

<b>Agenda item:</b>	<b>11</b>
<b>Report title:</b>	<b>Human Resources update</b>
<b>Report by:</b>	<b>Andrew Bratt</b> , Assistant Director of Human Resources <a href="mailto:abratt@gmc-uk.org">abratt@gmc-uk.org</a> , 0161 923 6215
<b>Action:</b>	<b>To note</b>

## Executive summary

This report provides an update on work being undertaken to develop our Human Resources processes and guidance on recruitment, temporary staff procurement and sick pay. The report also includes an update on statutory redundancy pay rates which will now be included in our policy and correspondence to employees when explaining redundancy calculations.

### Recommendations:

The Performance and Resources Board is asked to note:

- a** The development of updated guidance and equality analysis for our recruitment policy.
- b** The conclusion of the tendering process for our preferred supplier list of recruitment agencies.
- c** The legal advice we have received on the calculation of sick pay and its proposed application.
- d** That statutory redundancy rates have been changed and our policy will be updated in line with this.
- e** The introduction of updated on-line corporate induction training.

## Recruitment Guidance

- 1 In the last quarter of 2015, in anticipation of our increased recruitment activity in 2016, the Quality Assurance and Continuous Improvement team undertook work around our recruitment processes, in conjunction with Human Resources. While our policy has not changed we had line manager feedback requesting more concise guidance documents. This was particularly important as we expect our 2016 recruitment to involve a wider group of managers, including some who are new to the GMC.
- 2 We are also updating our Equality Assessment as part of this process. Our updated guidance will be shared with line managers in April and May 2016.

## Recruitment - Preferred Supplier List

- 3 At the end of last year we began the tender process for a new preferred supplier list of recruitment agencies (PSL) as we are coming to the end of the agreements we currently have in place. Our proposed approach was to move towards the contingent labour one (CL1) framework, but this contractual framework was due for renewal in June 2016. The possibility of changes in 2016 made the move to CL1 potentially problematic, especially given the process changes we would need to put in place and our extensive 2016 recruitment plans.
- 4 We hoped to move towards a PSL arrangement with fewer agencies to ensure the PSL is more efficient to manage, easier for managers to use and to ensure the process of sourcing temporary staff is consistent. We have achieved this and have now finalised a list with three agencies, subject to contract, for our general staffing need. More specialist agencies to support Information Systems staffing requirements are also being finalised. We will be working with Search, Office Angels and Hays for our temporary and permanent roles across all our sites. The communication of these new arrangements has commenced.
- 5 The new PSL will support the Change Programme recruitment. During the implementation process there will be an element of dual running and any current temporary workers or contractors from agencies on the current PSL will continue on these arrangements until their assignments come to an end.

## Absence Management

- 6 Our revised sickness absence policy was launched in April 2015 and we have now had an opportunity to review how the policy works in practice. On the whole the policy has been well received and it gives us more flexibility to manage longer term absences and underlying medical conditions.
- 7 There is one aspect of the process that we have sought legal advice on and we now need to adjust the policy in light of this. Historically, where a staff member has

reduced or increased their hours part way through the year, we have simply looked at what their entitlement to GMC sick pay is based on their contractual hours at that point in time. Having taken advice we now need to calculate sick pay entitlement and absence related triggers based on actual hours over the previous 12 months. This only relates to extended sickness absence where an employee has changed their hours, so there are very few the cases where it applies. However the potential adverse effects (when reducing working hours) are likely to have a greater effect on some groups of staff (e.g. women), so this change is important.

## **Redundancy Policy**

- 8 Our redundancy policy and the correspondence we send to staff when redundancies occur includes details of the statutory redundancy pay entitlement.
- 9 In April 2016 these rates rise to £479 from £475 and we will update the policy accordingly.
- 10 While we would not normally report an update of this sort, our policy will now be dated April 2016 and given that it is being applied currently it is being reported to the Board for information.

## **Learning and Development**

- 11 In 2016 all new colleagues will automatically be enrolled on the 'Corporate Induction Curriculum' using the Learning and Development (L&D) portal. Enhancements to our L&D system, Cornerstone, have allowed us to consolidate all our induction material including new online resources, e-learning, videos, policies, workshops and self-led activities.
- 12 Line managers will be able to view new joiners' progress with these activities on the L&D Portal and support the colleague by allowing time for them to undertake the activities alongside their local, role specific induction. To support this role specific induction we have developed a range materials including guidance on 'Developing effective local inductions', an Induction Guide for Buddies and further 'Train the trainer' sessions.
- 13 This work supports our recruitment plans for 2016. A similar on-line curriculum for new managers will be launched later in 2016.