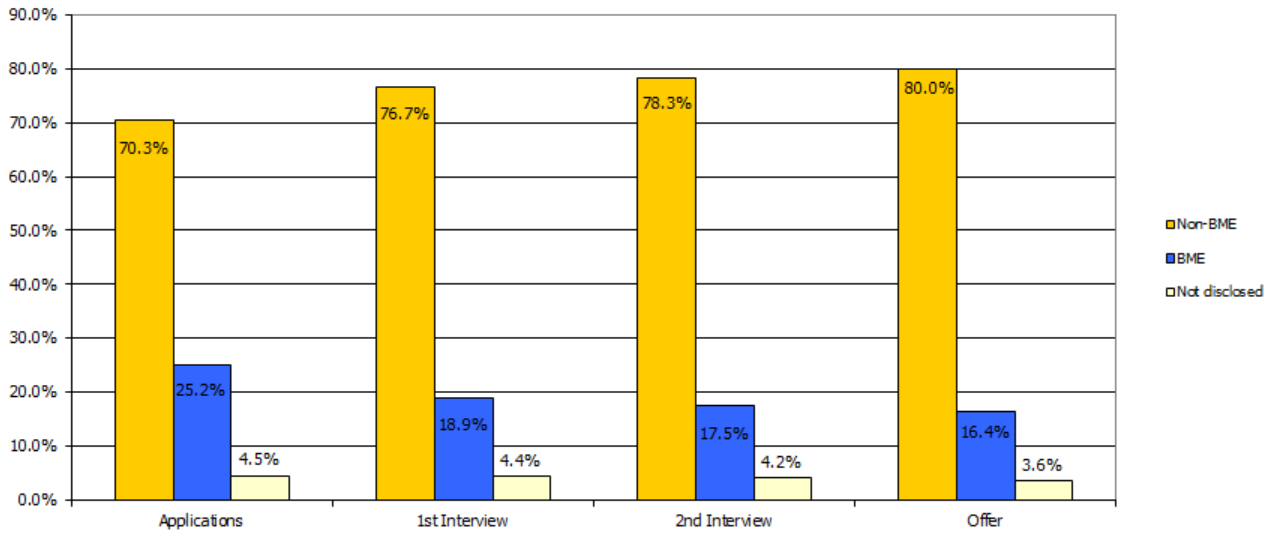
- The level of applications from BME candidates has reduced a little, in comparison to last year. In 2016, 29.0% of applications were from BME candidates; in the first half of 2017 this level was 25%.
- Application levels from BME applicants continues to be higher than for the BME GMC workforce population (approximately 11.9% of the workforce)

Applications by Location



Applications by Recruitment Stage

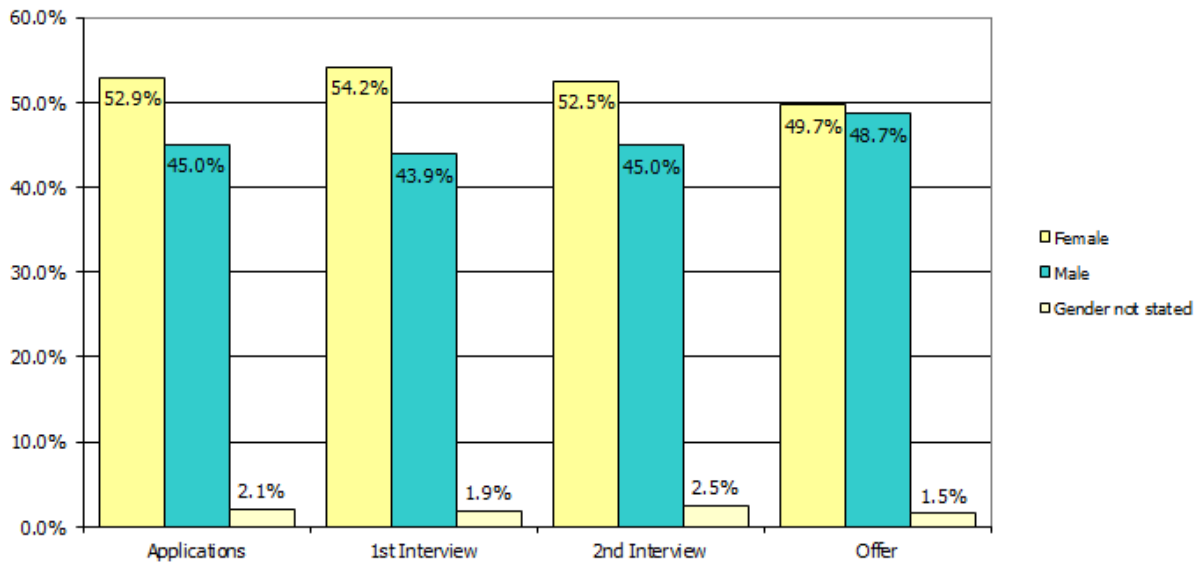
(NB Second Interviews are not held for every position)



- During January-June 2017, the level of offers to BME candidates has increased to 16.4% (13.9% during 2016).

5.5 Applications by gender

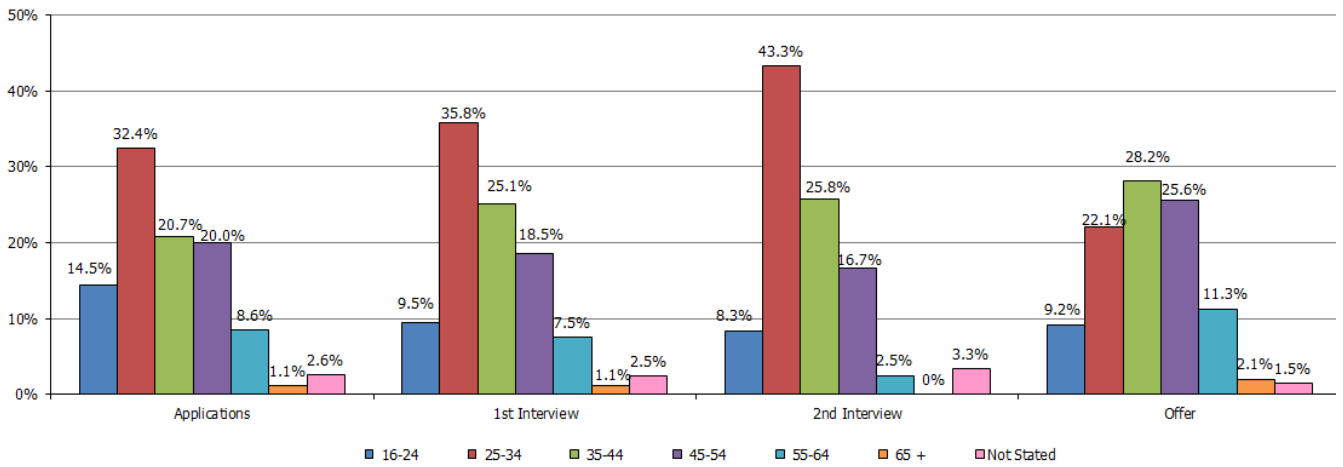
Recruitment Stage - Candidates by Gender



- During 2016, posts were offered more often to female candidates (57.8% of the offers were made to female, 40.6% to male.)
- During the first half of 2017, this has been more even, with 49.7% of offers being made to female candidates, 48.7% to males.

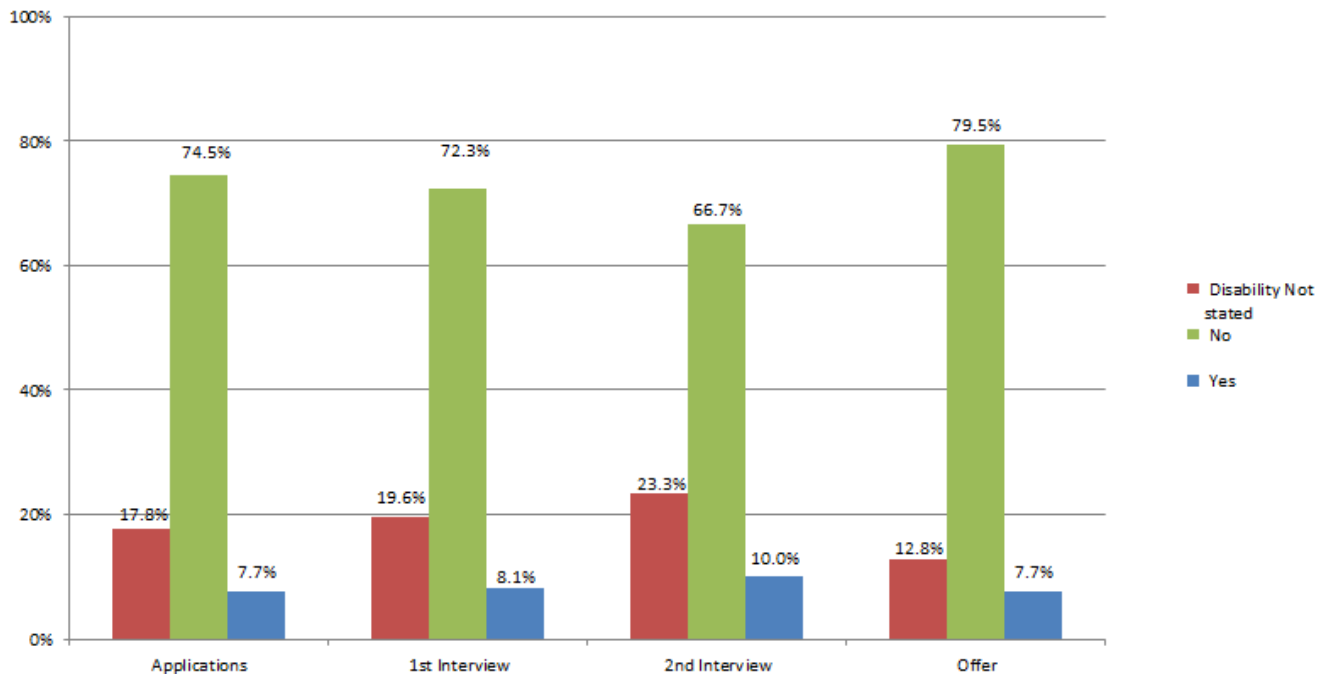
5.6 Applications by age

Recruitment Age Range by Stage



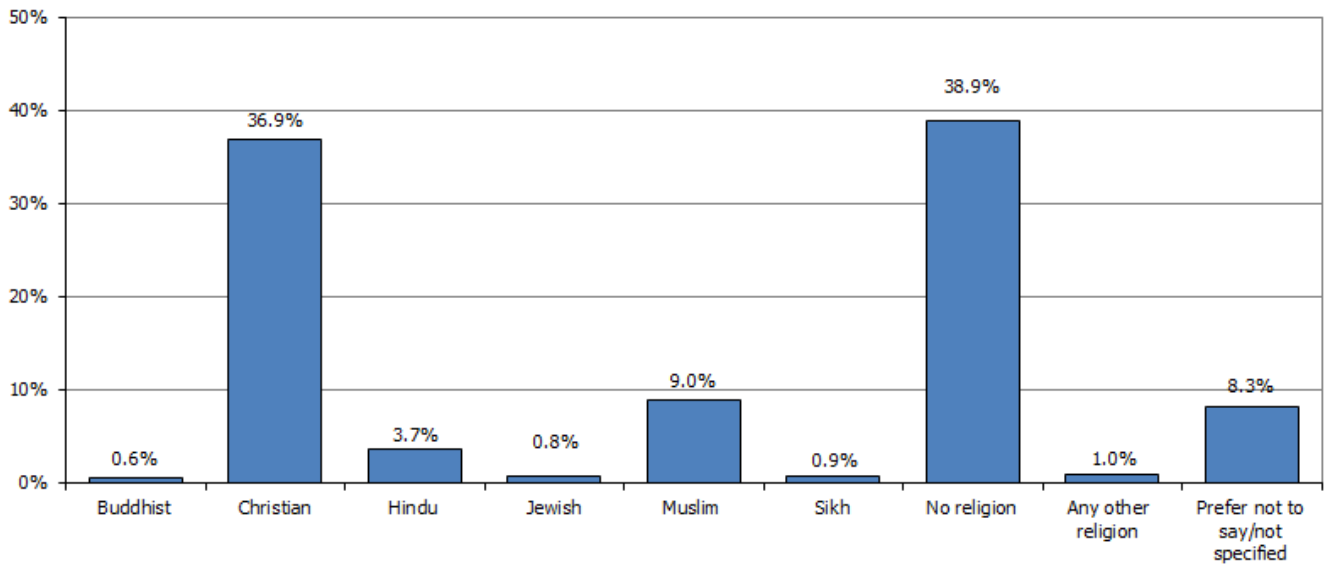
5.7 Applications by disability

Recruitment - Disability by Stage

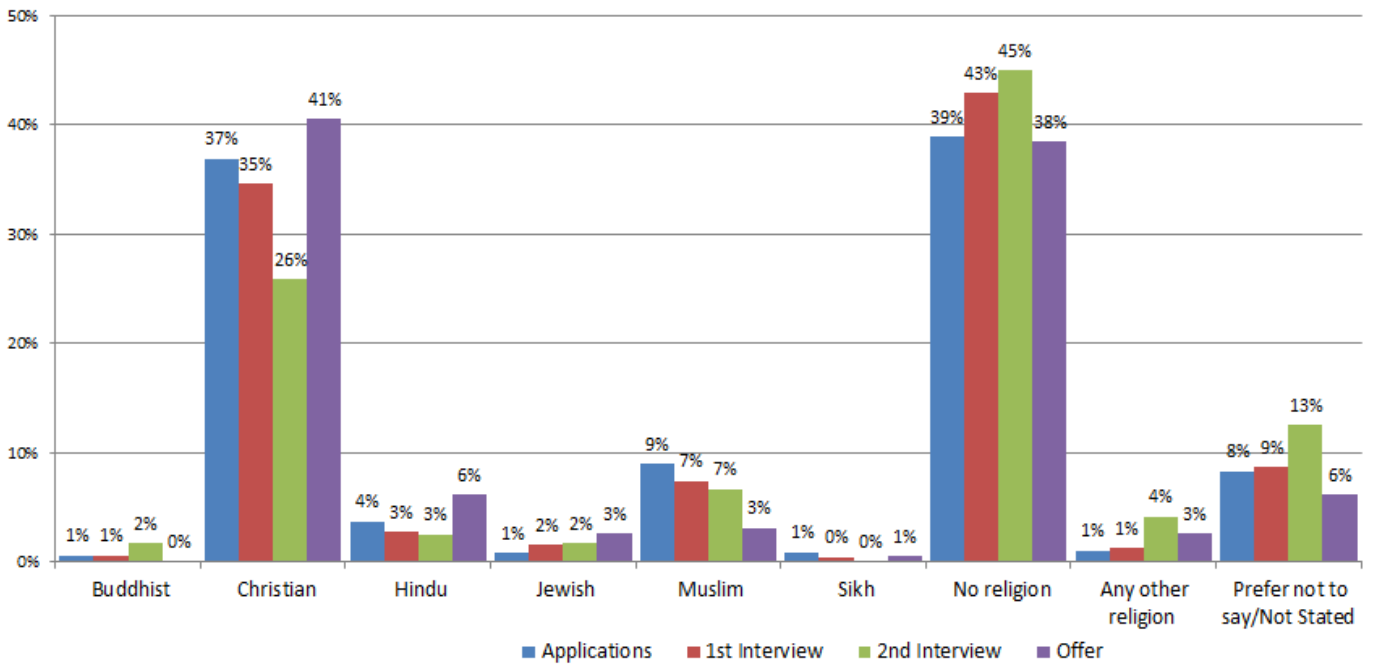


5.8 Applications by religious belief

Applications by Religious Belief

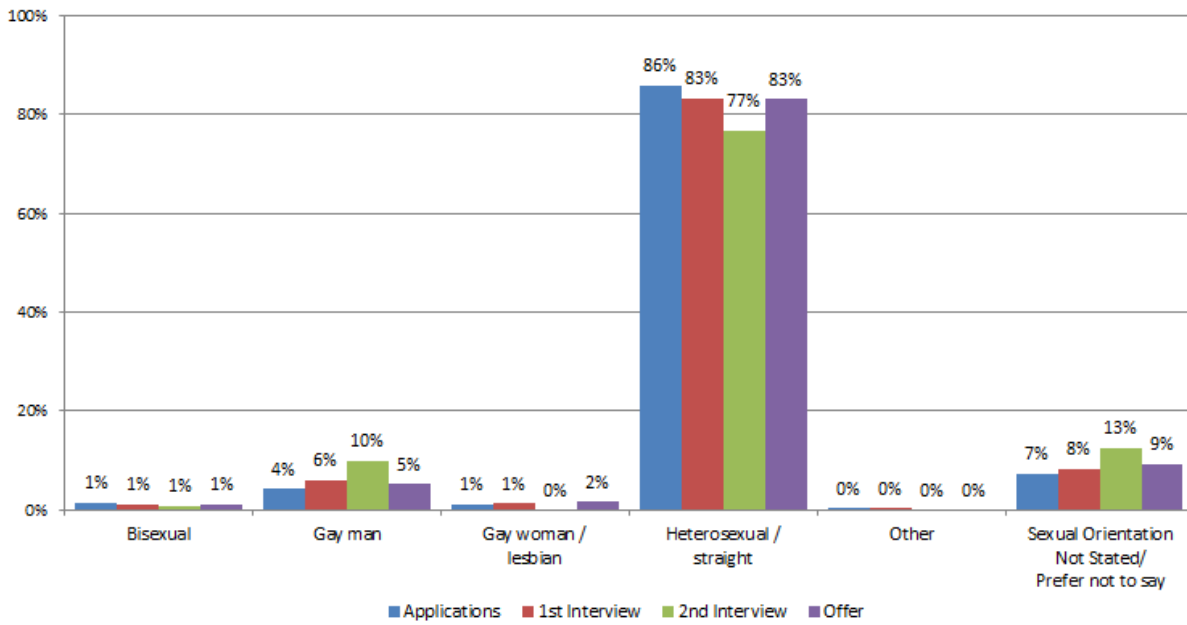


Candidates by Religious Belief



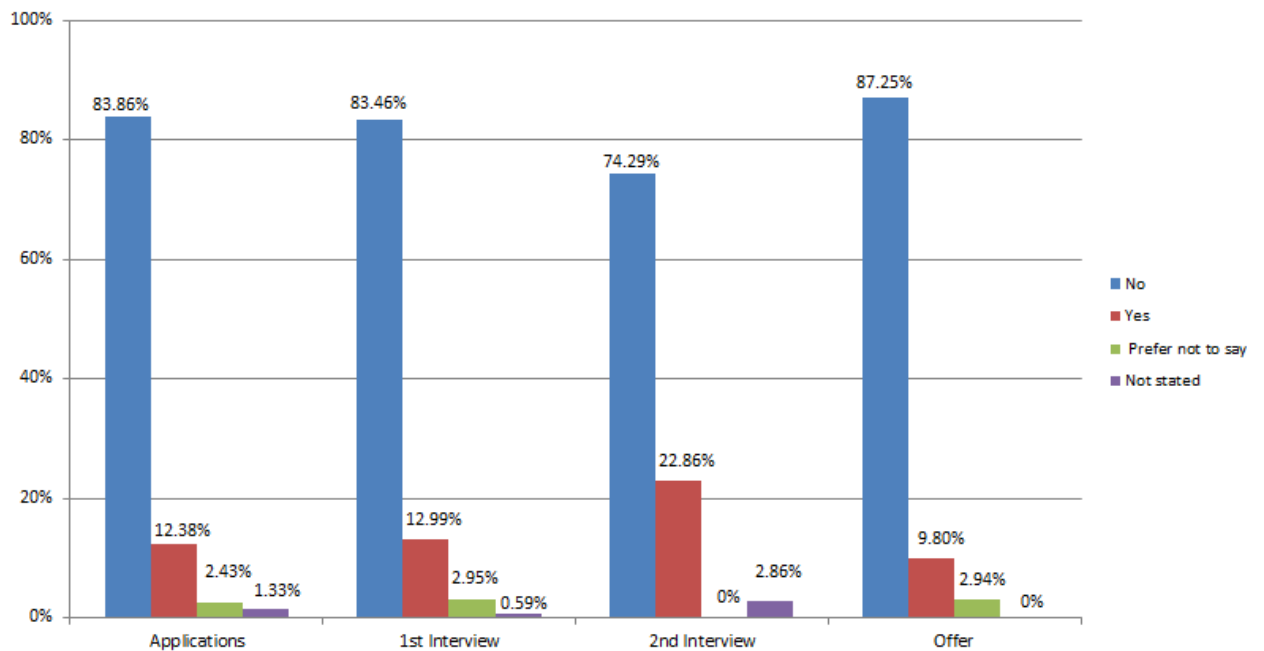
5.9 Applications by sexual orientation

Recruitment - Sexual Orientation by Stage



5.10 Applications by caring responsibility

Recruitment - Caring by stage

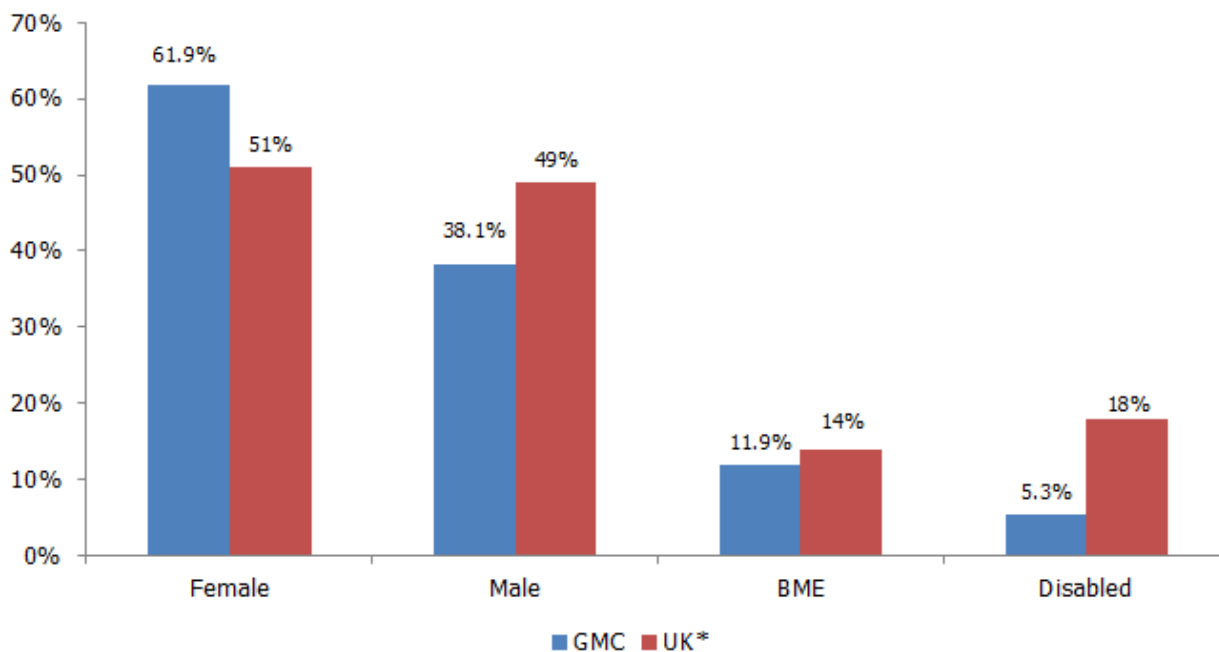


6 Workforce Profile

6.1 Ethnicity compared to local populations

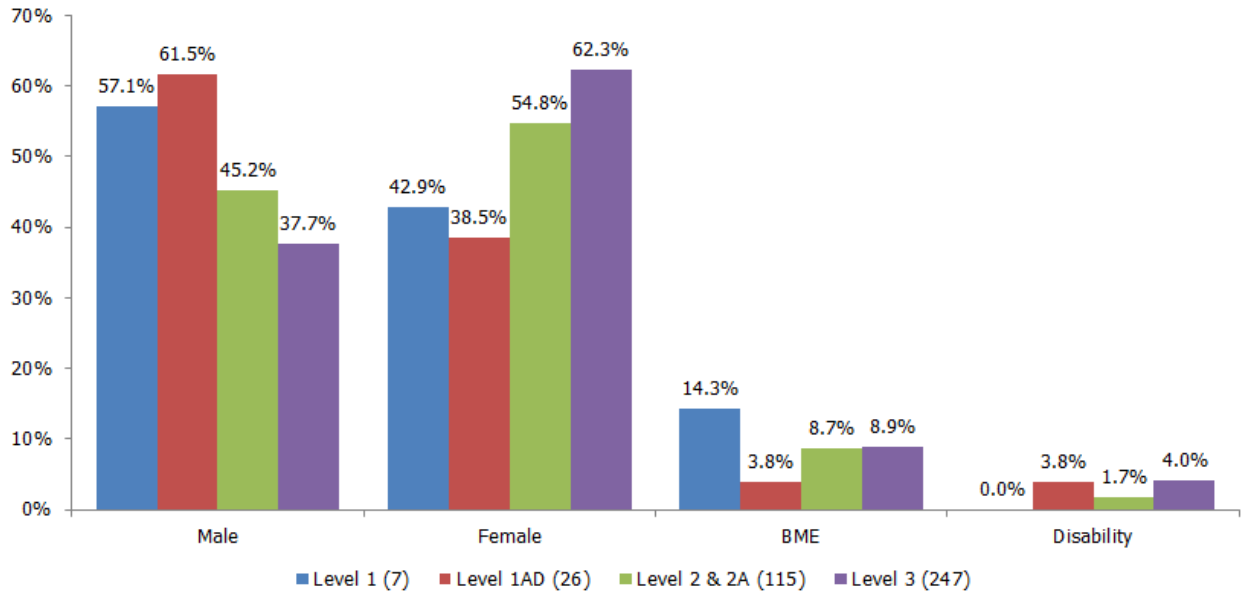
	GMC London	London Population*	GMC Manchester	Manchester Population*	North West Population*	All GMC
Asian	8.00%	18.49%	6.12%	17.09%	6.20%	6.29%
Black	6.40%	13.32%	1.83%	8.64%	1.39%	2.30%
Mixed	6.40%	4.96%	2.36%	4.60%	1.57%	2.84%
Not responded/Other	1.60%	3.44%	1.83%	3.06%	0.63%	1.77%
White	77.60%	59.79%	87.86%	66.61%	90.21%	86.79%
Sources:						
* 2011 Census (ONS)						

GMC compared to the UK population

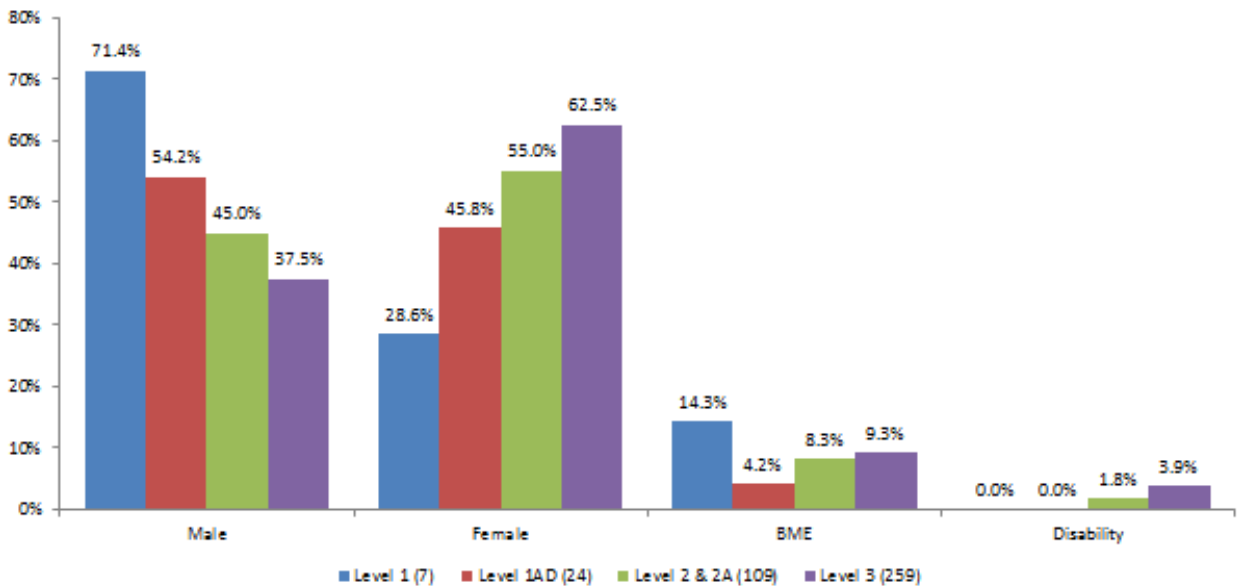


6.2 Diversity within management roles at the GMC

Diversity in management roles at 31 December 2016

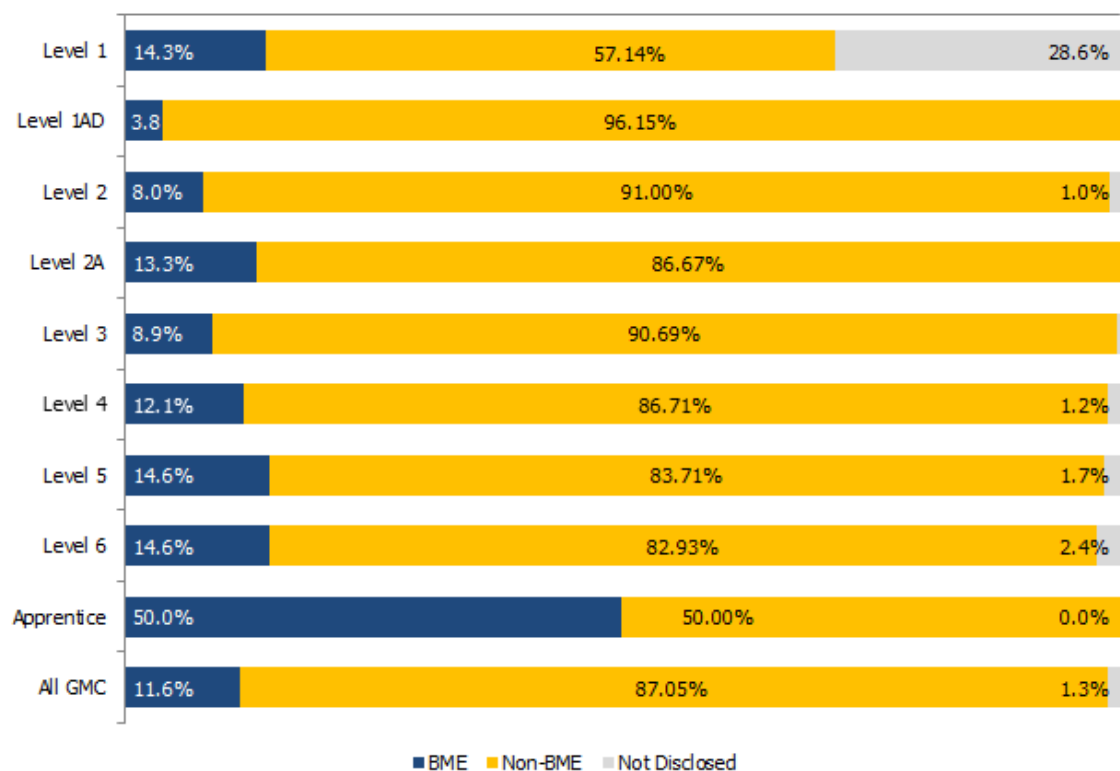


Diversity in management roles at 30 June 2017

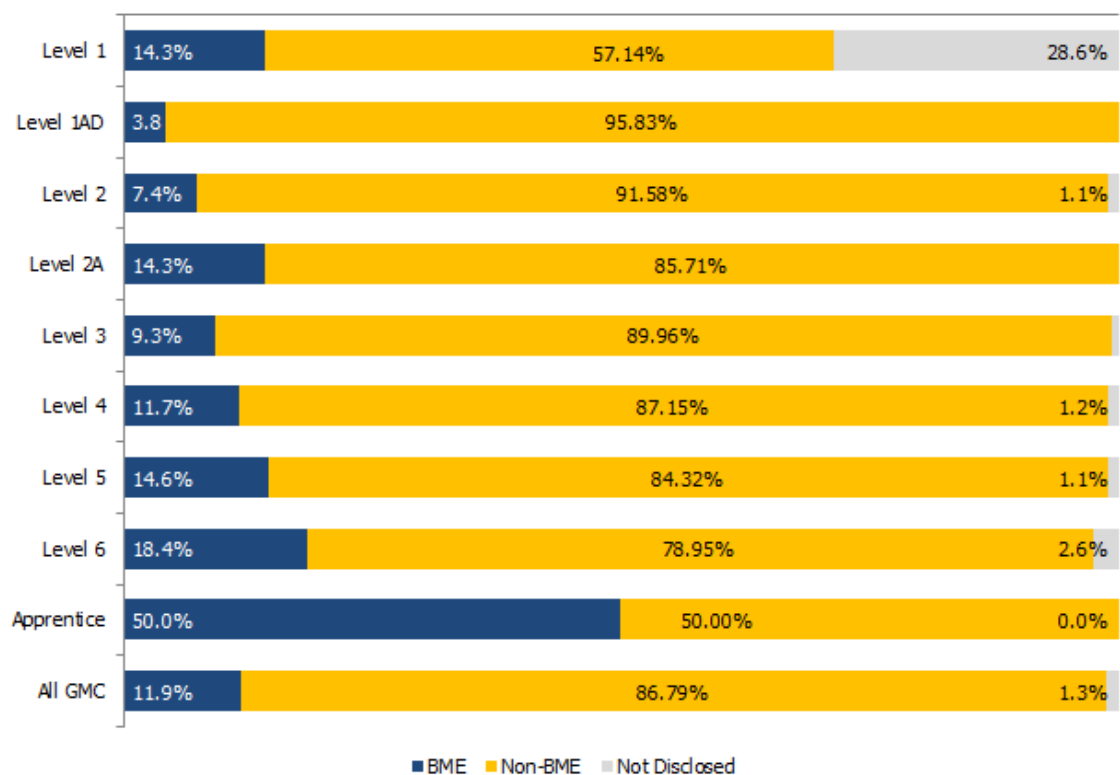


6.3 Ethnicity

GMC workforce profile - Ethnicity by Level - 31 December 2016

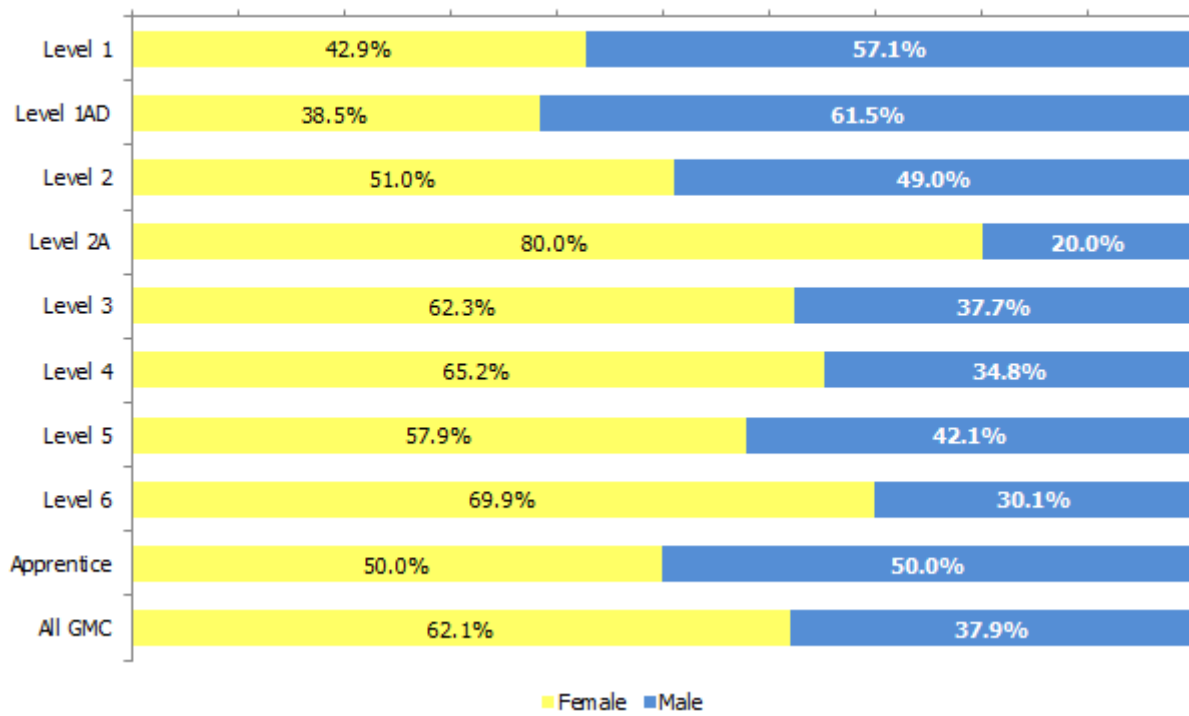


GMC workforce profile - Ethnicity by Level - 30 June 2017

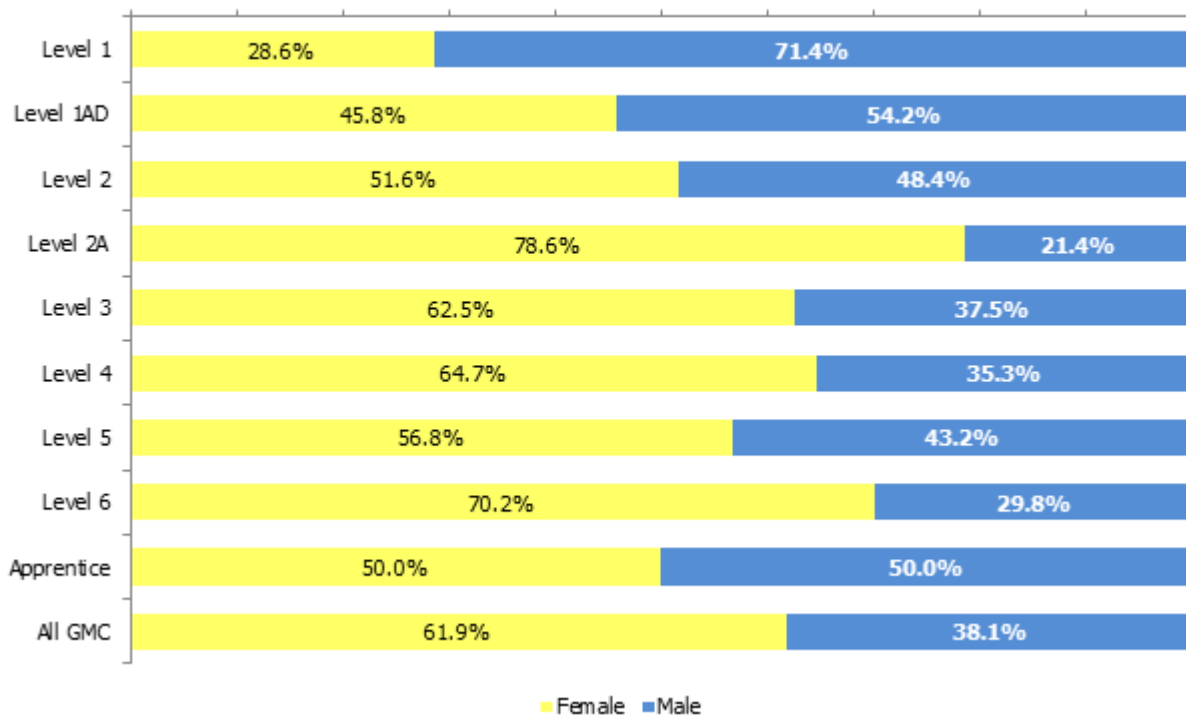


6.4 Gender

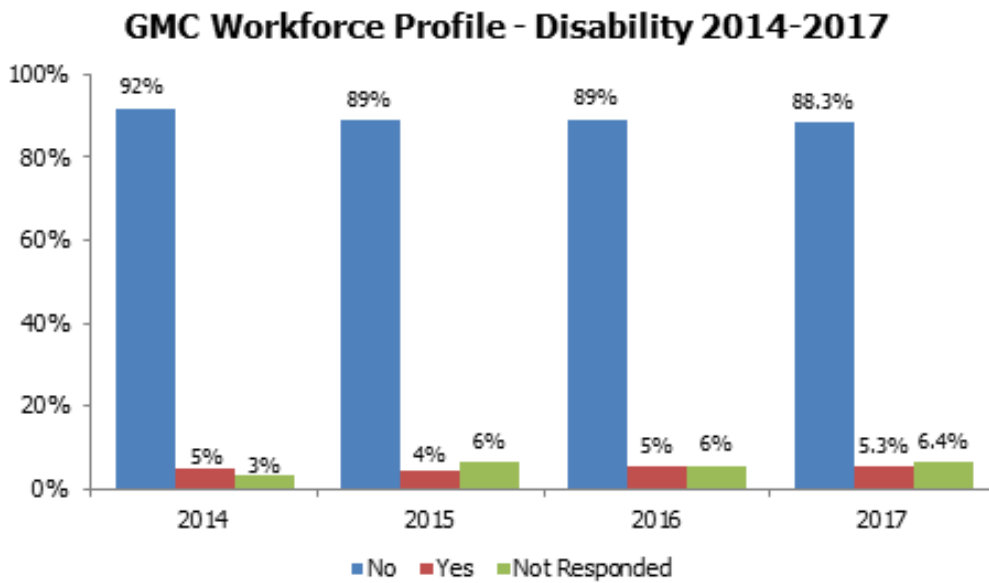
Gender by Level - 31 December 2016



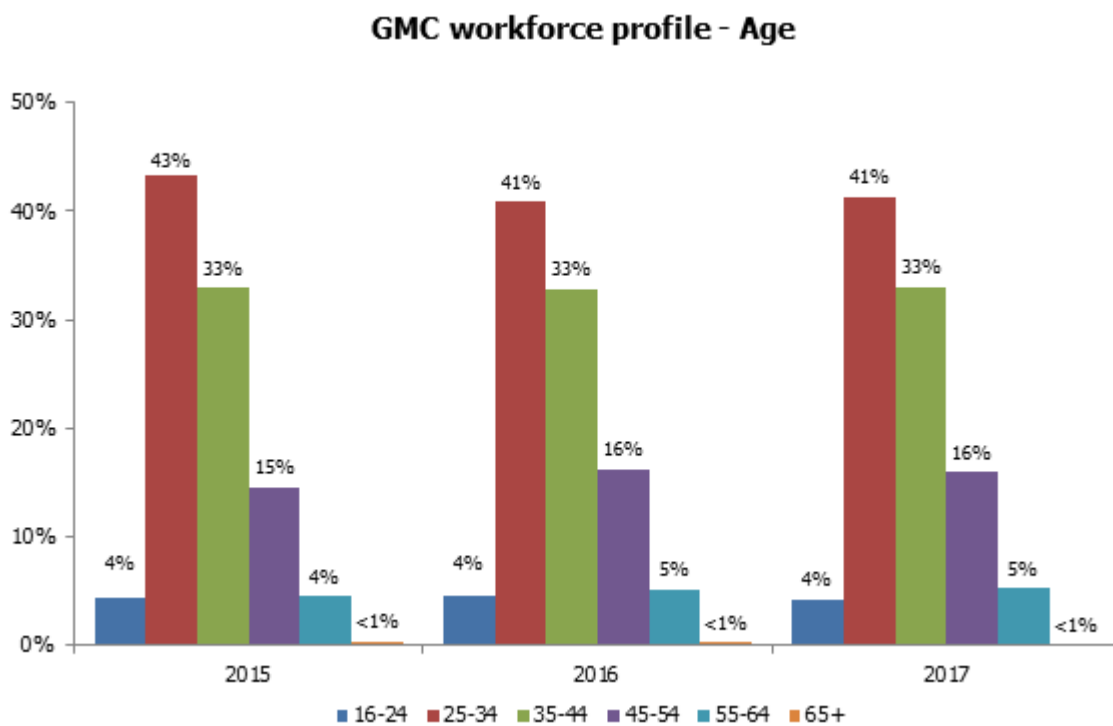
Gender by Level - 30 June 2017



6.5 Disability



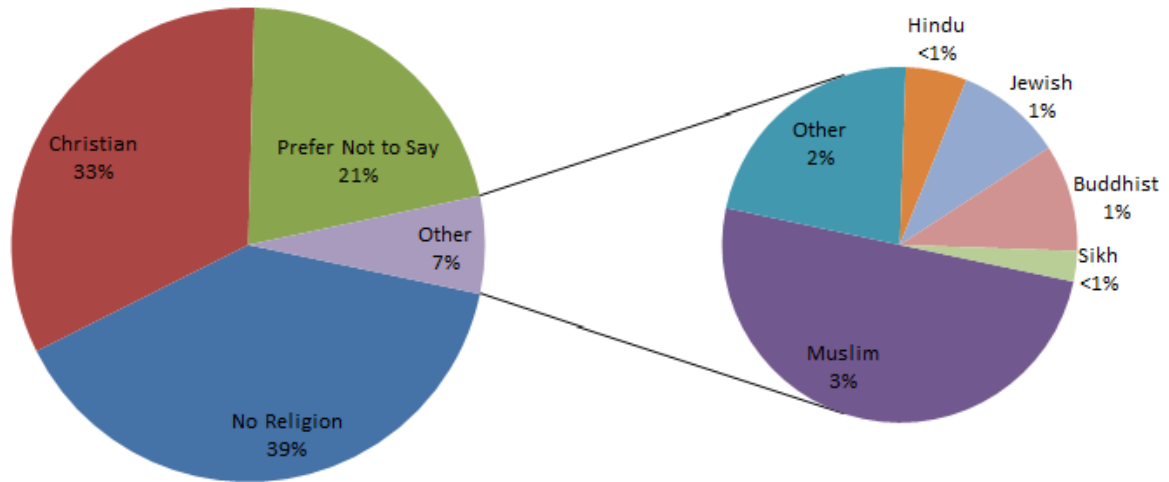
6.6 Age



6.7 Religious Belief

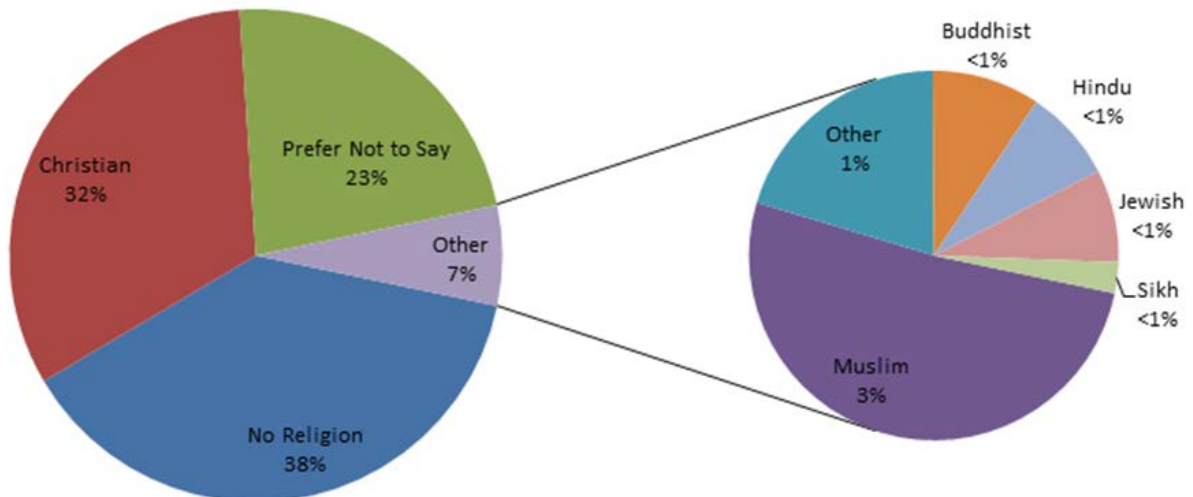
At December 2016

GMC Workforce Profile - Religious Belief



At June 2017

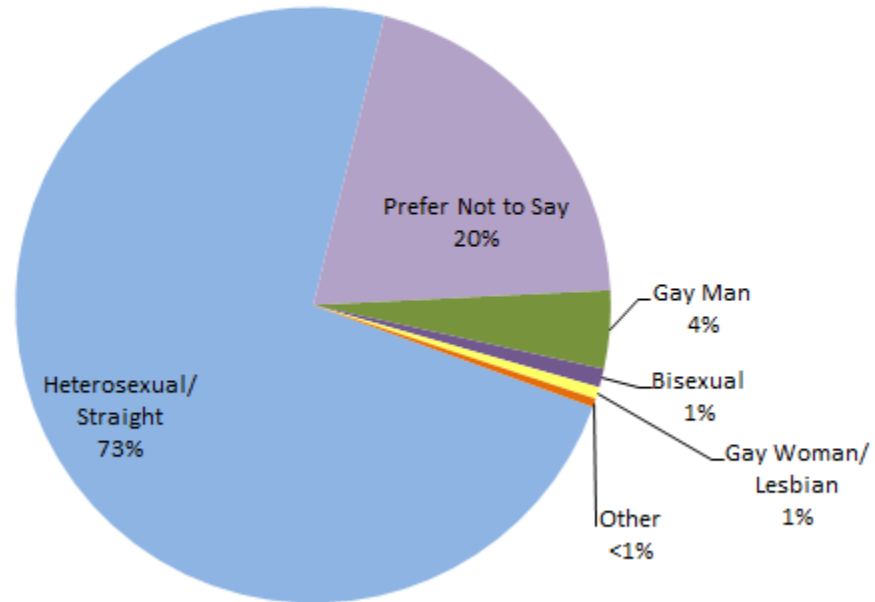
Religious Belief - 30 June 2017



6.8 Sexual Orientation

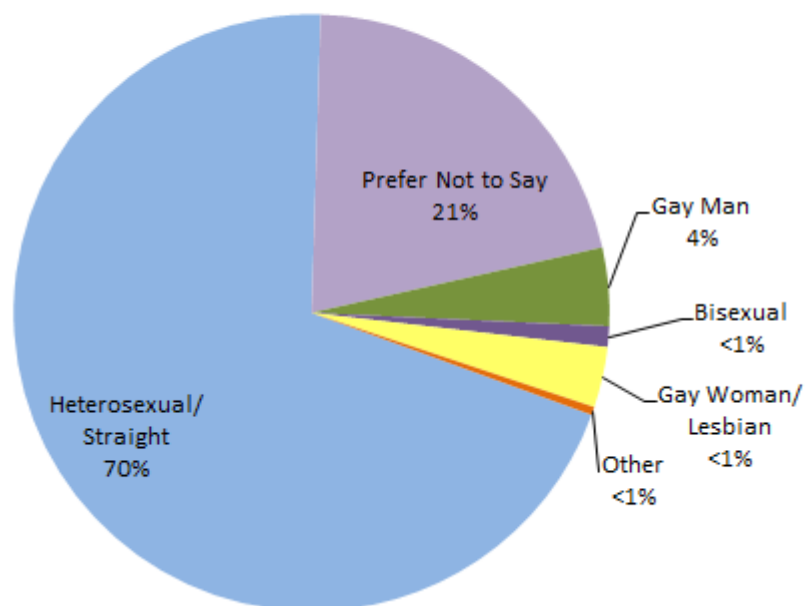
At December 2016

GMC Workforce Profile - Sexual Orientation



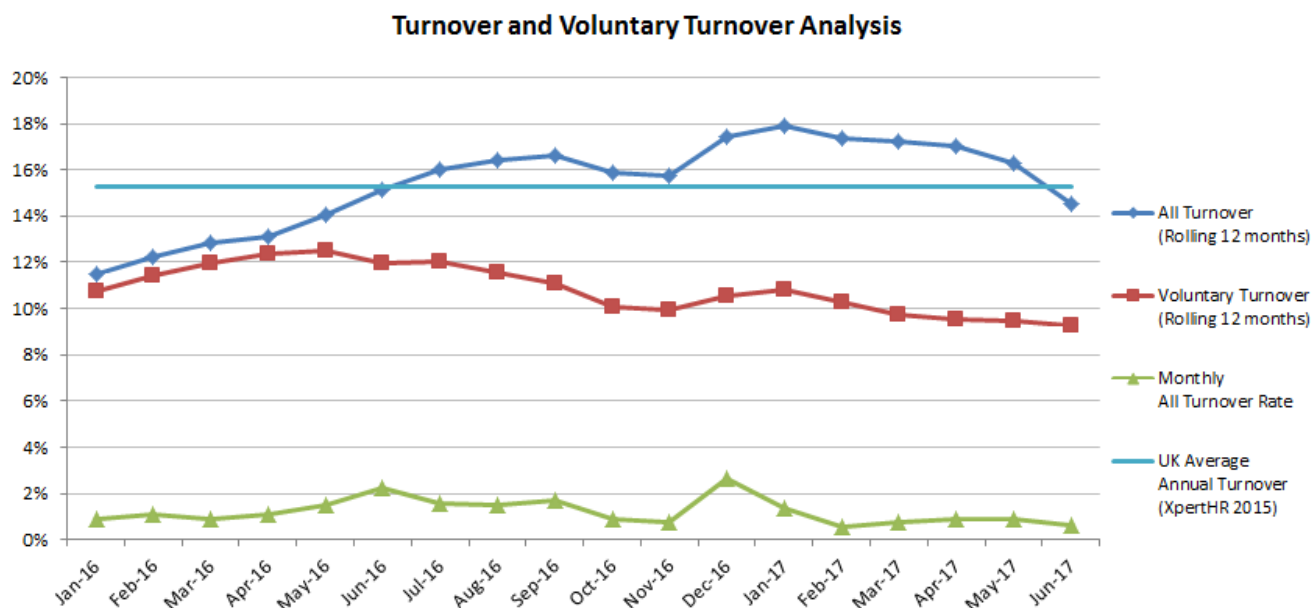
At June 2017

Sexual Orientation - 30 June 2017



7 Turnover and Length of Service

7.1 Annual and monthly turnover for all GMC



7.2 Turnover by directorate

	2015	2016	2017 (Jan-Jun)	2017*
All GMC	12.01%	17.45%	5.17%	10.3%
Education and Standards	14.71%	28.14%	7.08%	14.2%
Fitness to Practise	9.32%	15.84%	5.44%	10.9%
MPTS	10.70%	8.29%	4.38%	8.8%
OCCE	15.97%	55.94%	6.23%	12.5%
Registration and Revalidation	11.59%	7.58%	5.76%	11.5%
Resources and Quality Assurance	16.42%	17.70%	1.15%	2.3%
Strategy and Communication	14.75%	29.87%	8.53%	17.1%

* 2017 figures are predictions based on the turnover recorded during January-June 2017.

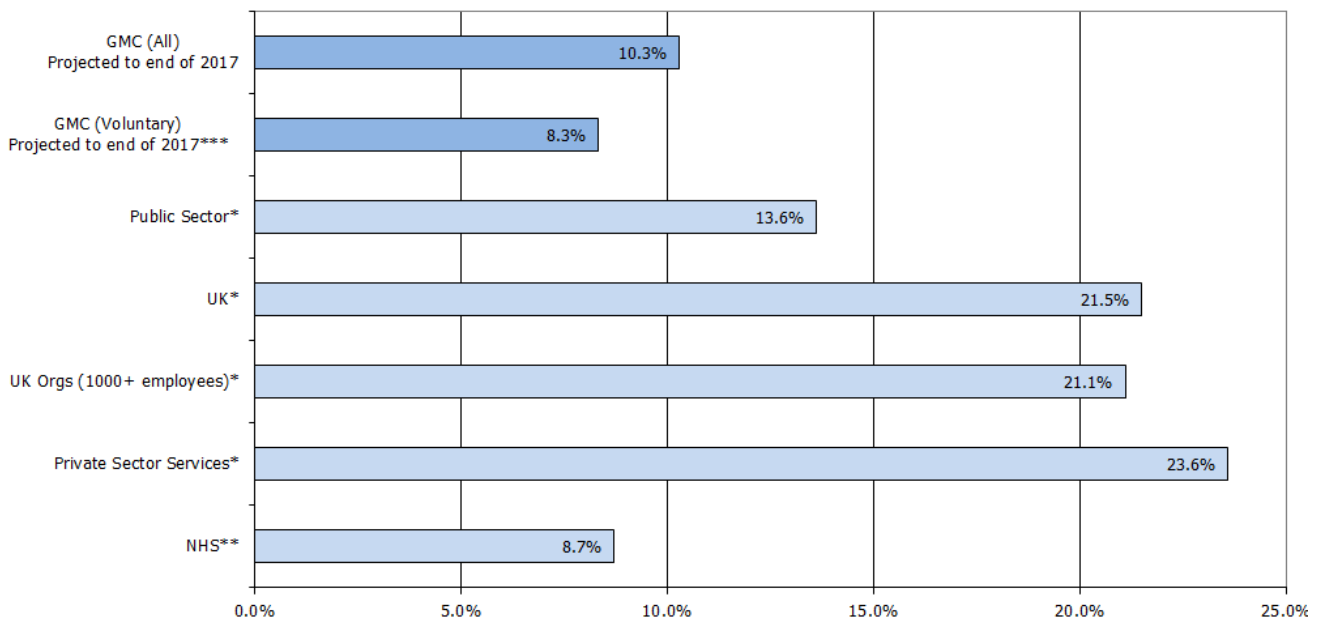
7.3 Turnover by Level

	2015	2016	2017 (Jan-Jun)	2017*
All GMC	12.01%	17.45%	5.17%	10.3%
Level 1	0.00%	40.0%	0.0%	0.0%
Level 1AD	0.00%	10.3%	12.0%	24.1%
Level 2	6.89%	17.0%	5.1%	10.1%
Level 2A	11.12%	16.5%	19.4%	38.8%
Level 3	9.42%	18.6%	4.0%	8.1%
Level 4	12.13%	16.3%	4.7%	9.5%
Level 5	17.77%	20.0%	4.4%	8.7%
Level 6	17.49%	16.1%	7.6%	15.3%
Apprentice	16.67%	0.0%	0.0%	0.0%

* 2017 figures are predictions based on the turnover recorded during January-June 2017.

7.4 Turnover comparison

GMC Employee Turnover Comparison 2017

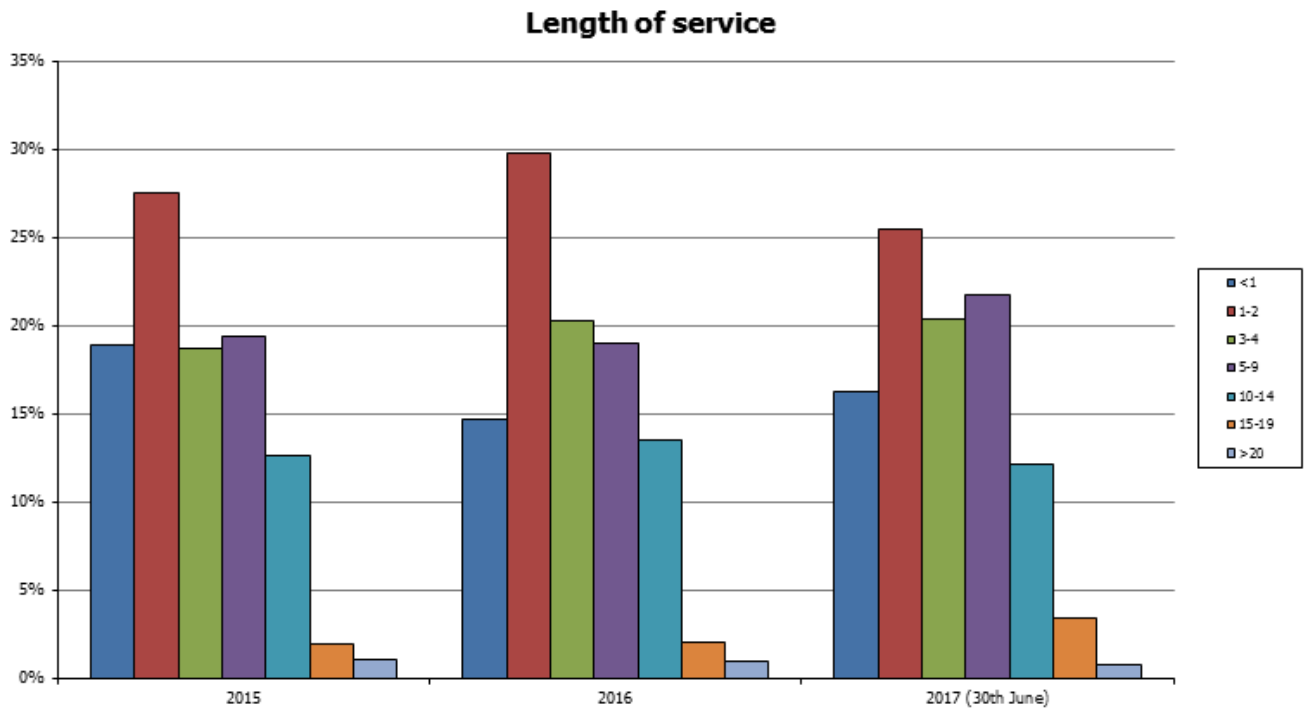


* XperTHR Labour turnover rates 2016 survey

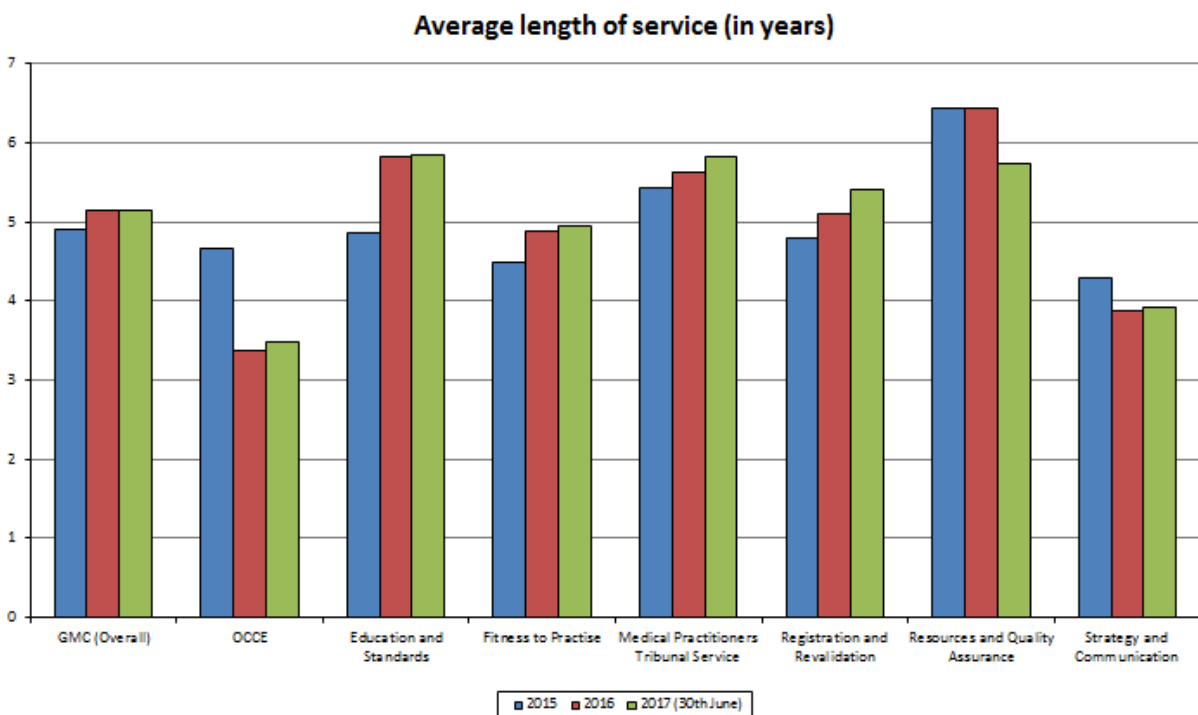
** NHS Workforce Data Nov-2015

*** Voluntary turnover includes Resignation, Voluntary Redundancy, and Normal Retirement

7.5 Average length of service

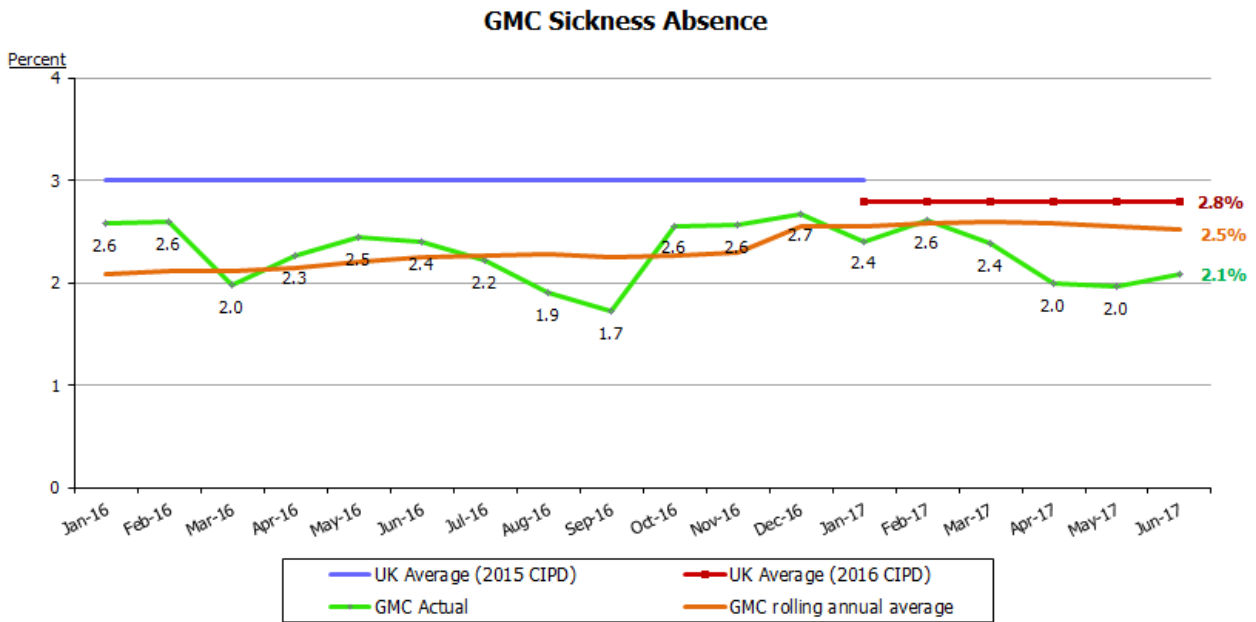


7.6 Average length of service by directorate

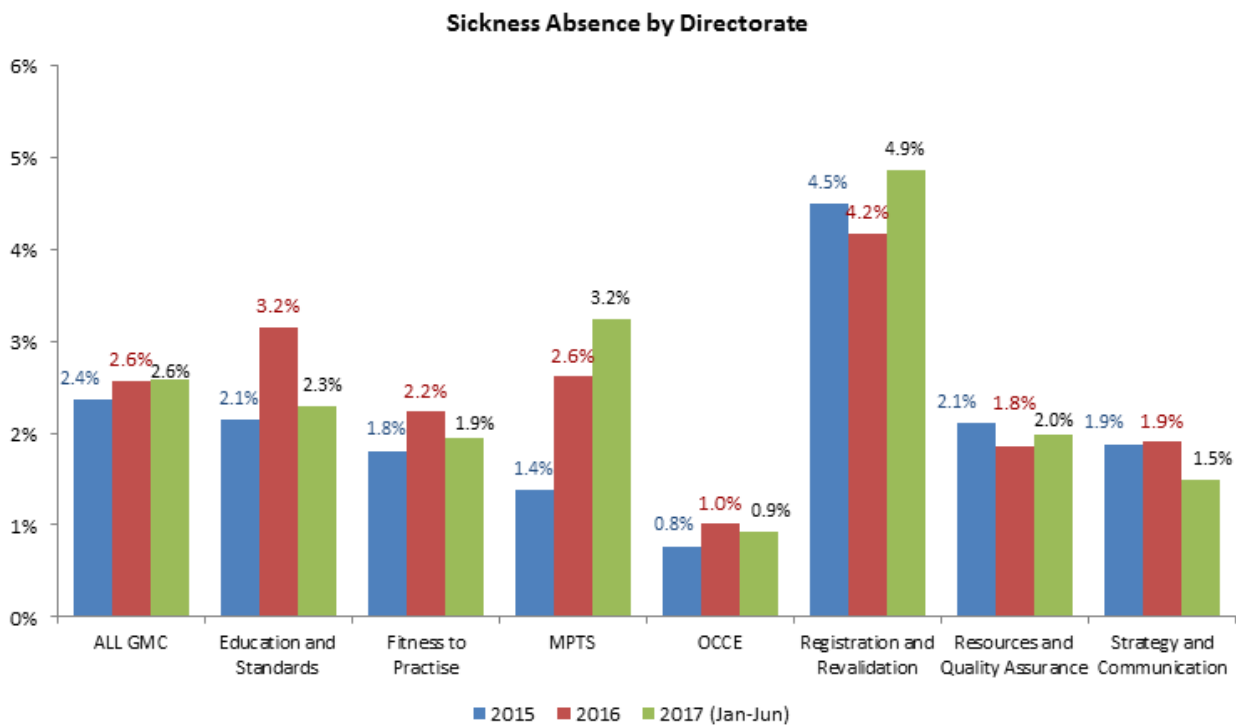


8 Employee Absence

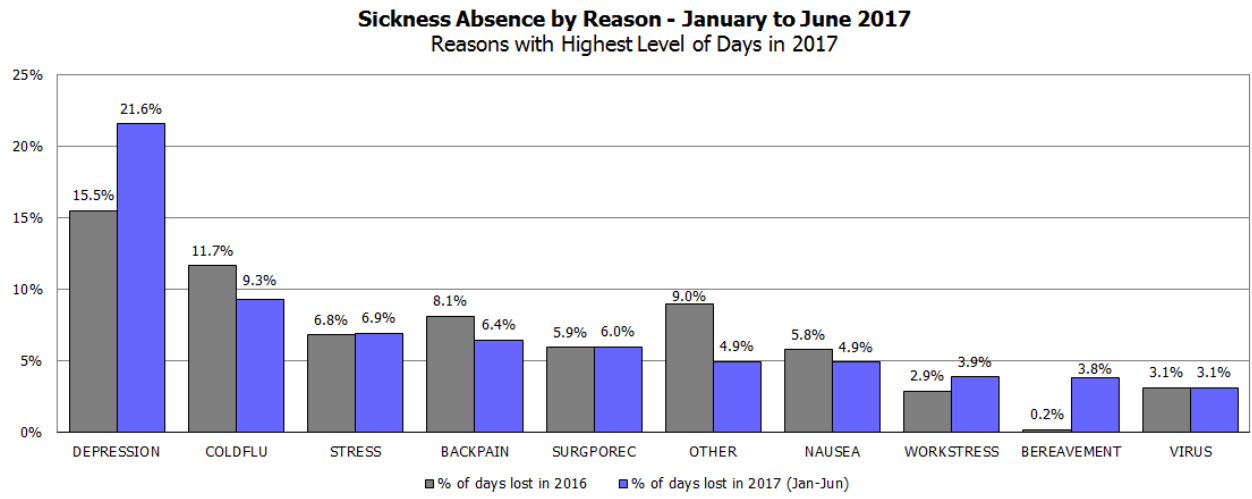
8.1 Annual and monthly absence figures for all GMC



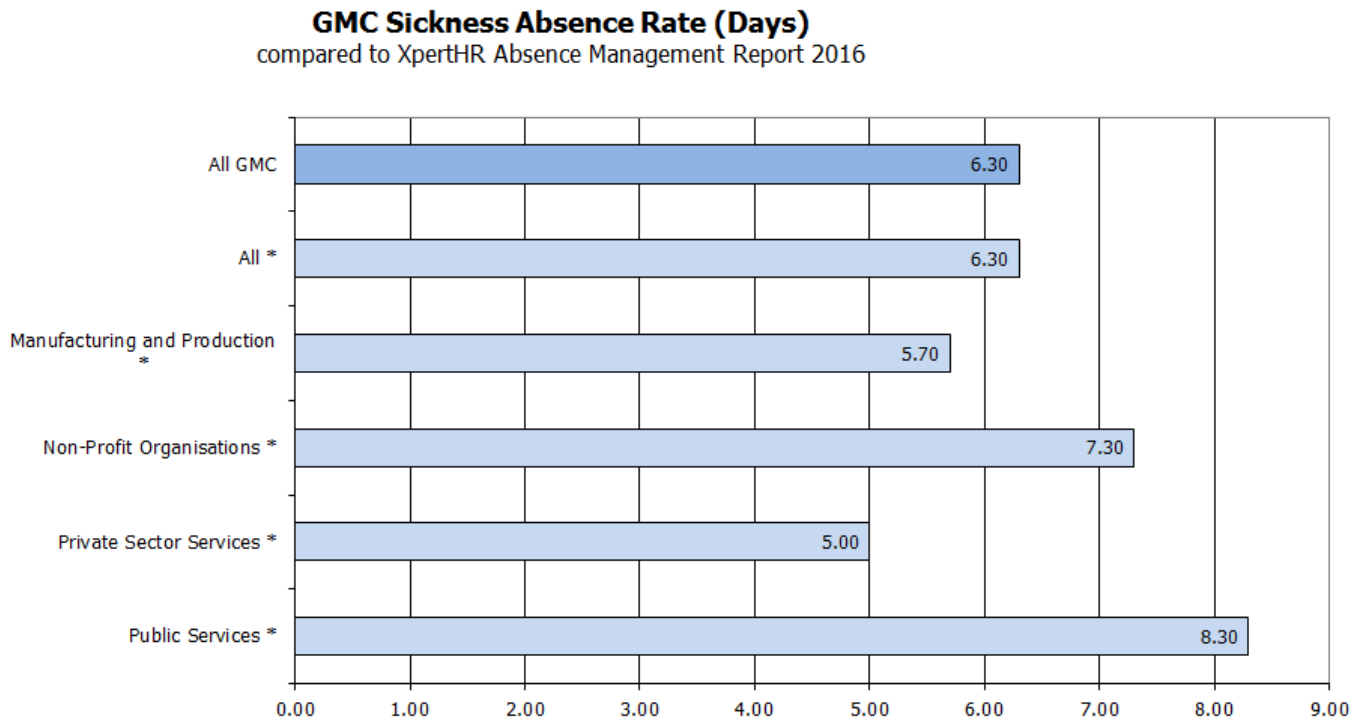
8.2 Sickness by Directorate



8.3 Sickness by Reason



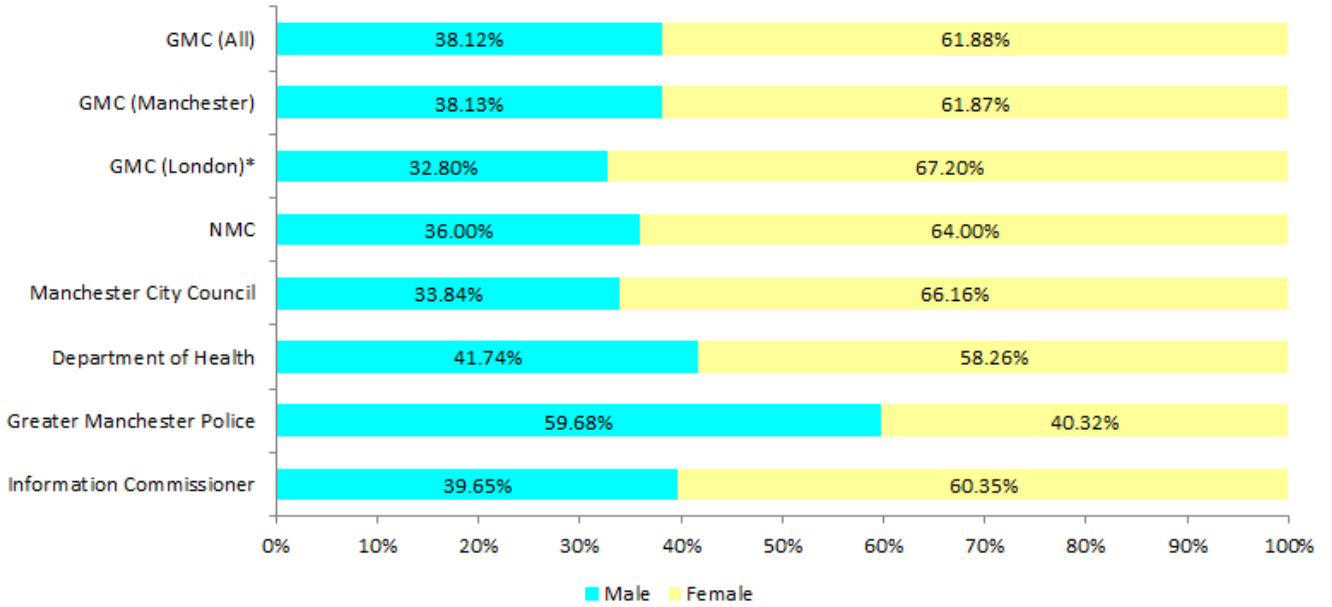
8.4 Sickness Absence comparison with other sectors



9 GMC Comparison Charts

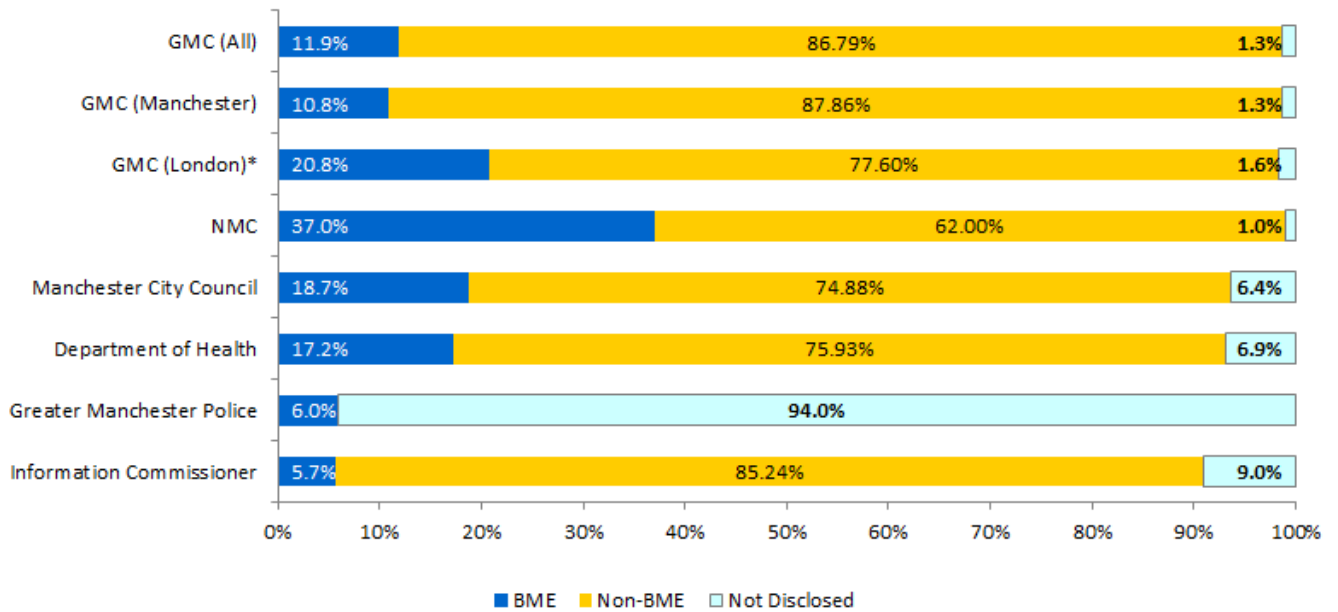
9.1 Gender

GMC Gender Comparison Chart



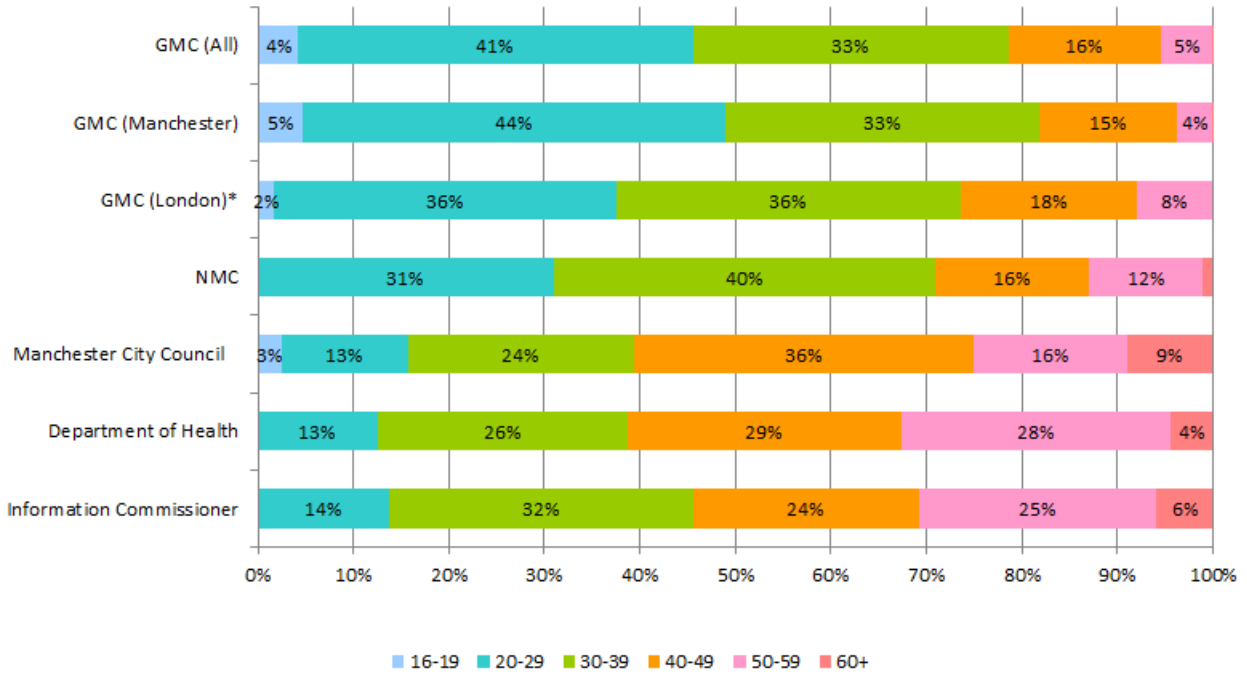
9.2 Ethnicity

GMC Ethnicity Comparison Chart



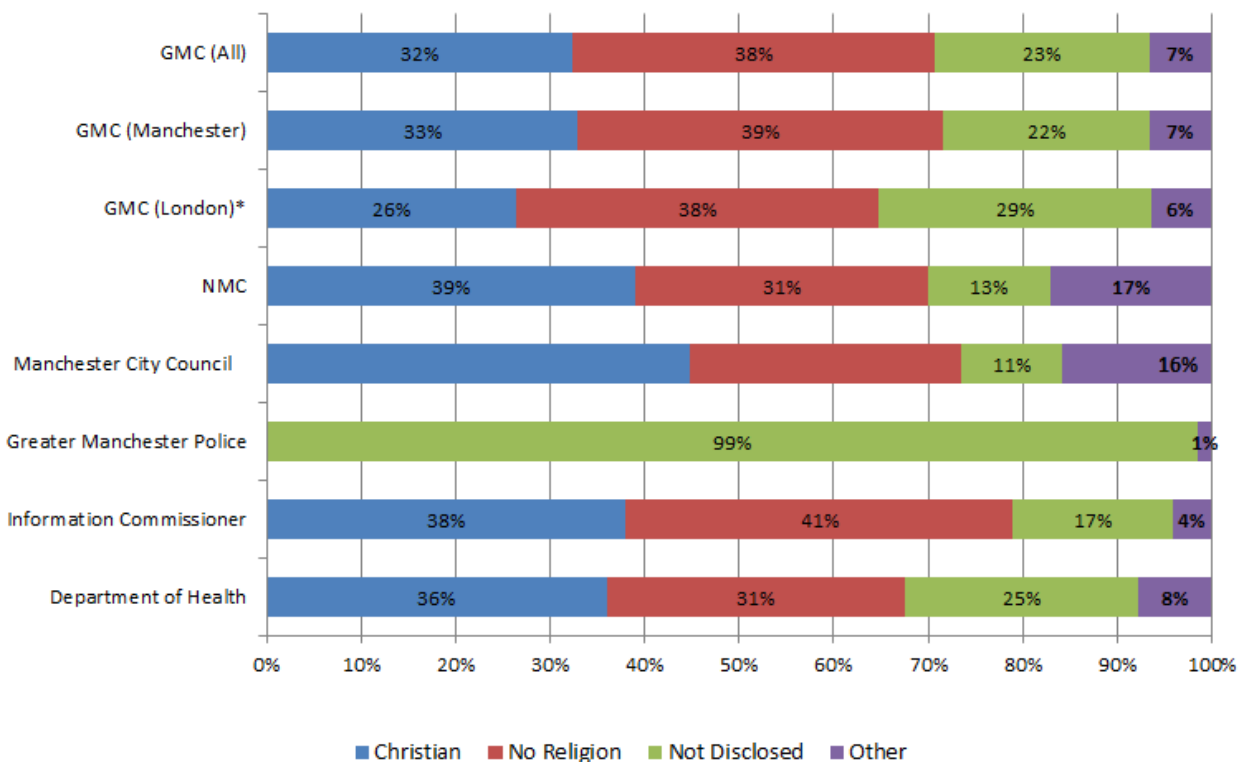
9.3 Age Range

GMC Age Profile Comparison Chart



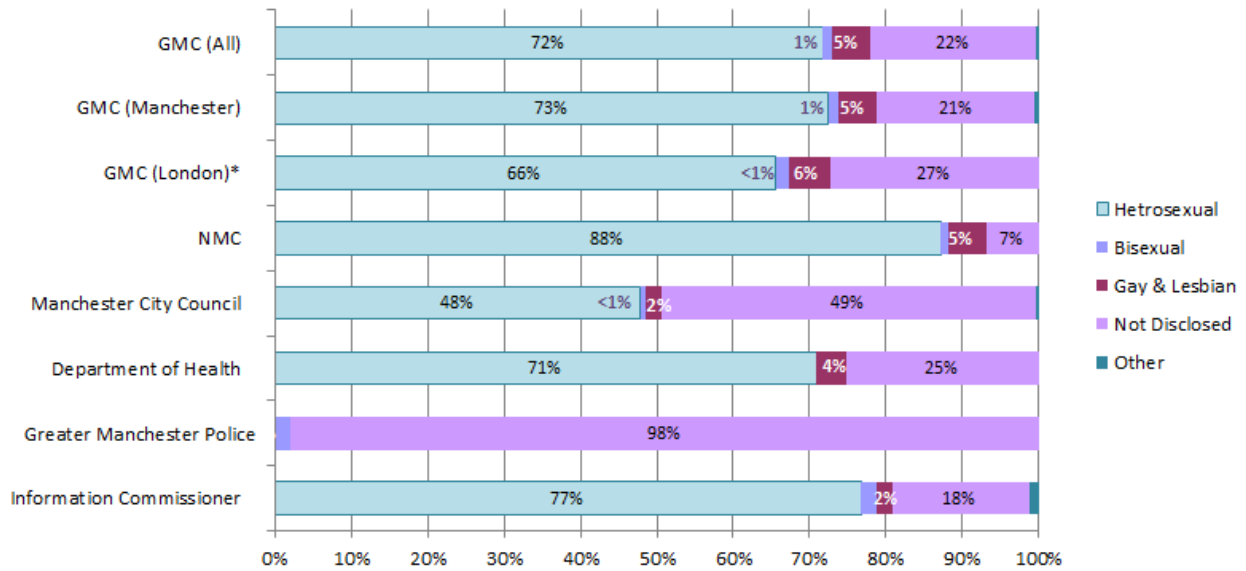
9.4 Religious Belief

GMC Religious Belief Comparison Chart



9.5 Sexual Orientation

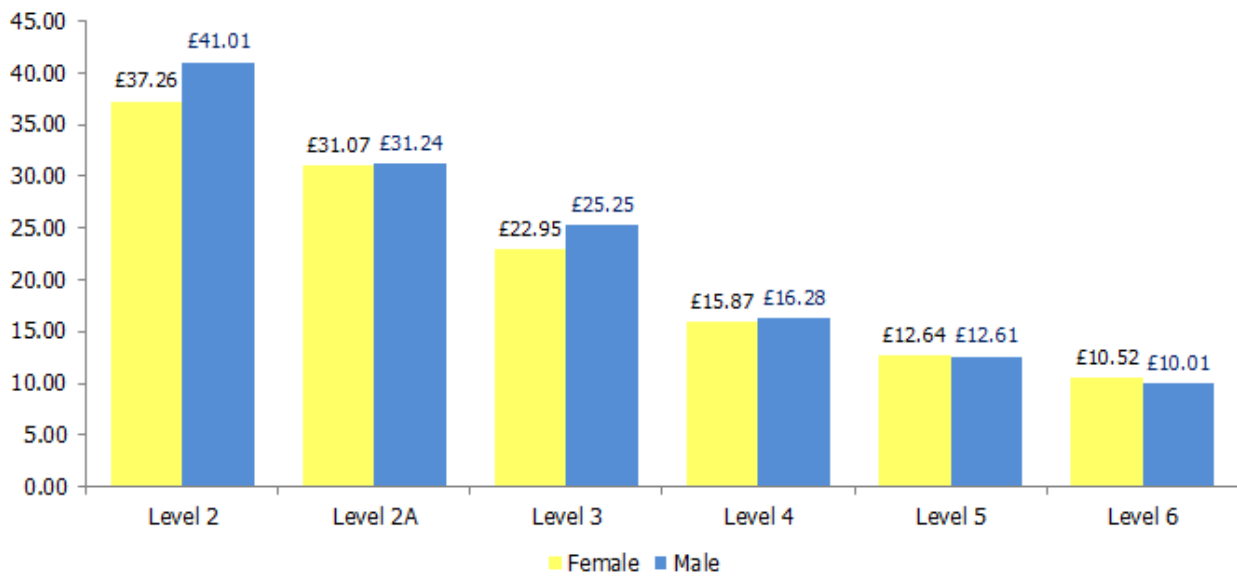
GMC Sexuality Comparison Chart



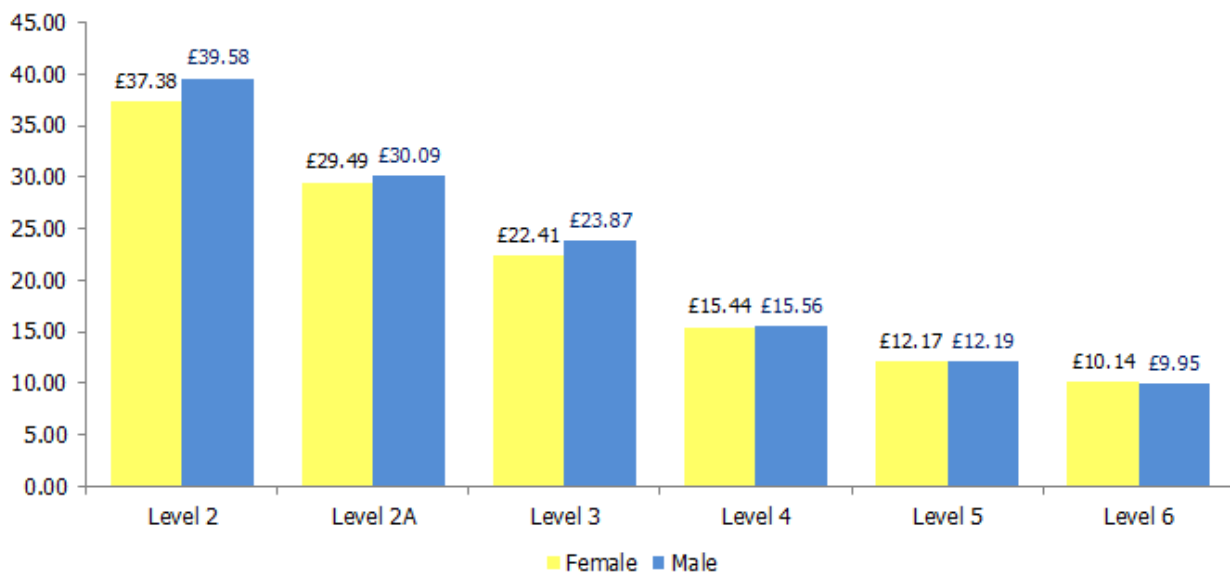
10 Equal Pay

10.1 Manchester Staff by Gender

**Equal Pay - Manchester Average Hourly Rate (£)
by gender by grade 2017**



**Equal Pay - Manchester Average Hourly Rate (£)
by gender by grade 2016**



10.2 London Staff by Gender

**Equal Pay - London Average Hourly Rate (£)
by gender by grade 2017**

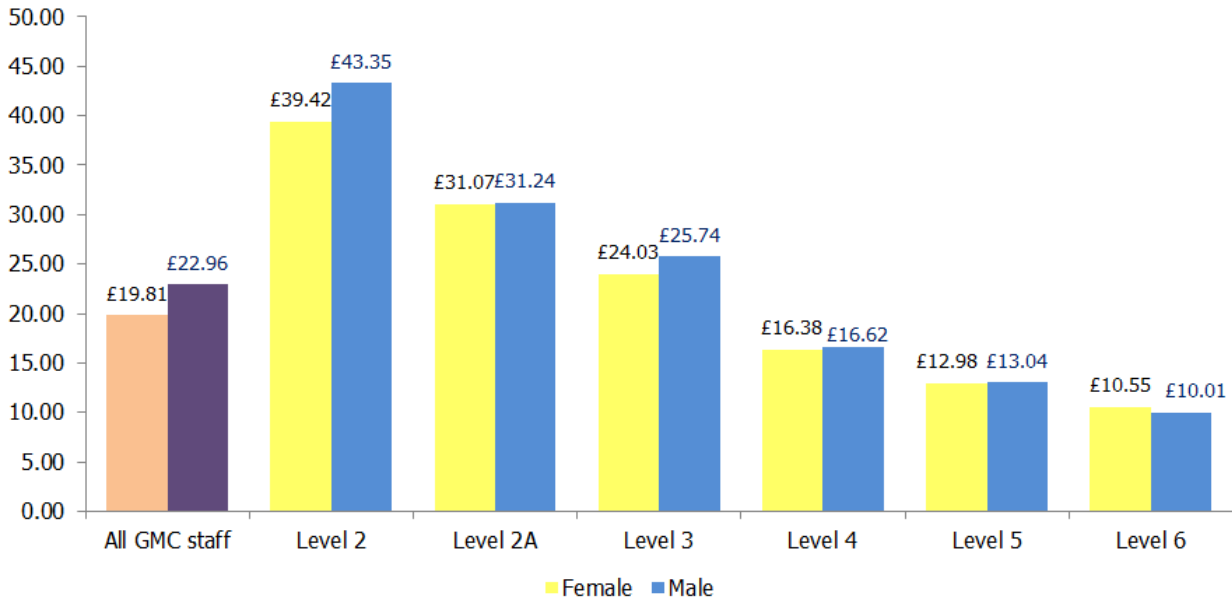


**Equal Pay - London Average Hourly Rate (£)
by gender by grade 2016**



10.3 All GMC Staff by Gender

Equal Pay - Average Hourly Rate (£) for all GMC staff by gender by grade 2017



Equal Pay - Average Hourly Rate (£) for all GMC staff by gender by grade 2016



Empowering and developing staff programme

1. Insight & Engagement dashboard

Current	Previous	Trend
G	G	

#	Project	Owner	Status	Progress	Cost	Resource	Explanation
1	Staff & pulse surveys	KG	In progress	G	G	G	
2	Accreditation to achieving IIP	ML	In progress	A	G	G	SMT to consider and approve IIP action plan
3	Read-out sessions	SK	Pilot	G	G	G	

Key Activities, Comms, Milestones for this period

- Focus Groups run by Survey Solutions to explore staff survey results. Feedback is being analysed and an action plan is being developed
- ROA read-outs in July & August were a success

Key Activities for Next Period


- Agree timing and scope of 2018 staff survey
- SMT (11 Sept) to consider and approve IIP action plan
- Read-out proposal to be considered at October EDP board

#	Risks	RAG
1	Five of the IIP areas for development are dependant on other parts of the organisation driving these forward	Low
2	Potential overlap in the timing of 2018 staff survey and IIP accreditation interviews. The volume of work may impact staff engagement levels	Low

Decisions or actions required of programme board

- Contact Michelle Meehan if you are interesting in attending the next ROA read-out on 27 September

2. Performance, reward & feedback dashboard

Current	Previous	Trend
G	G	

#	Project	Owner	Status	Progress	Cost	Resource	Explanation
1	Multi-source feedback	ML	In progress	G	G	G	Cohort 1 has been extended a week
2	Review competency framework	ML	In progress	A	G	G	Scope has changed
3	Re-design performance management	ML	In progress	G	G	G	
4	Pay, reward & recognition review	NI	In progress	G	G	G	

Key Activities, Comms, Milestones for this period

- 360 cohort 1 – Complete
- 360 cohort 2 – In progress
- 360 insights coaching- Coaches identified and three training sessions scheduled
- Competency framework- proposal developed

Key Activities for Next Period

- Continue to develop slim line 360 for new managers & multisource feedback tool for L4,5 & 6
- Launch 360 for directors
- L&OD/HR to pilot feedback mechanism in Aspire
- Publicise and explain pay & performance changes
- Developing performance management proposal


Risks

1	There is a risk that we don't maximise the potential effect of 360 feedback if staff don't take the opportunity to use 360 insights coaching sessions from internally trained staff. They may not interpret the feedback accurately and/or they may not act on feedback. Uptake will be monitored through the pilot, and comms activities have been planned to promote internal coaches if necessary.	Significant
2	We are reliant on the internal capacity of trained staff to deliver 360 insights coaching sessions. Current capacity for up to 50% of cohorts 1 and 2 to receive 360 insight sessions (60 out of 155 staff). Therefore a risk that supply will outweigh demand so we will use external coaches if needed.	Low

Decisions or actions required of programme board

Consider proposal for competency framework (see next slides)

3. Talent, resourcing & development dashboard

Current	Previous	Trend
G	G	

#	Project	Owner	Status	Progress	Cost	Resource	Variance explanation
1	Attraction & recruitment	KG	In progress	G	G	G	
2	Succession & talent management	ML	In progress	G	G	G	
3	Secondment & shadowing programme	KG	In progress	G	G	G	
4	Leadership & management development	ML	In progress	G	G	G	


Key Activities, Comms, Milestones for this period
<ul style="list-style-type: none"> Ernst & Young undertaken review Developed proposal for secondment & shadowing process Live tender: Leadership & management development programme

Key Activities for Next Period
<ul style="list-style-type: none"> Launch secondment and shadowing pilots Staff focus groups to seek feedback on secondment and shadowing proposals Implementing additional Cornerstone modules (Sept-Oct)

#	Risks	
1	Increased secondment & shadowing opportunities will have resourcing & capacity implications for the business	Significant
2	There is a question of consistency and fairness in the application of the proposed talent management process and further work needs to be done to scope out the next steps. We are reliant on the current capabilities of our managers to support career and succession mapping conversations with staff. We need to ensure we set clear expectations and that they are supported.	Significant

Decisions or actions required of programme board
<ul style="list-style-type: none"> Consider secondment and shadowing overview (see next slides) Consider any topics you would like to see in leadership and management programme (speak to Mary Lewis to find out more)

4. Empowerment & decision making

Current	Previous	Trend
A	A	

#	Project	Owner	Status	Progress	Cost	Resource	Variance explanation
1	Quick wins agenda	HoS WG	In progress	G	-	R	No formal resource allocation
2	Leadership & management development	ML	In progress	G	G	G	
3	Tools for long term cultural changes	Hos WG	In progress	G	G	G	

Key Activities, Comms, Milestones for this period

- Quick wins – SG’s support for a doubling of finance approval limits; papers also developed for probation and VRA sign-off to go to SMT and Exec Board
- Agreement on governance of group and focus going forward (see separate slide)

Key Activities for next period

- SMT endorsement of quick wins and implementation
- Submission of business case for resource and recruitment
- Re-angle group’s focus to look at longer term changes
- Agreement on terms of reference for directorate working groups, to take forward transactional changes
- Ongoing fortnightly group meetings

#	Risks	
1	We have no formal resource allocation. There is a risk that as demand to deliver increases, we will not have capacity to deliver and drive forward changes. We are developing a job description and business case for a short-term (3-6 months) part-time (2 days per week) Level 3 resource which should address this risk.	Critical

Decisions or actions required of programme board

1. Comments on/support for quick wins due to go to SMT.