General Medical Council

Agenda item:	**3**
Report title:	**Empowering and Developing our People programme update**
Report by:	**Andrew Bratt**, Assistant Director - HR andrew.bratt@gmc-uk.org, 0161 923 6215
Action:	**For decision**

Executive summary

This report provides an update on the Empowering and Developing our People programme (EDP).

This includes work on both 360 and talent mapping in 2017 and the development of our supporting systems on performance and talent mapping. Of these our immediate plans and implementation options for 360 are set out for consideration.

Recommendations:

- **a** Note the position on Investors in People accreditation, 'Read Out' sessions and the 2018 Staff Survey.
- **b** Confirm the Board's preference for the next phases of 360 roll-out.
- **c** Note the work on developing our Learning and Organisational Development system (Aspire) to support the new performance management and talent planning processes.
- **d** Note the plans for Talent Mapping feedback in 2017 and a possible reporting cycle for 2018.

The GMC is a charity registered in England and Wales (1089278) and Scotland (SC037750)

Background

1 We reported to the Board on 18 September 2017 the latest on the EDP programme and our priorities for the rest of 2017. This report provides an update on developments with a focus on the main talent related projects.

Insight and Engagement

2 Our Investors in People programme sits within this work-stream and we have now reported to SMT on the areas that sit outside the EDP, such as Corporate Social Responsibility, to agree a suitable action plan.

3 We have also started to plan for our next staff survey. This is provisionally scheduled for May 2018 and we will start consulting senior managers, the staff forum and the Diversity & Inclusion champions group on a revised and shorter question set in January.

4 Our engagement initiatives in 2017 have included 'read-out' sessions where our staff run a session where they share the learning from a project with a group of colleagues. The pilots in R&QA have worked well and the programme board have now agreed to expand this initiative across the GMC.

Performance, Reward and Feedback

5 Our main operational activity in support of this area has been the delivery of 360 feed-back across the organisation. Our work to date has:

- **a** Developed our in-house coaching and feedback capacity through an insights coaching programme (have 25 coaches so far and will train another 25 next year)
- **b** Completed three phases of 360 for managers (including SMT)
- **c** Developed new feedback tools providing greater alignment with different groups of our staff: specialists (incl L4); people managers (incl L4); practitioners - typically staff at levels 5 and 6.

6 As well as seeking to tailor our approach to different job groups these new feedback tools are based on a slimmed down version of our competency framework. For example the practitioner version has 18 questions and one comments box.

7 These new feedback tools are ready to pilot now and will be ready to deploy in Q1 2018. However, if we want all to participate in the process during 2017 then we would need to roll the process out to all remaining cohorts now. The core system used to design the new tools is established so we do not expect any technical issues with the new tools.

8 However the key risk relating to implementation of the new tools across all staff in 2017 is the volume of feedback activity then required over a relatively short period of time. So far we have completed 360 feedback for over 100 senior staff who are experienced in this process, but seen a high level of administration required and deadline extensions.

9 Our experience in the first 3 phases suggests we need to do more to ensure staff treat the process as a priority.

10 The roll-out to the remaining staff by the end of 2017 would cover 900 staff. They would seek feedback from their line managers, and a minimum of 3 peers and (where applicable) 3 direct reports. In addition, this task would coincide with end of year reviews and talent mapping discussions.

11 If we proceed to deploy for all staff we will need to be very clear as to the priority we attach to this and the importance of the relevant deadlines.

12 As an alternative we could run an expanded pilot phase with up to 300 colleagues in 2017 and then the remaining staff groups in Q1 and Q2 2018 after the pilot results.

13 Whichever way we choose to proceed with the remaining cohorts, our experience this year will be used to further refine our system and it will be available to support our new pay and performance framework from the start of 2018.

Talent, Resourcing and Development

14 We have completed a talent mapping programme for our management grades and some level 4 staff who have been assessed as ‘high potential’. We have developed a support pack to help those providing feedback and will be running some facilitated sessions to test these materials before publication.

15 From 2018 this process will sit on Aspire. As part of the development work underway we are looking at using a clearer set of definitions within a nine box grid model. Once this process is live on Aspire we will be better able to run and manage the process. The system will issue a ‘task’ to the relevant line manager and set out the timescales for completing the mapping exercise for their staff.

16 For line managers this process will support the development of personal development planning. For SMT and Directorate Management team the reports generated will provide a greater insight into our current capacity and talent pipeline. It will also allow some internal benchmarking.

17 As our talent mapping process extends to all staff we will need to finalise an agreed reporting cycle and the level of detail analysed both locally and by SMT. As a starting point we would suggest that SMT schedules two detailed reviews per year. The first should allow sufficient time for a line manager to assess performance in the current year and allow for any personal development opportunities to be taken forward in that year. This could be scheduled for April/May with detailed reports to directorate management teams and then SMT.

18 The timing of the second report to SMT level could be scheduled to allow us to consider capacity, skills and deployment in line with the business planning process. A report in November could also synchronise with SMT considering provisional performance ratings.

19 While there is a high level of flexibility on the frequency and timing of the process agreeing an outline timetable now would help in developing our guidance for managers and planning for 2018.

20 At the agreed report stages we would anticipate providing summary data reports covering all staff (by grade, job title and directorate) and some supporting narrative in line with this year's process for our highest potential level 4s and all staff at level 3 or above. Our current assessment is that this level of detail would be viable for SMT to review in a dedicated half day session.

21 As important as the process is having the suitable opportunities to support staff development, in particular those we identify as high potential. Since the last Executive Board update we have completed a tender process and asked Mind Gym to work with us and develop our next generation of in-house management and leadership programmes.