

Agenda item:	13
Report title:	Human Resources update
Report by:	Andrew Bratt , Assistant Director – Human Resources 0161 923 6215, andrew.bratt@gmc-uk.org
Action:	To Note

Executive summary

This paper provides the board with an update on HR and Organisational Development Issues. The report sets out our mid-year HR report and provides a progress report on the next phases of work relating to IIP, The 2017 Staff Survey, Leadership and Management training and the implications of the apprenticeship levy for the GMC.

Recommendations:

The Performance and Resources Board is asked to:

- a** Note the 2016 Mid-Year Human Resources report.
- b** Note the latest position on Investors in People accreditation and the proposed survey.
- c** Note the latest position on the 2017 staff survey.
- d** Note the update on Management and Leadership development plans for 2017.
- e** Note the update on apprenticeships and the levy.
- f** Note the update on Associate Fees and Expenses.

Mid-Year Report

- 1 The Board receives two reports a year on our main employment monitoring data and trends with the annual report goes forward to Council. The mid-year update is set out (Annex A). The mid-year report covers a period of significant recruitment activity and increased turnover as a result of the Change Programme.
- 2 While the first six months of 2016 may be atypical we have seen two previously reported trends become more marked. These are the high level of Black and Minority Ethnic candidate applications not feeding through to appointment and the increasing proportion of female applications as our recruitment process proceeds.

Investors in People

- 3 We have been working towards Investors in People (IIP) accreditation as part of our 2016 work programme. The new and updated standard (Annex B) links well with our work on values, continuous improvement and diversity and will provide a level of external accreditation. An initial independent assessment of our existing practices indicate we are at the required standard for accreditation and close to a 'silver' rating.
- 4 The next stage of the process is a survey of staff views which we will complete in October/November 2016.

Staff Survey

- 5 Our IIP survey will be delivered well in advance of our full staff survey due in 2017. The specification is being developed now and we plan to source a provider that can offer shorter tracking surveys between our biannual all staff surveys.

Management and Leadership Development

- 6 In line with the IIP standards and the Change Programme requirements we will be developing our management and leadership training and support. Following the success of the online induction curriculum, we will be introducing an online curriculum for managers as part of a series of complimentary work-streams. These cover formal training programmes for new and existing managers, a range of on-line support and our commitment to 360 feedback for all managers and this will be a significant aspect of our 2017 Learning and Organisational Development work.

Apprenticeships

- 7 The GMC has an established apprenticeship programme. We anticipate this continuing, but will need to review our arrangements as the levy and its supporting framework becomes operational. Given the significant financial implications we need to review our existing provision and future options to ensure we maximise the opportunities to secure funding. This is likely to mean a wider range of apprenticeship

routes being developed across the organisation including degree and post-graduate level programmes.

- 8 We are at a very early stage in this process but there is a potentially significant impact on our future approach to recruitment and training. An overview is set out in Annex C.

Associates Fees and Expenses

- 9 At its meeting on 3 March 2015, the Board endorsed updated policies relating to Associate Fees and expenses. It was agreed that the new arrangement would be monitored and the Board updated in due course. Finance and the Associates team have not identified or had reported any issues or concerns about the new arrangements, there have been no complaints and we have not identified any operational issues a result of the new arrangements.

13 – Human Resources update

13 - Annex A

Human Resources Report – January to June 2016

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	555	26.90%	118	16.88%	18	10.53%	11	8.33%
Non BME	1434	69.51%	561	80.26%	146	85.38%	116	87.88%
Female	1072	51.96%	393	56.22%	100	58.48%	86	65.15%
Male	954	46.24%	297	42.49%	68	39.77%	44	33.33%
Disabled	129	6.25%	48	6.87%	7	4.09%	9	6.82%
Caring Responsibility	307	14.88%	98	14.02%	31	18.13%	19	14.39%

5.2 Internal Recruitment

	2015	2016 (Jan-Jun)
Temporary Transfers*	74	39
Promotions	85	40

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 2016 there were:

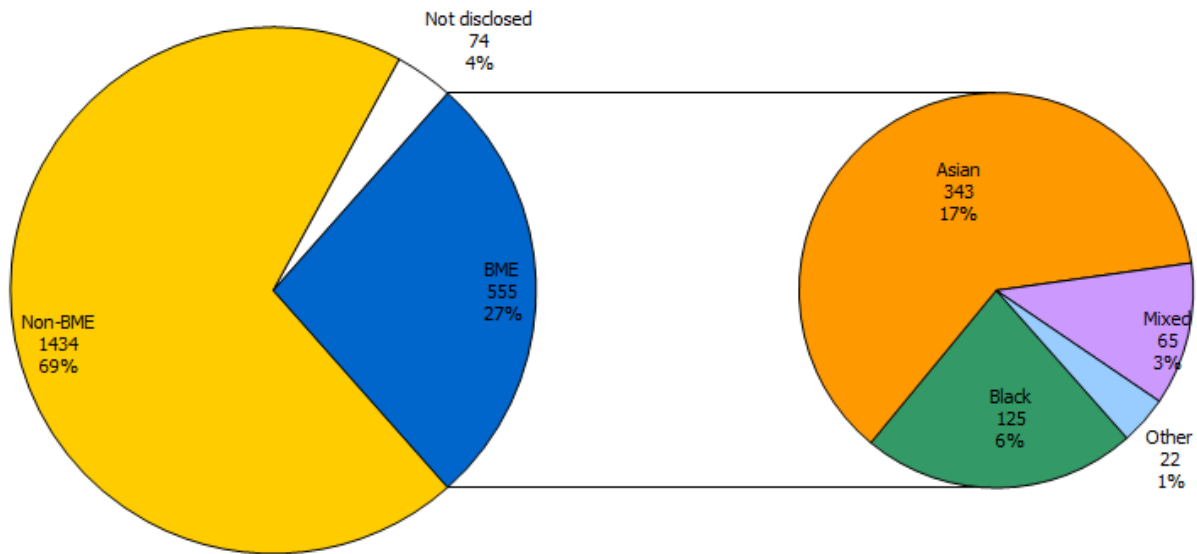
- 40 internal promotions (3 BME, 21 female)
- 39 temporary promotions (5 BME, 28 female)
- 25 employees transferred to alternative roles (at the same level through a recruitment process) (3 BME, 16 female)

5.3 Recruitment key stats

	2015	2016 (Jan-Jun)
Number of campaigns	253	136
Number of applications	4208	2063
Average time to Offer	36.54 days	35.99 days
Average time to Start	68.61 days	53.46 days
Number of new joiners	220 (217.59 FTE)	71 (69.80 FTE)

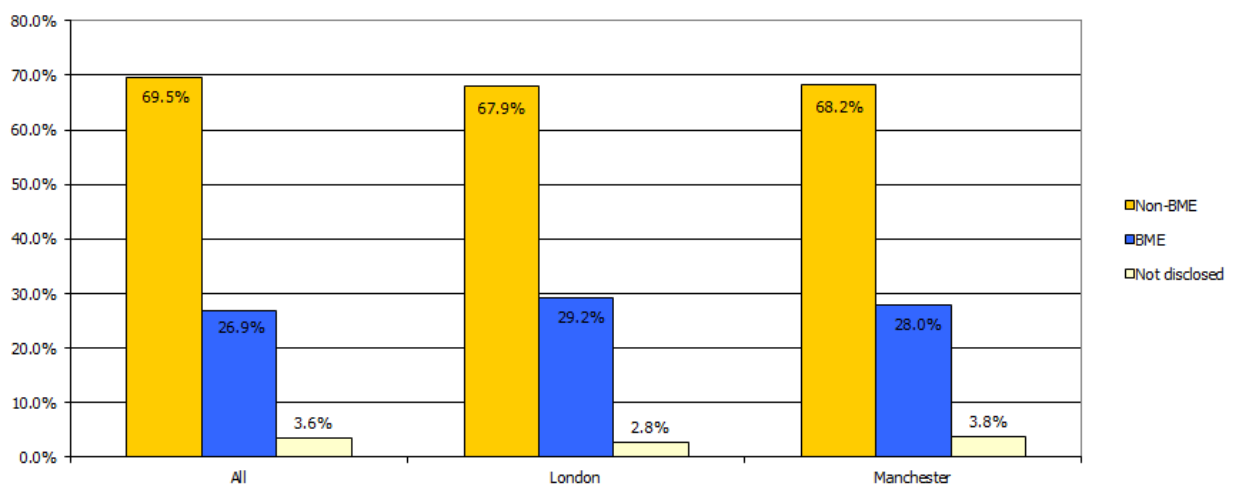
5.4 Applications by ethnicity

Overall ethnicity - Applications



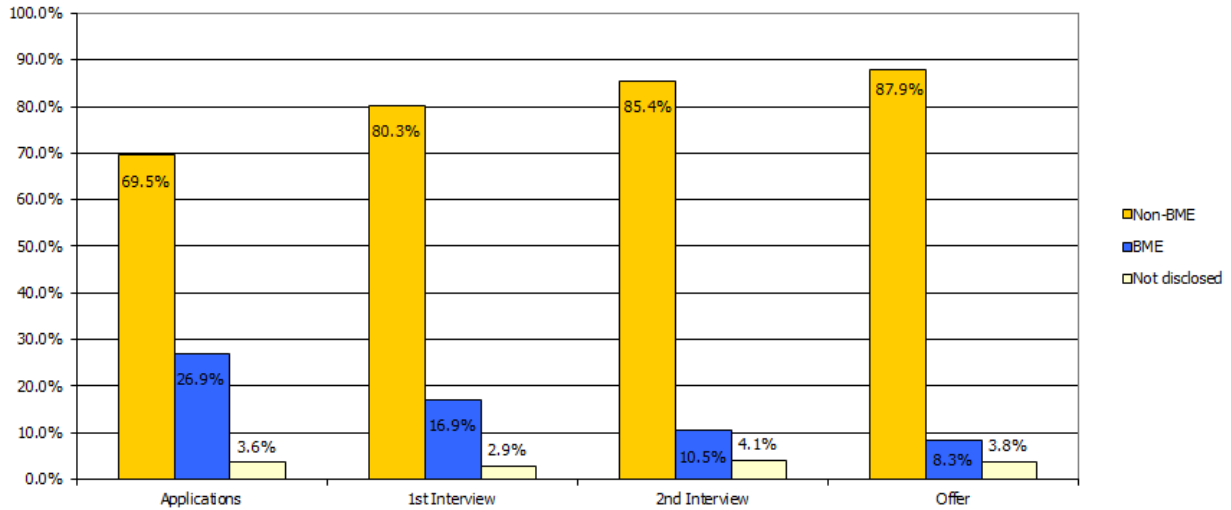
- There has been only a minor change in the percentages of applications by ethnicity status from the end of 2015.
- The number of BME applications is greater than the BME GMC workforce population (approximately 12.5% of the workforce), which shows the GMC is attracting a good proportion of BME candidates at the application stage.

Applications by Location



Applications by Recruitment Stage

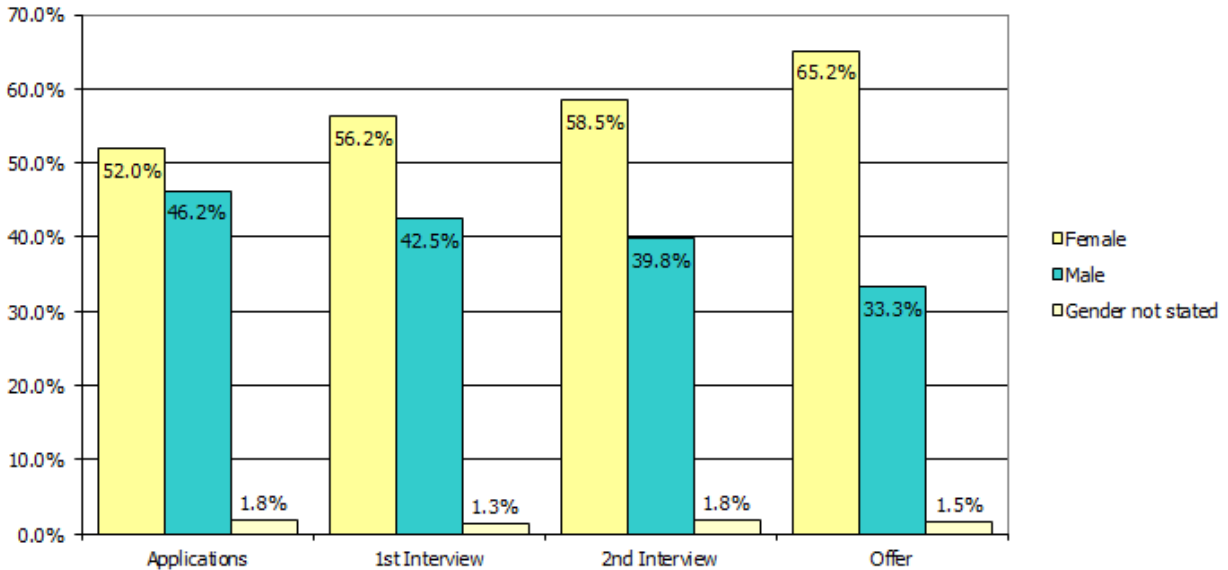
(NB Second Interviews are not held for every position)



- During January-June 2016 BME offers have decreased to 8.3% (15.08% at the end of 2015).

5.5 Applications by gender

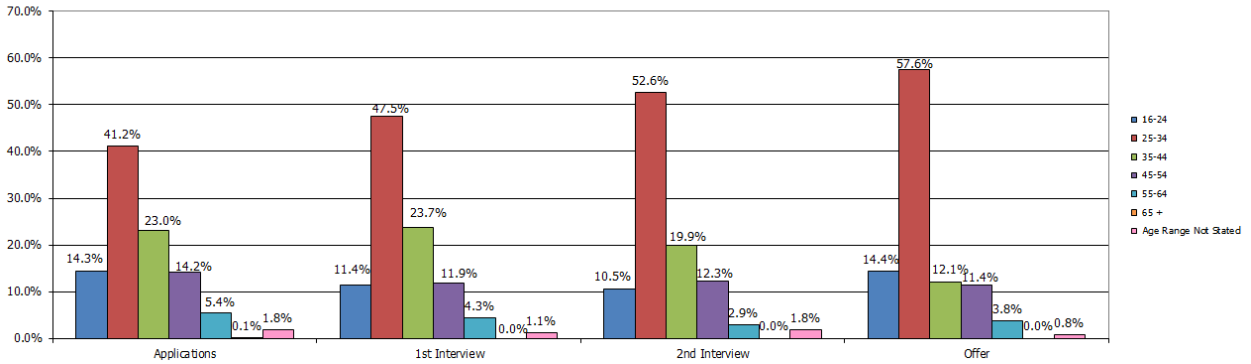
Recruitment Stage - Candidates by Gender



- At the end of 2015 36.9% of offers were to male candidates, during the first half of 2016 this has decreased to 33.3%.

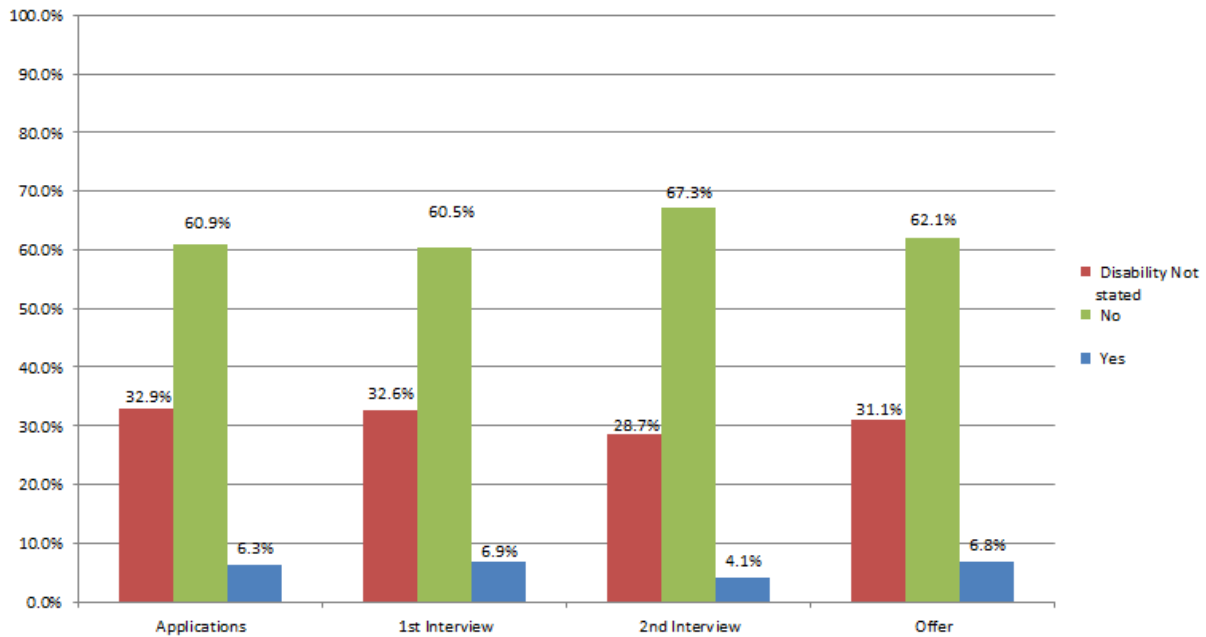
5.6 Applications by age

Recruitment Age Range by Stage



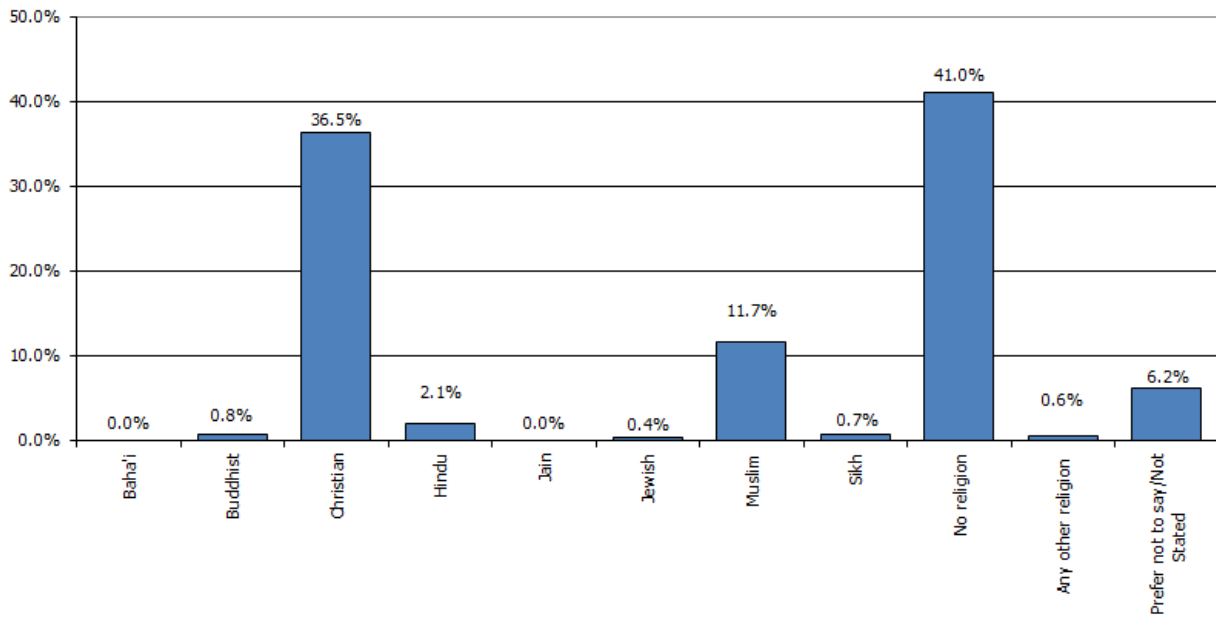
5.7 Applications by disability

Recruitment - Disability by Stage

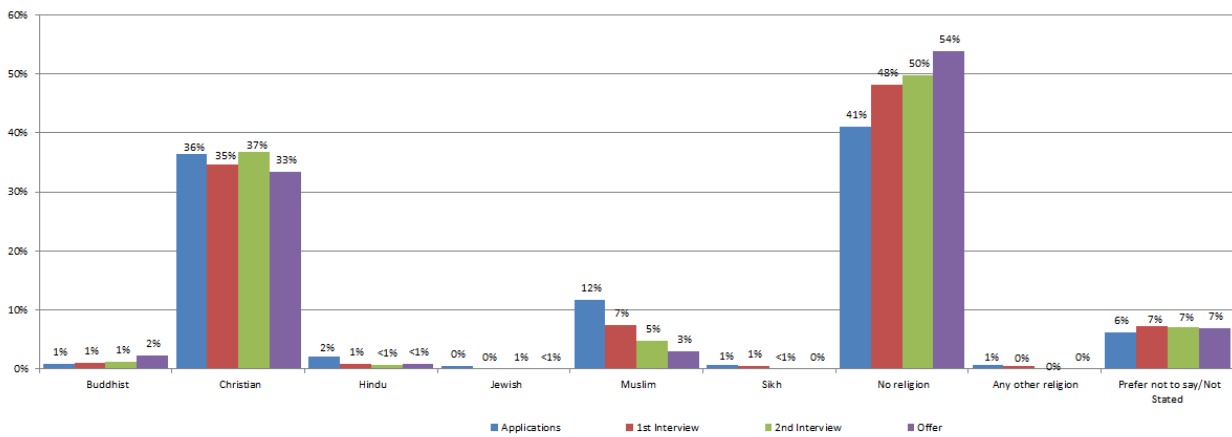


5.8 Applications by religious belief

Applications by Religious Belief

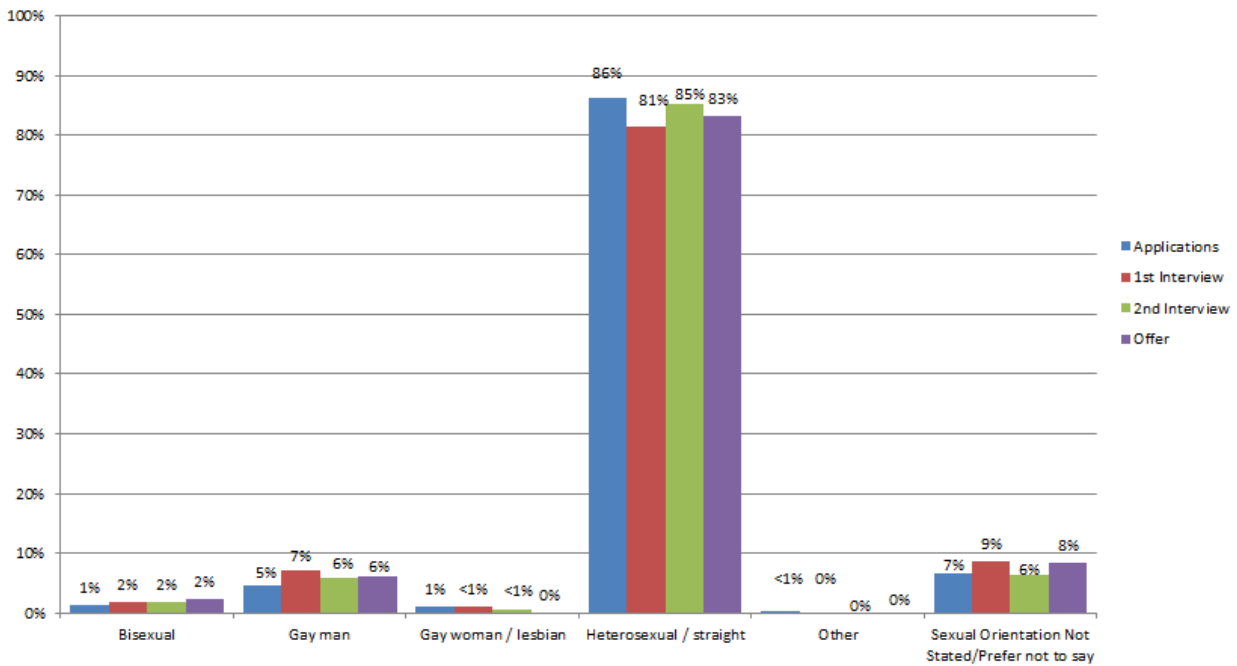


Candidates by Religious Belief



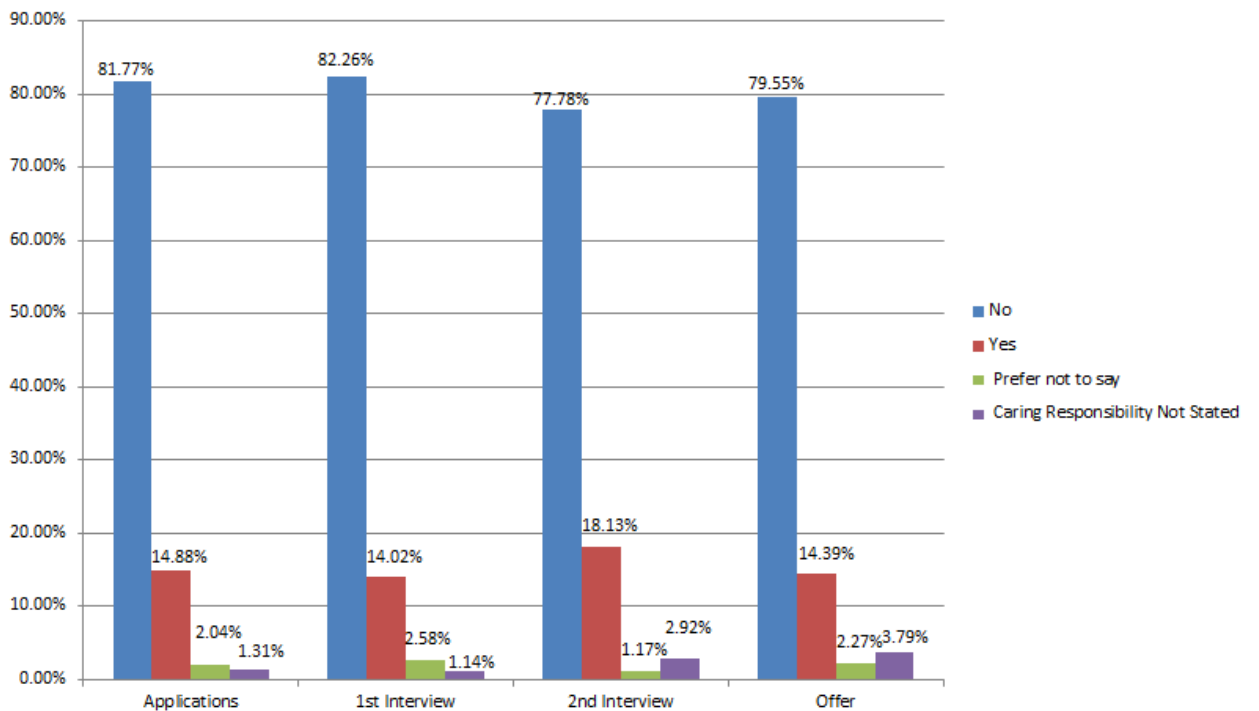
5.9 Applications by sexual orientation

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

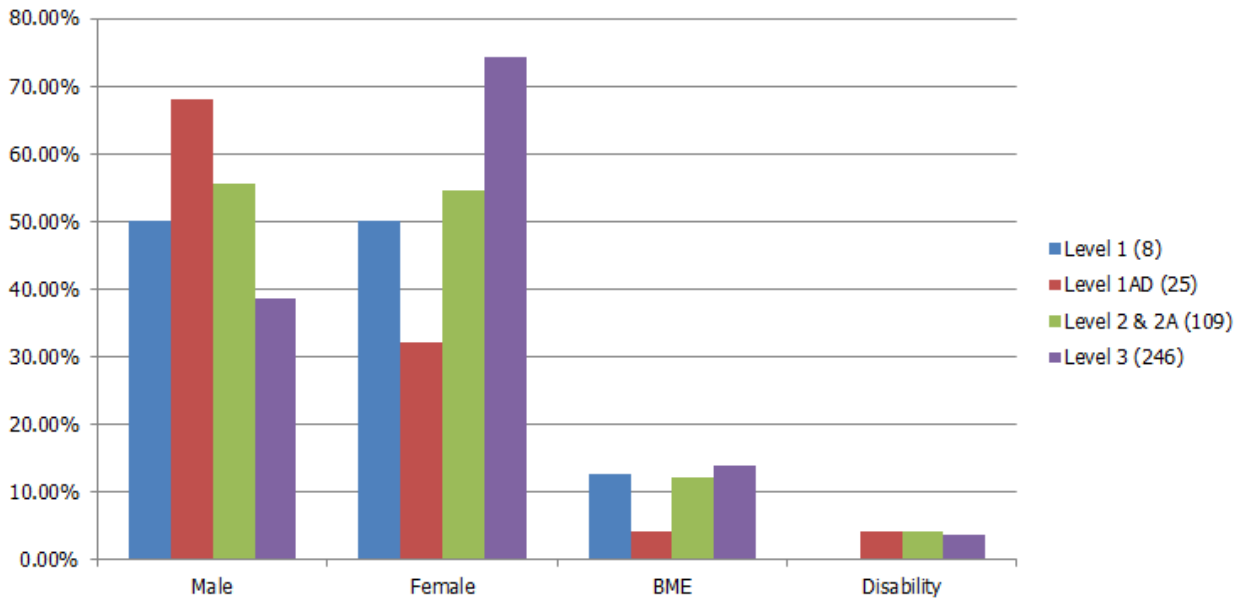
	GMC London	London Population*	GMC Manchester	Manchester Population*	North West Population*	All GMC
Asian	11.01%	18.49%	6.61%	17.09%	6.20%	7.47%
Black	5.29%	13.32%	1.32%	8.64%	1.39%	2.07%
Mixed	4.85%	4.96%	2.16%	4.60%	1.57%	2.70%
Not responded/Other	1.32%	3.44%	1.68%	3.06%	0.63%	1.62%
White	77.53%	59.79%	88.22%	66.61%	90.21%	86.14%

Sources:

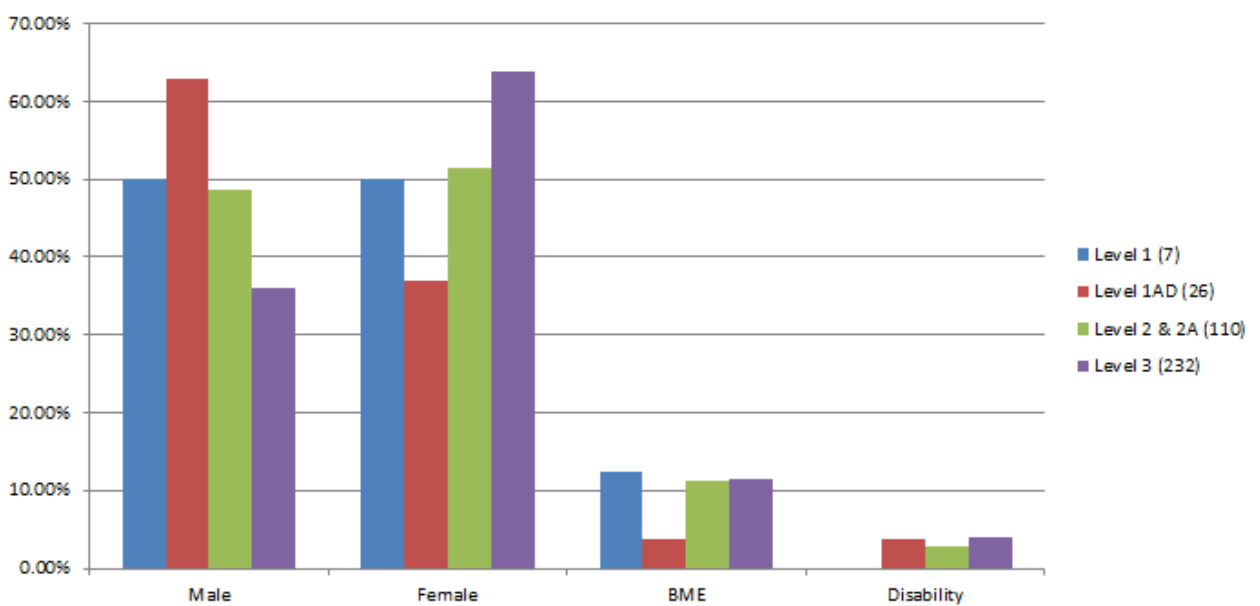
* 2011 Census (ONS)

6.2 Diversity within management roles at the GMC

Diversity in management roles at 31 December 2015



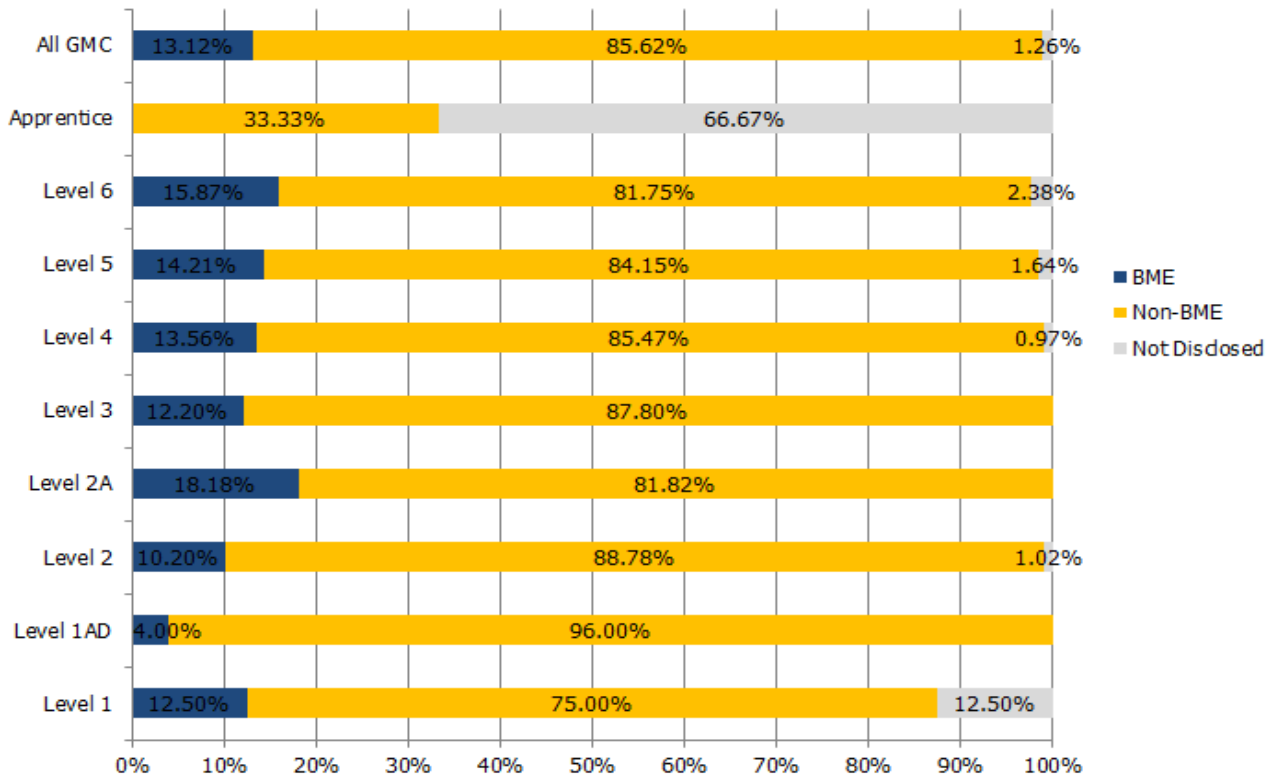
Diversity in management roles at 30 June 2016



6.3 Ethnicity

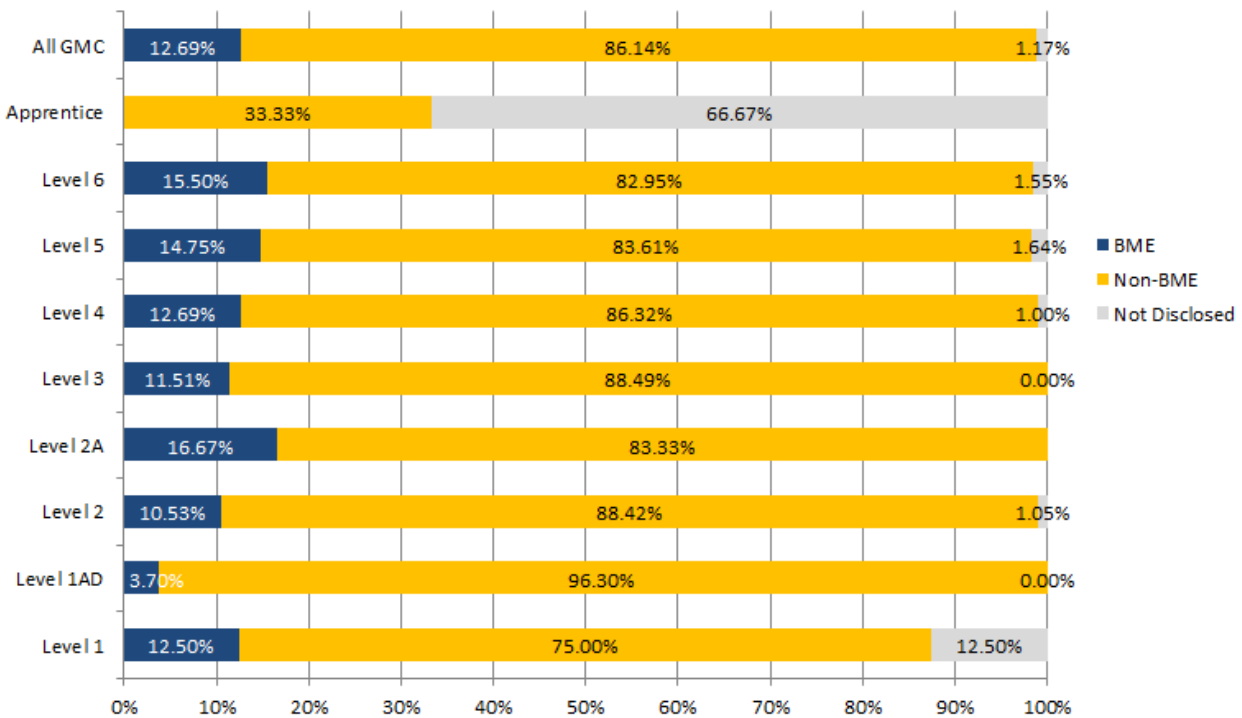
2015 report

GMC workforce profile - Ethnicity by Level



At June 2016

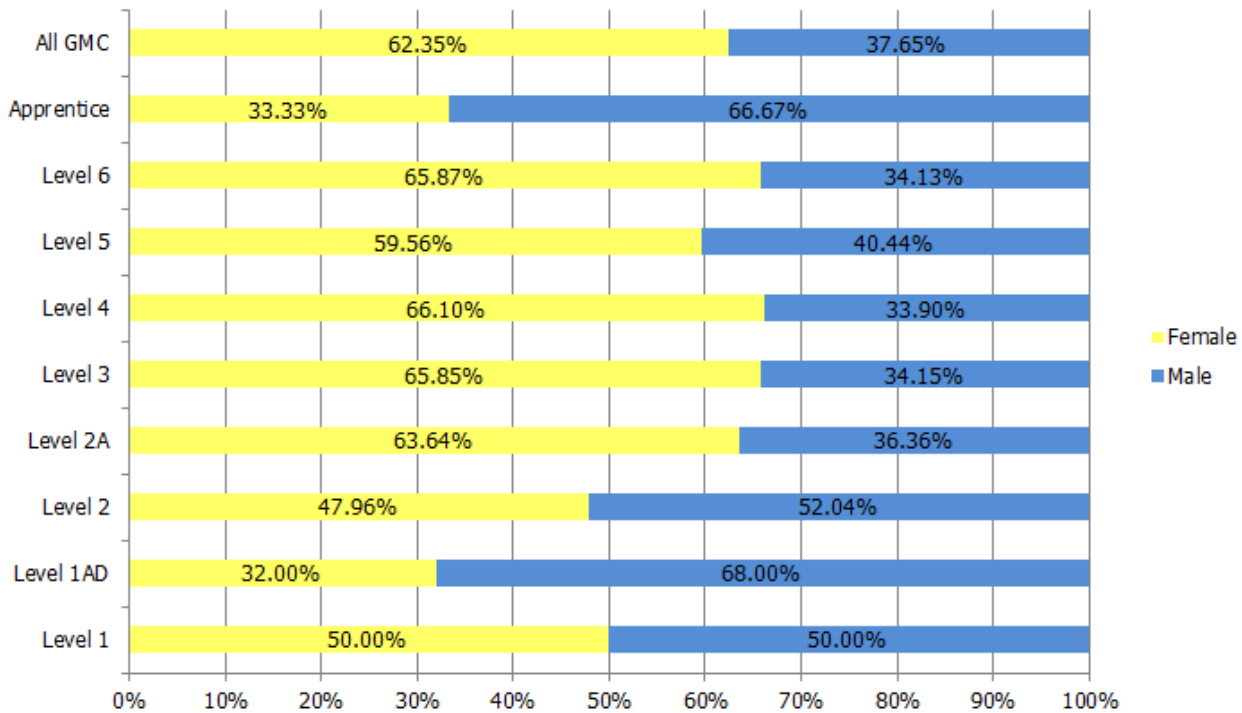
GMC workforce profile - Ethnicity by Level



6.4 Gender

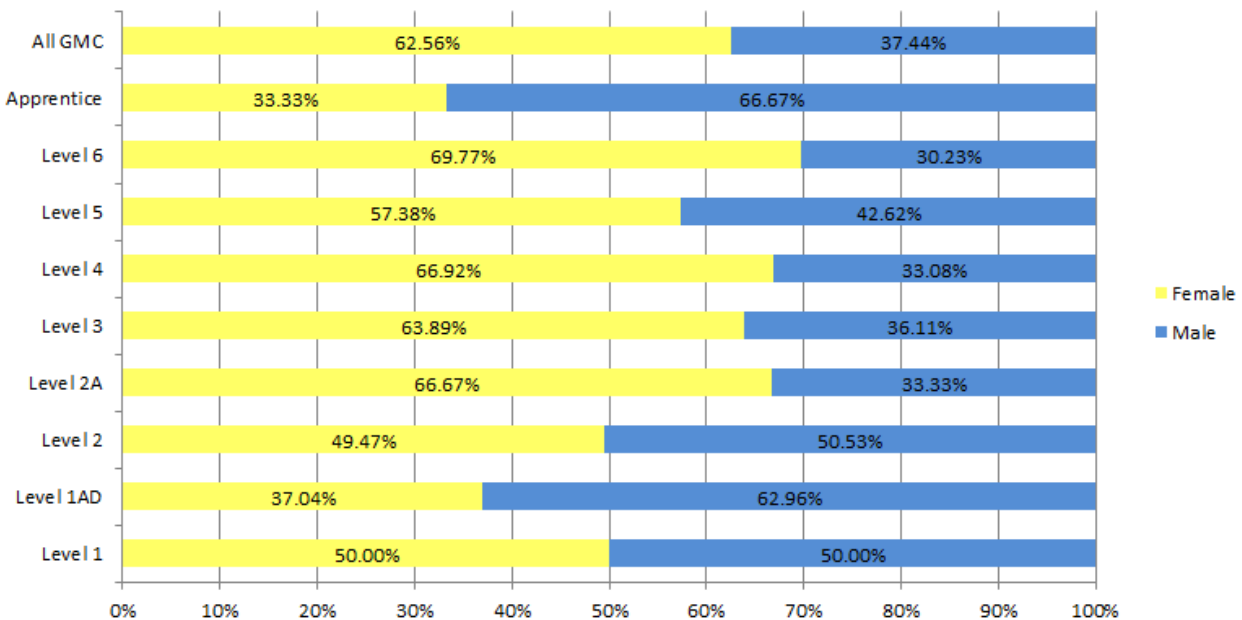
2015 Report

GMC workforce profile - Gender by Level



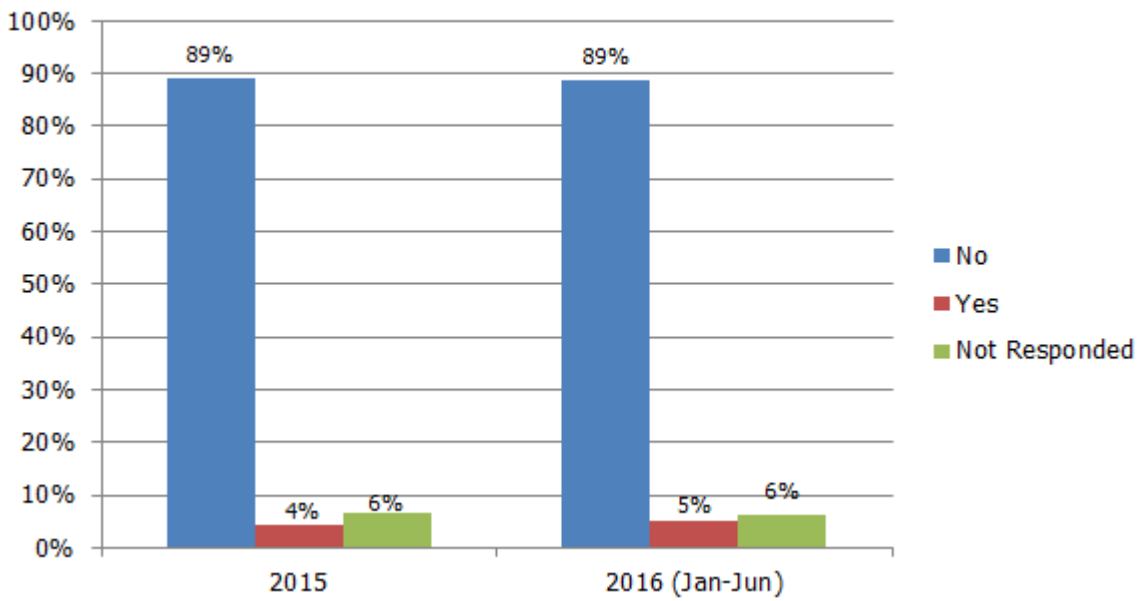
At June 2016

GMC workforce profile - Gender by Level



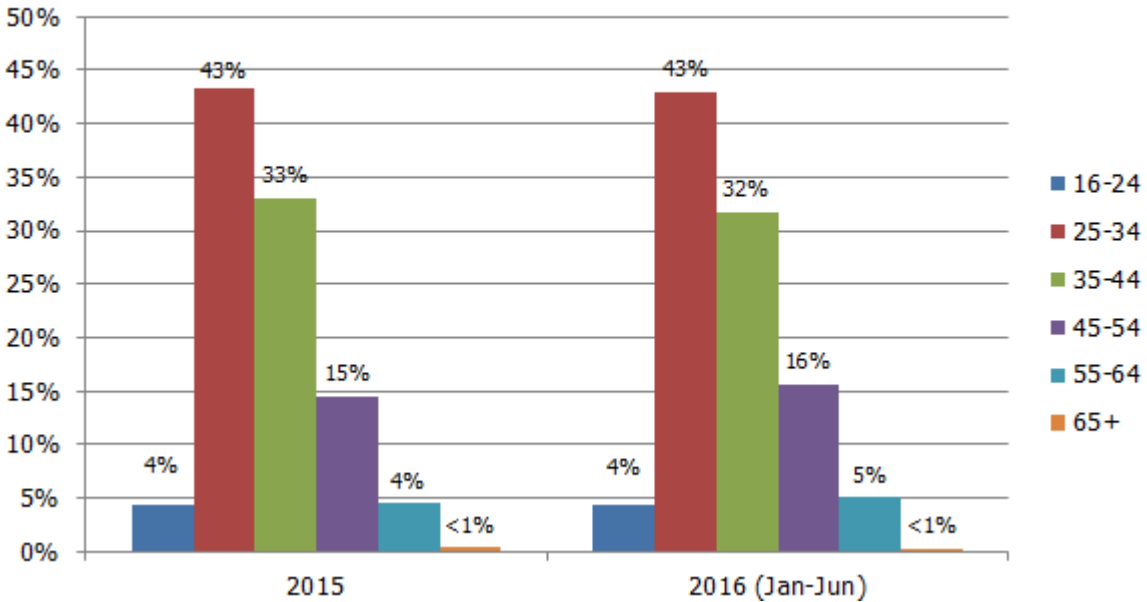
6.5 Disability

GMC Workforce Profile - Disability



6.6 Age

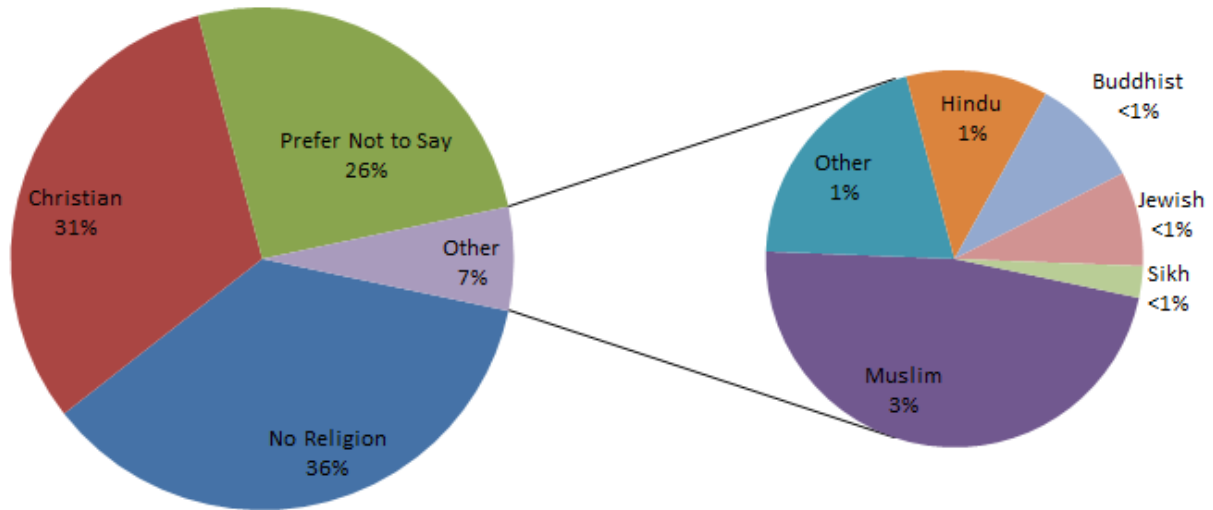
GMC workforce profile - Age



6.7 Religious Belief

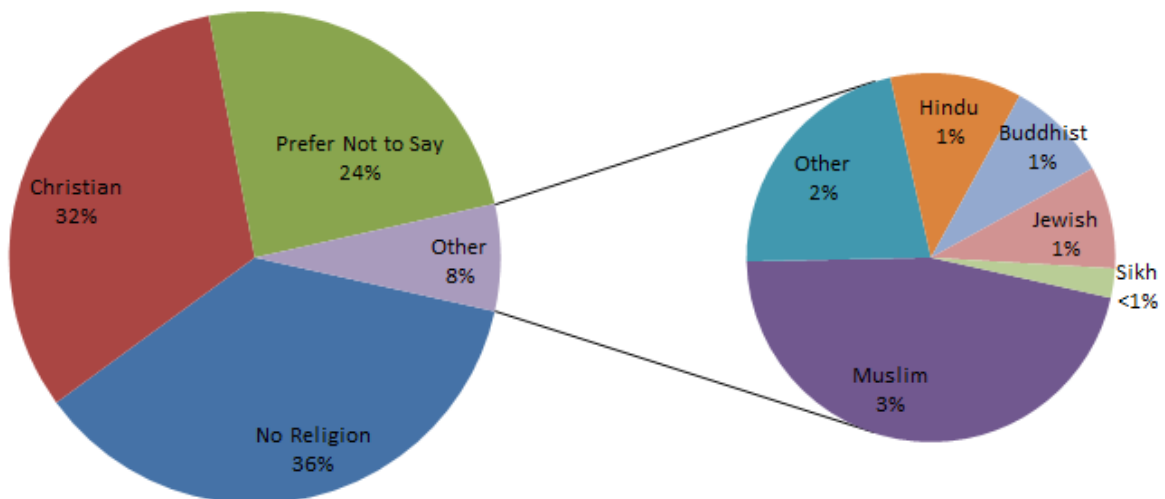
2015 Report

GMC Workforce Profile - Religious Belief



At June 2016

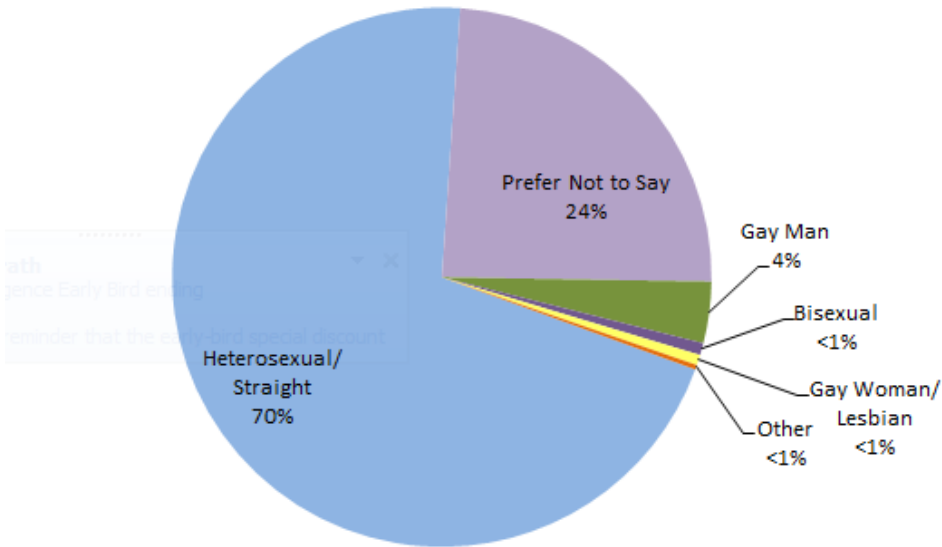
GMC Workforce Profile - Religious Belief



6.8 Sexual Orientation

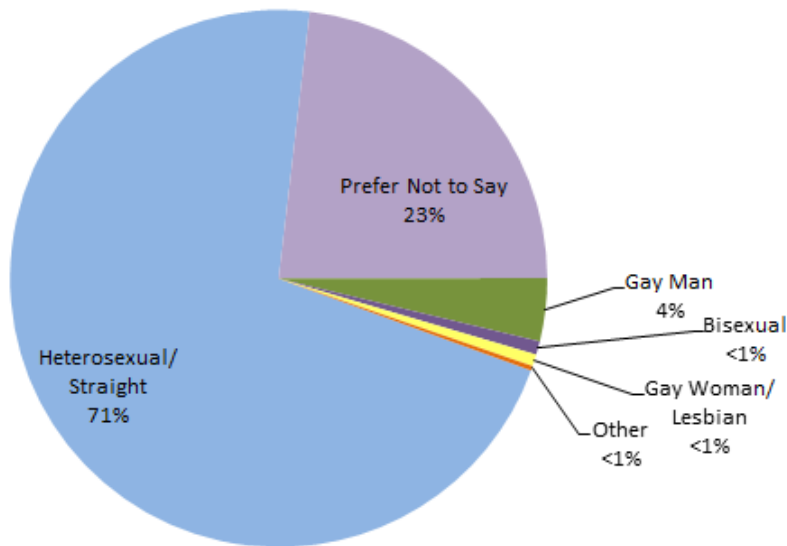
2015 Report

GMC Workforce Profile - Sexual Orientation



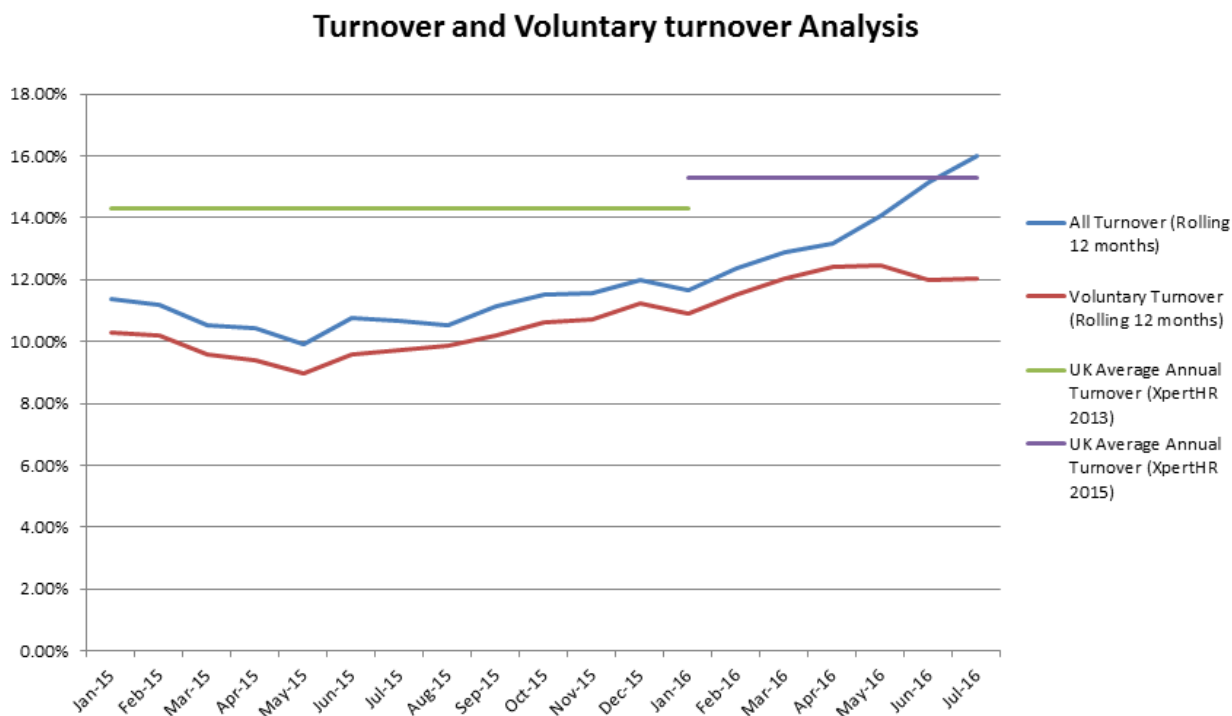
At June 2016

GMC Workforce Profile - Sexual Orientation



7 Turnover and Length of Service

7.1 Annual and monthly turnover for all GMC



7.2 Turnover by directorate

	2015	2016 (Jan-Jun)	2016*
All GMC	12.01%	8.12%	16.24%
Education and Standards	14.71%	16.06%	32.12%
Fitness to Practise	9.32%	9.20%	18.39%
MPTS	10.70%	2.13%	4.26%
OCCE	15.97%	11.59%	23.18%
Registration and Revalidation	11.59%	3.87%	7.74%
Resources and Quality Assurance	16.42%	7.12%	14.24%
Strategy and Communication	14.75%	11.22%	22.44%

* 2016 figures are predictions based on the turnover recorded during January-June.

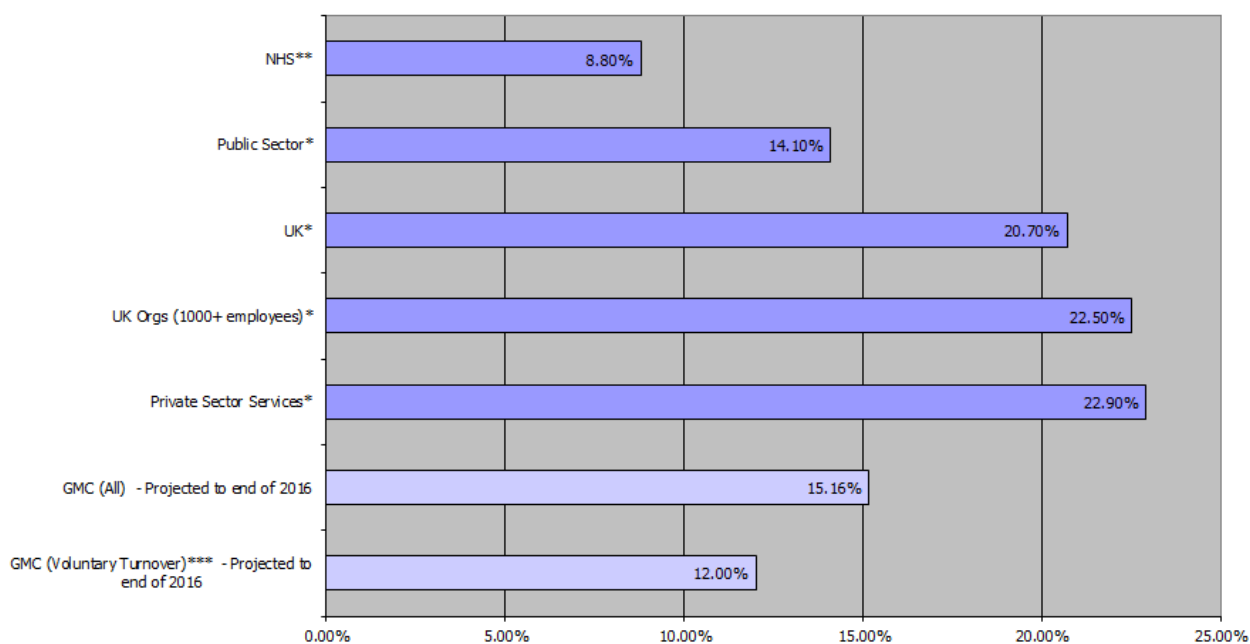
7.3 Turnover by Level

	2015	2016 (Jan-Jun)	2016*
All GMC	12.01%	8.12%	16.24%
Level 1	0.00%	12.50%	25.00%
Level 1AD	0.00%	4.01%	8.02%
Level 2	6.89%	8.94%	17.88%
Level 2A	11.12%	8.58%	17.16%
Level 3	9.42%	8.25%	16.50%
Level 4	12.13%	8.17%	16.34%
Level 5	17.77%	7.89%	15.78%
Level 6	17.49%	7.90%	15.80%
Apprentice	16.67%	0.00%	0.00%

* 2016 figures are predictions based on the turnover recorded during January-June.

7.4 Turnover comparison

GMC Employee Turnover Comparison 2016

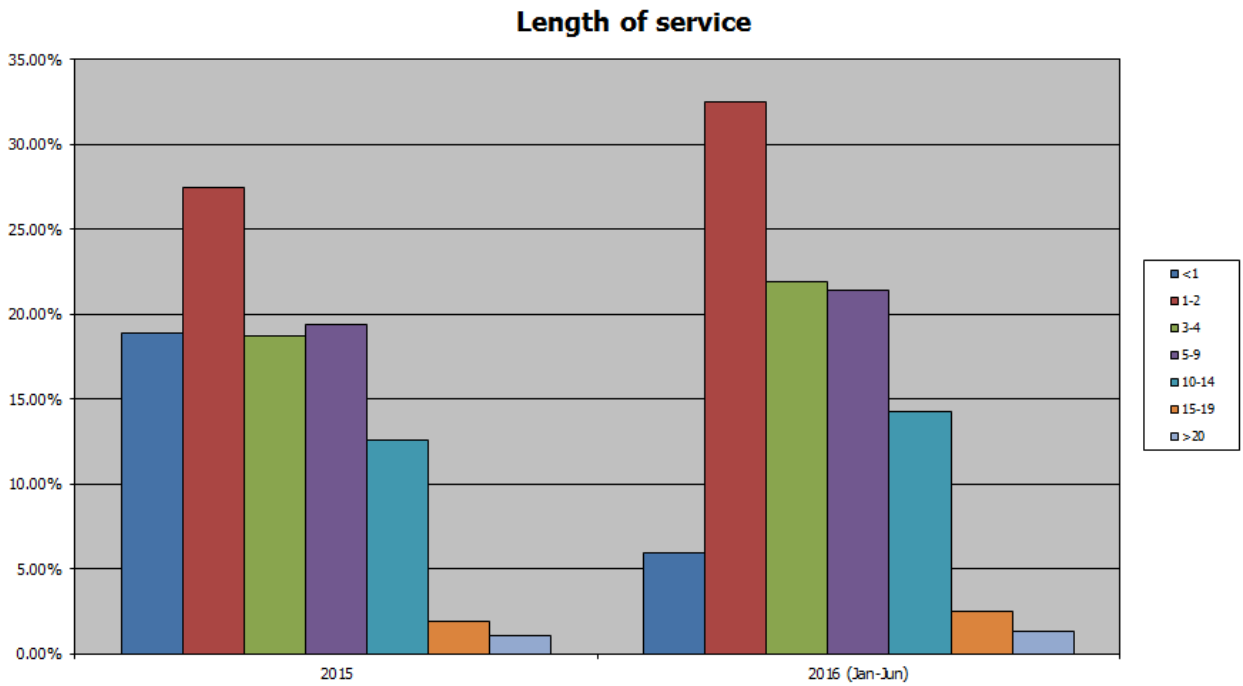


* XperTHR Labour turnover rates 2015 survey

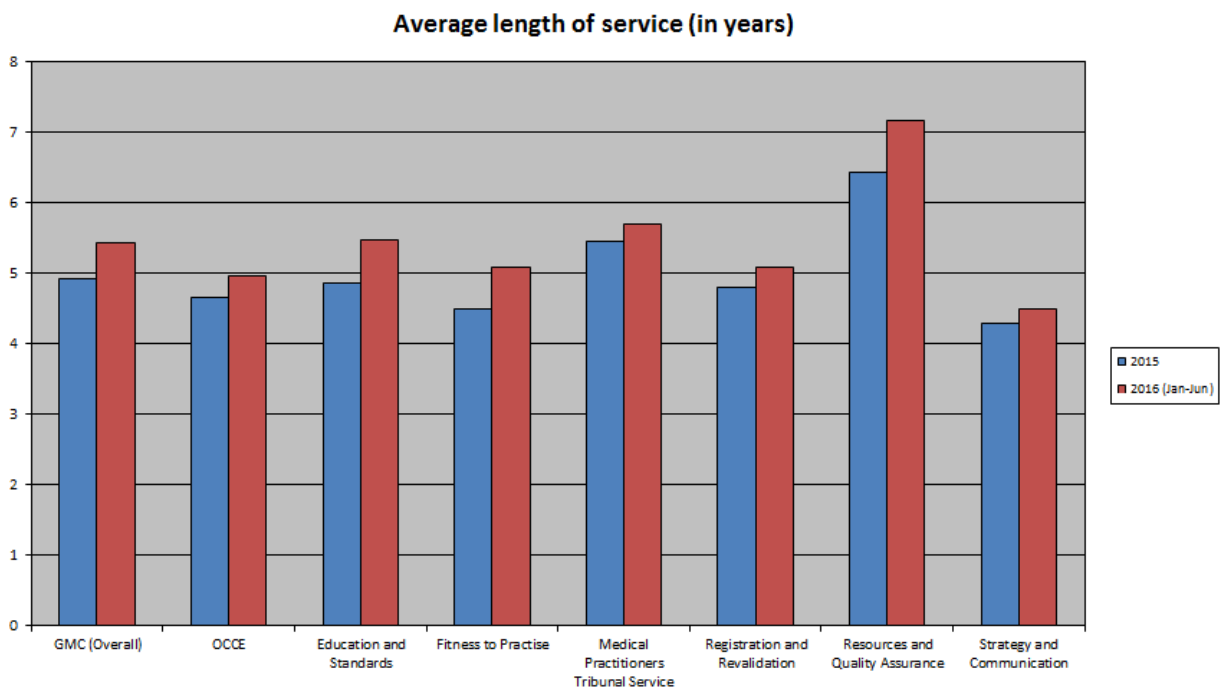
** NHS Workforce Data Oct-2015

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

7.5 Average length of service

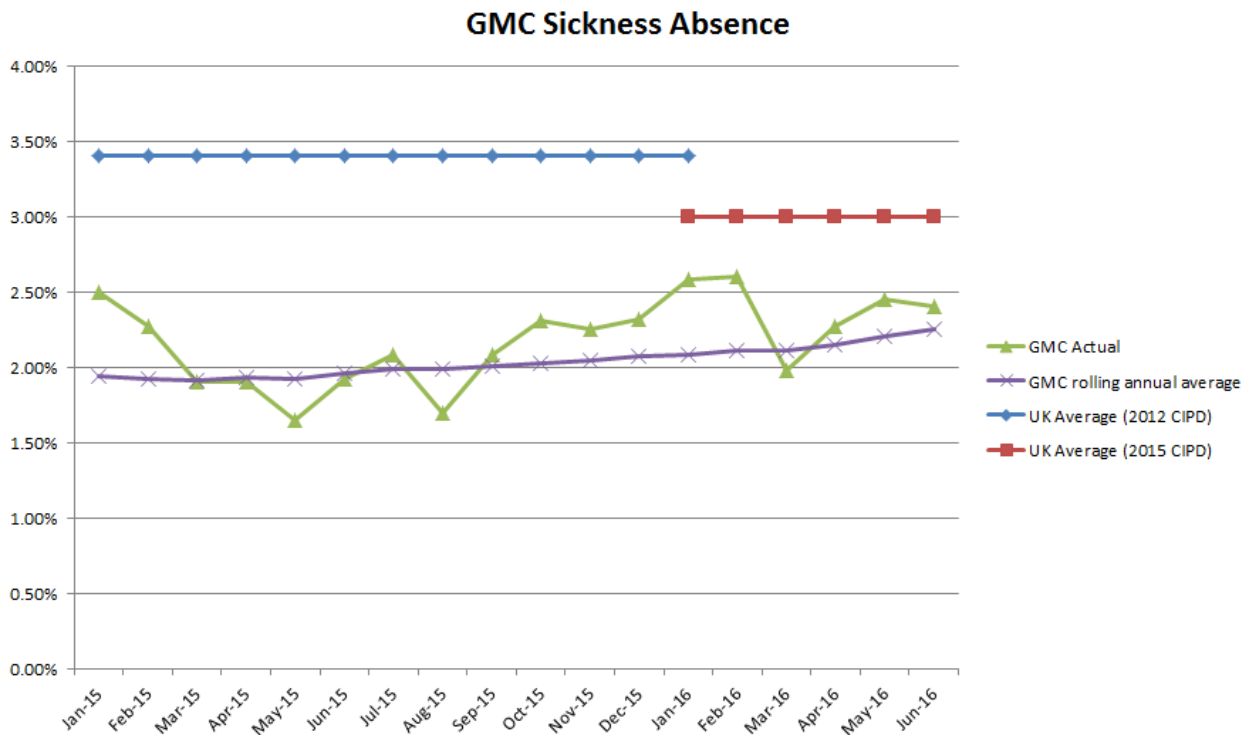


7.6 Average length of service by directorate

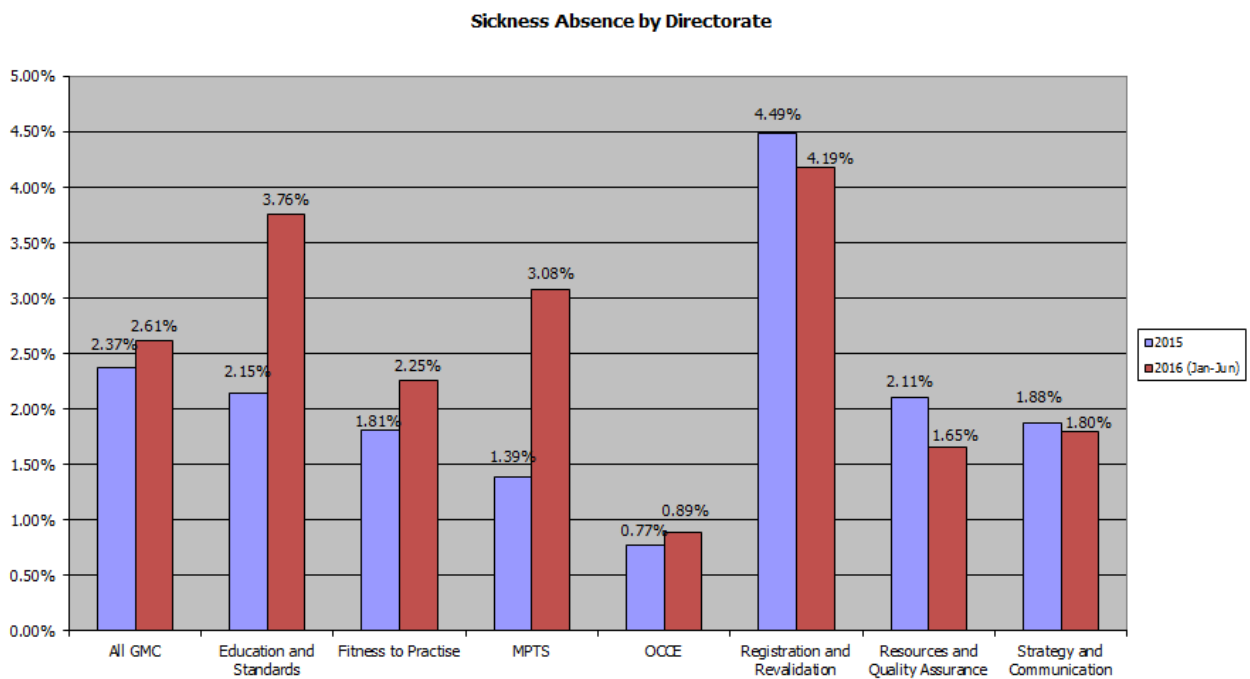


8 Employee Absence

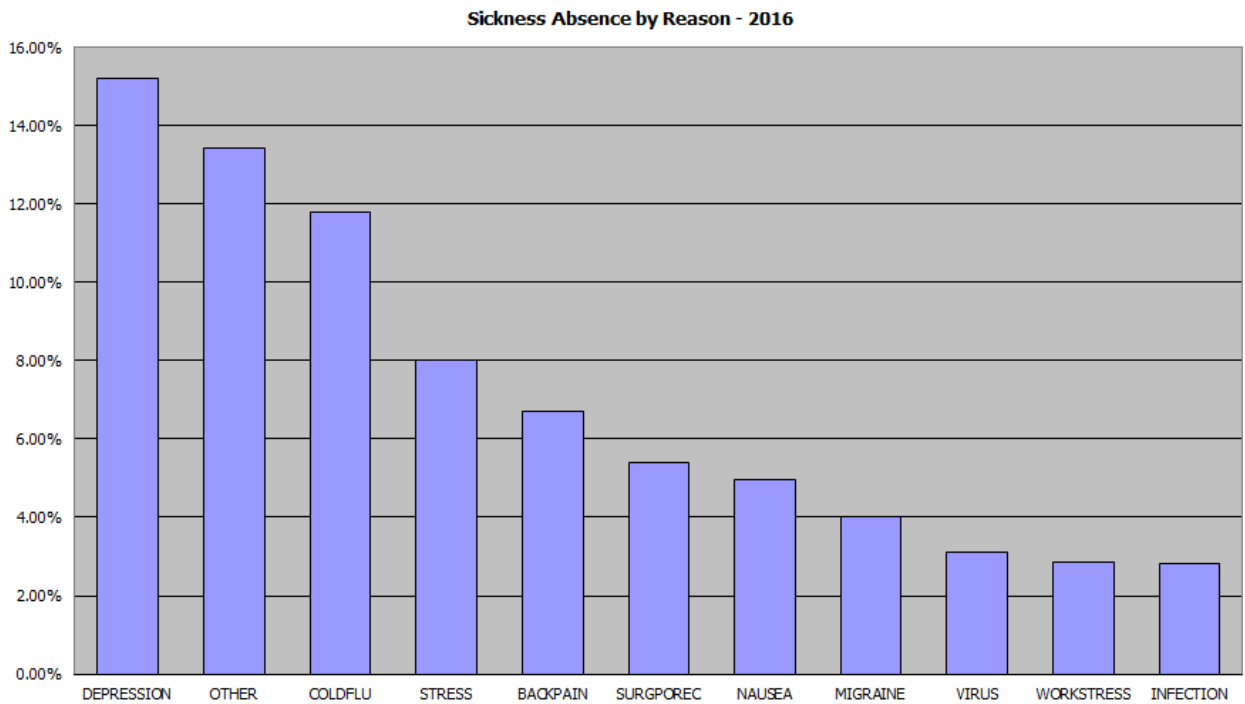
8.1 Annual and monthly absence figures for all GMC



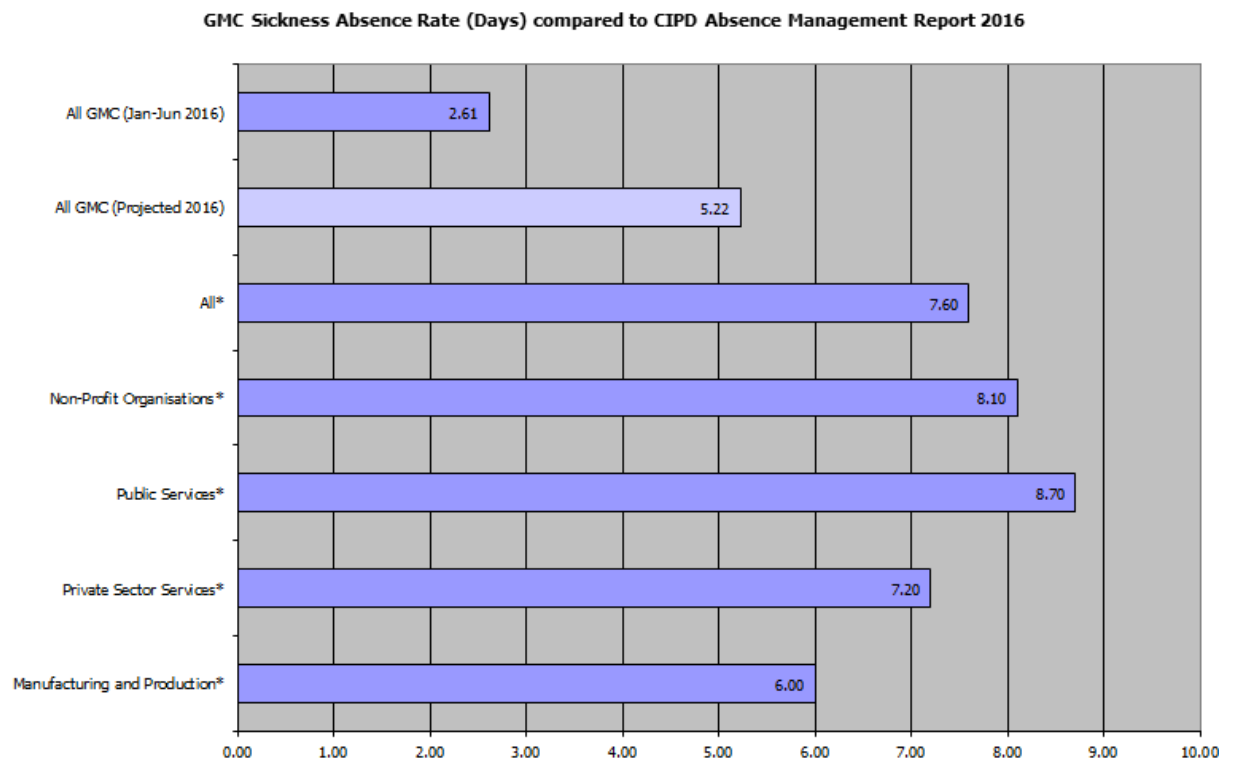
8.2 Sickness by Directorate



8.3 Sickness by Reason



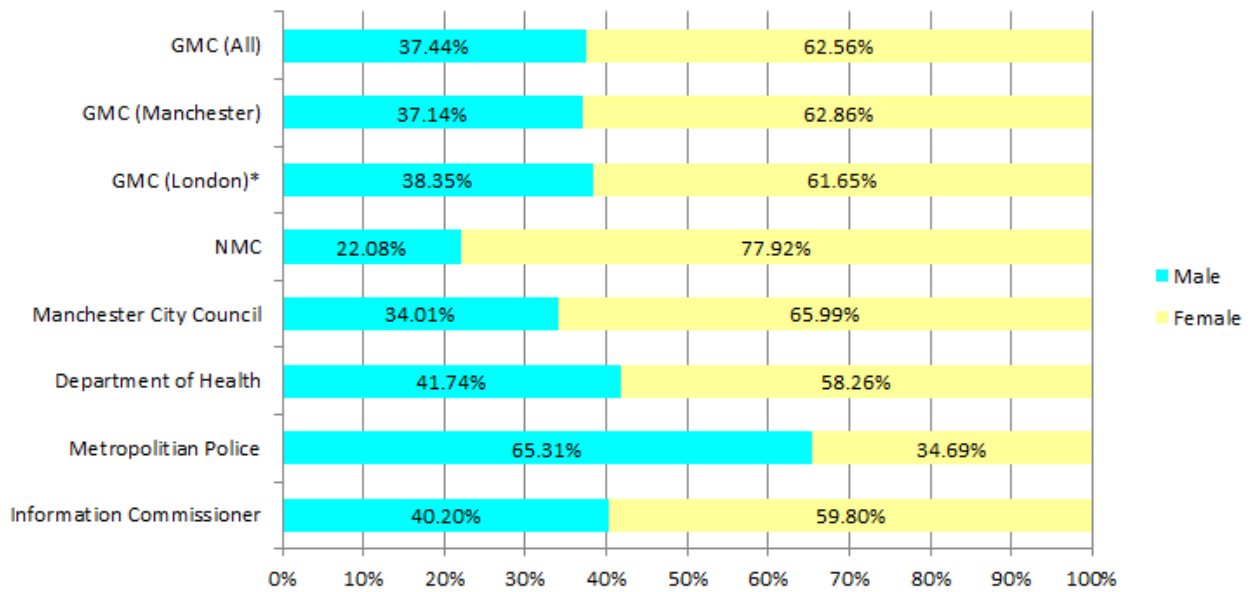
8.4 Sickness Absence comparison with other sectors



9 GMC Comparison Charts

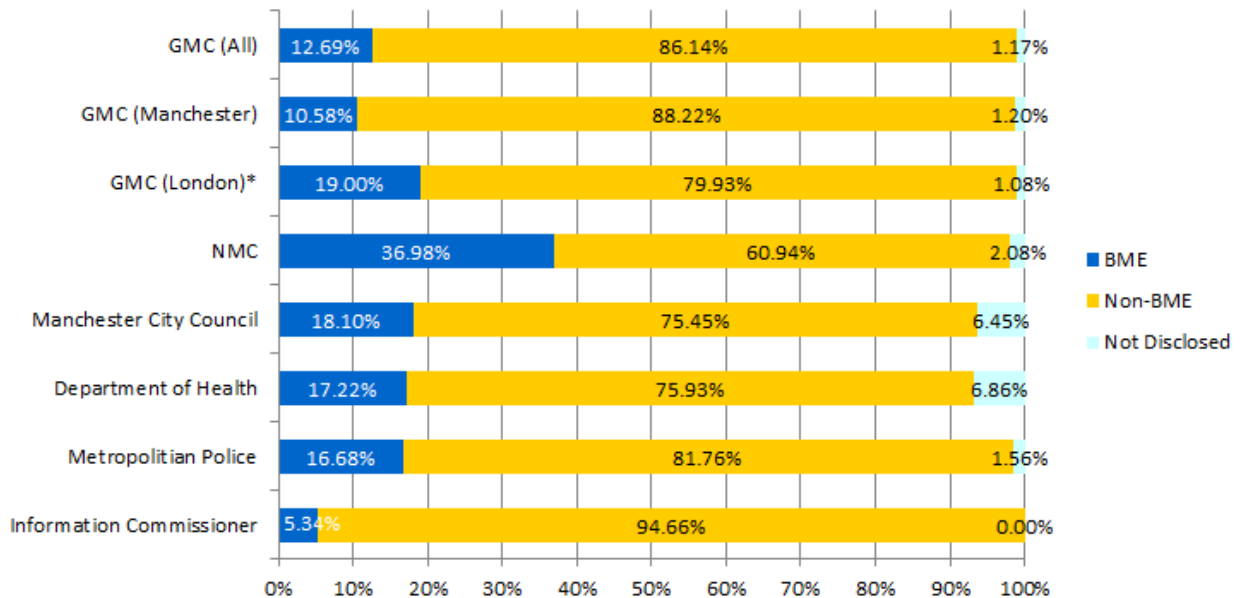
9.1 Gender

GMC Gender Comparison Chart



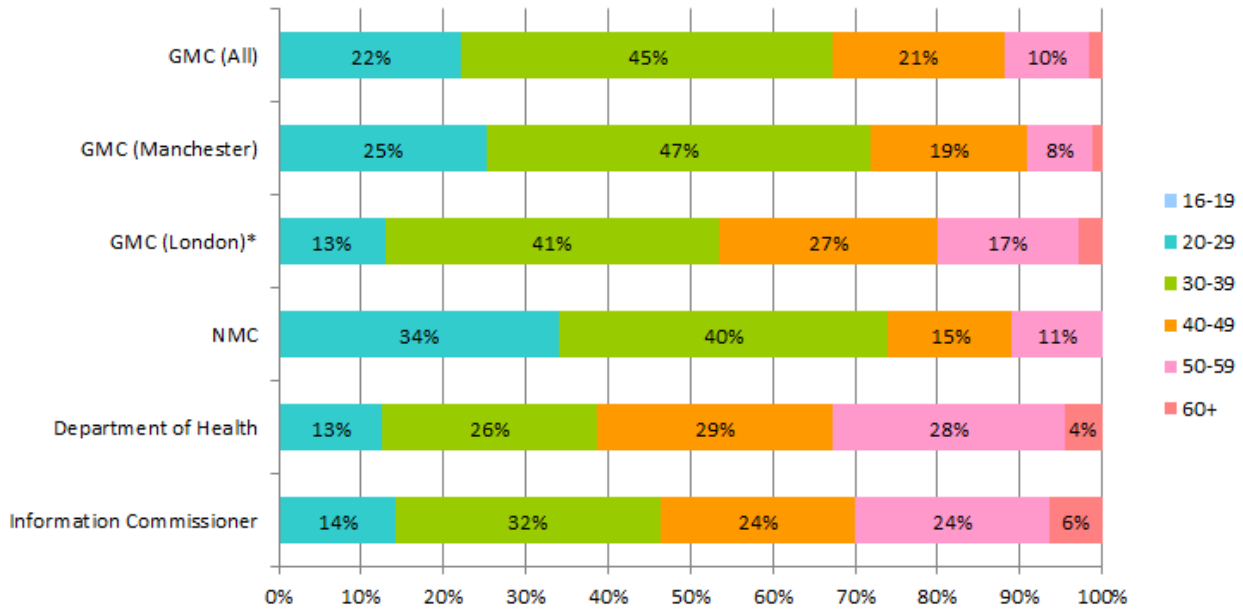
9.2 Ethnicity

GMC Ethnicity Comparison Chart



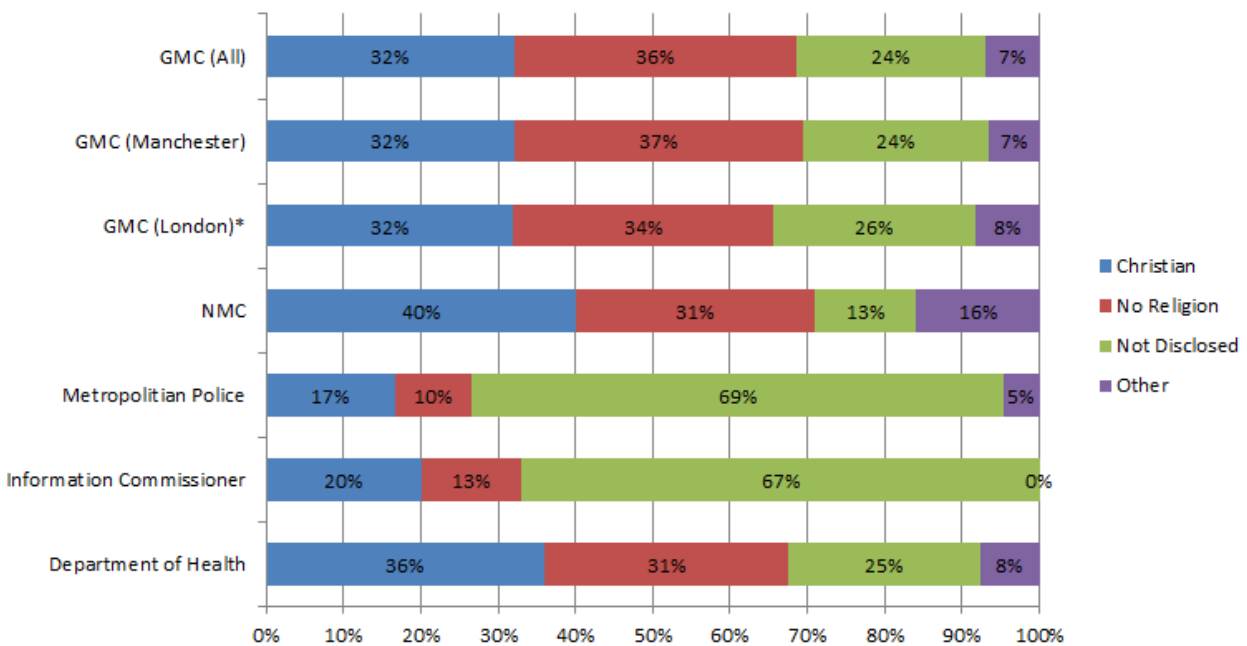
9.3 Age Range

GMC Age Profile Comparison Chart



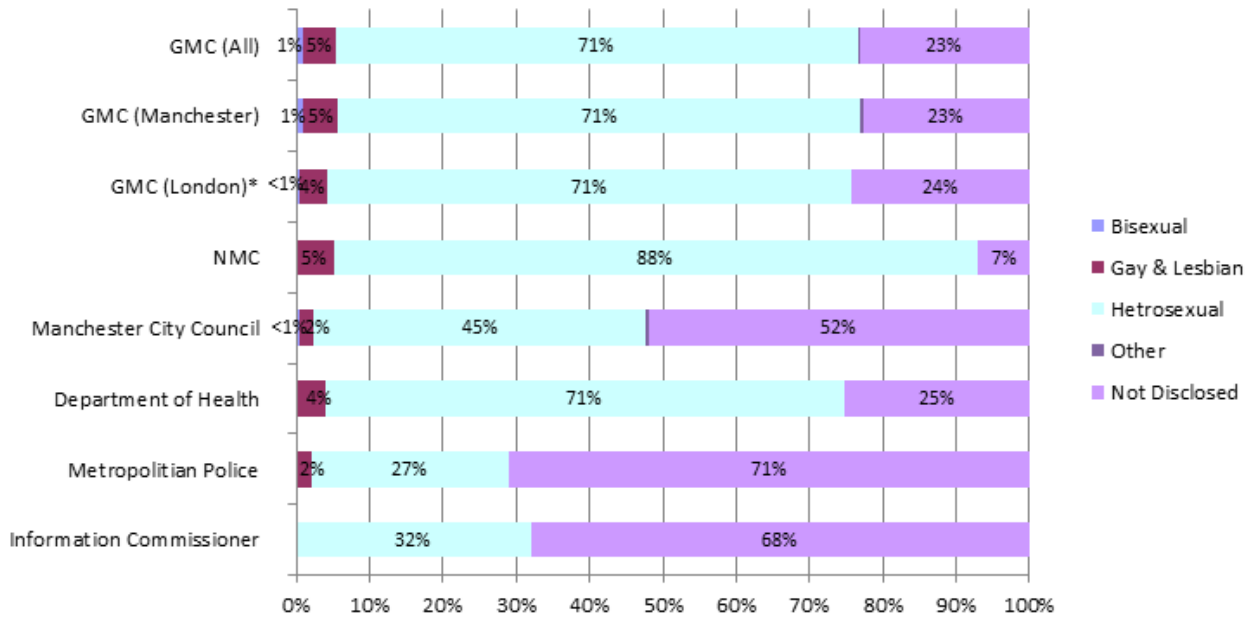
9.4 Religious Belief

GMC Religious Belief Comparison Chart



9.5 Sexual Orientation

GMC Sexuality Comparison Chart



Investors in People question bank created for General Medical Council

The following questions will require to be answered from the following four point scale (there is a neither agree nor disagree statement so the 4 point scale does not allow people to choose to 'sit on the fence').

- 1) Strongly Disagree
- 2) Disagree
- 3) Agree
- 4) Strongly Agree

Leading

1. I understand why GMC exists
2. I have clear and regular two way conversations with my manager
3. My manager supports myself and colleagues to deliver our objectives
4. I give feedback to my manager on the support they provide
5. I understand what GMC cares about (i.e. its values)
6. I am led, managed and developed in accordance with our values
7. I am motivated to act in line with our values
8. People behave in line with our values
9. We do the right thing in accordance with our values rather than simply the easiest
10. I have access to the right knowledge and information to do my job
11. I am able to make improvements to the way I do my job
12. I am involved in decisions that have an impact on my role
13. My manager trusts me to make appropriate decisions
14. My manager involves me when defining my decision making boundaries

Supporting

15. I can clearly see how my role supports GMC to achieve its goals and ambitions
16. I am involved in setting the objectives for my role that supports the performance of our team
17. I have open and honest conversations about my performance
18. My performance is regularly reviewed against our values
19. We measure how we are performing and use the result to improve our performance
20. I am recognised and rewarded in a way that motivates me
21. The way we are recognised and rewarded is regularly reviewed and updated
22. Our achievements are appropriately recognised and celebrated
23. We are rewarded for behaving in line with our values as well as what we achieve.
24. I have clear accountability in my role that avoids duplication of effort elsewhere
25. My role is interesting and utilises my skills and capabilities
26. The processes within GMC support me to make appropriate decisions
27. I am encouraged to work with others across GMC to share information and experience



Improving Systems
Developing People
Growing Business

Improving

28. We recruit the right people in a manner that supports our objectives
29. I am developed in a way that I would describe as innovative
30. I am inspired to achieve my full potential at GMC
31. I have the opportunity to put new skills and knowledge into practice
32. The right people are made available at the right time to enable us to achieve our objectives
33. We evaluate what we are learning to improve our performance
34. Ideas from outside GMC are used to improve how I am managed and developed
35. We are encouraged to learn from our mistakes
36. We are passionate about generating and implementing new ideas to achieve improvements
37. We are involved in long term planning that focuses on our challenges
38. I believe this is a great place to work
39. When changes take place we seek to measure the impact and make improvements for the future
40. Our people are reflective of the community we serve
41. We measure the impact we have on the communities we serve
42. Volunteering in wider charitable activities is encouraged

Any Additional Questions

The new Standard

- Key indicators
- The performance model

The Investors in People Standard

The Standard explores practices and outcomes within an organisation under three performance headings: leading, supporting and improving. Under each heading, we have identified three key indicators.



Leading

Creating purpose in a fast changing environment whilst motivating through change have become essential skills for many roles. Outperforming organisations foster leadership skills at every level of the organisation to deliver outstanding results.

1. Leading and inspiring people

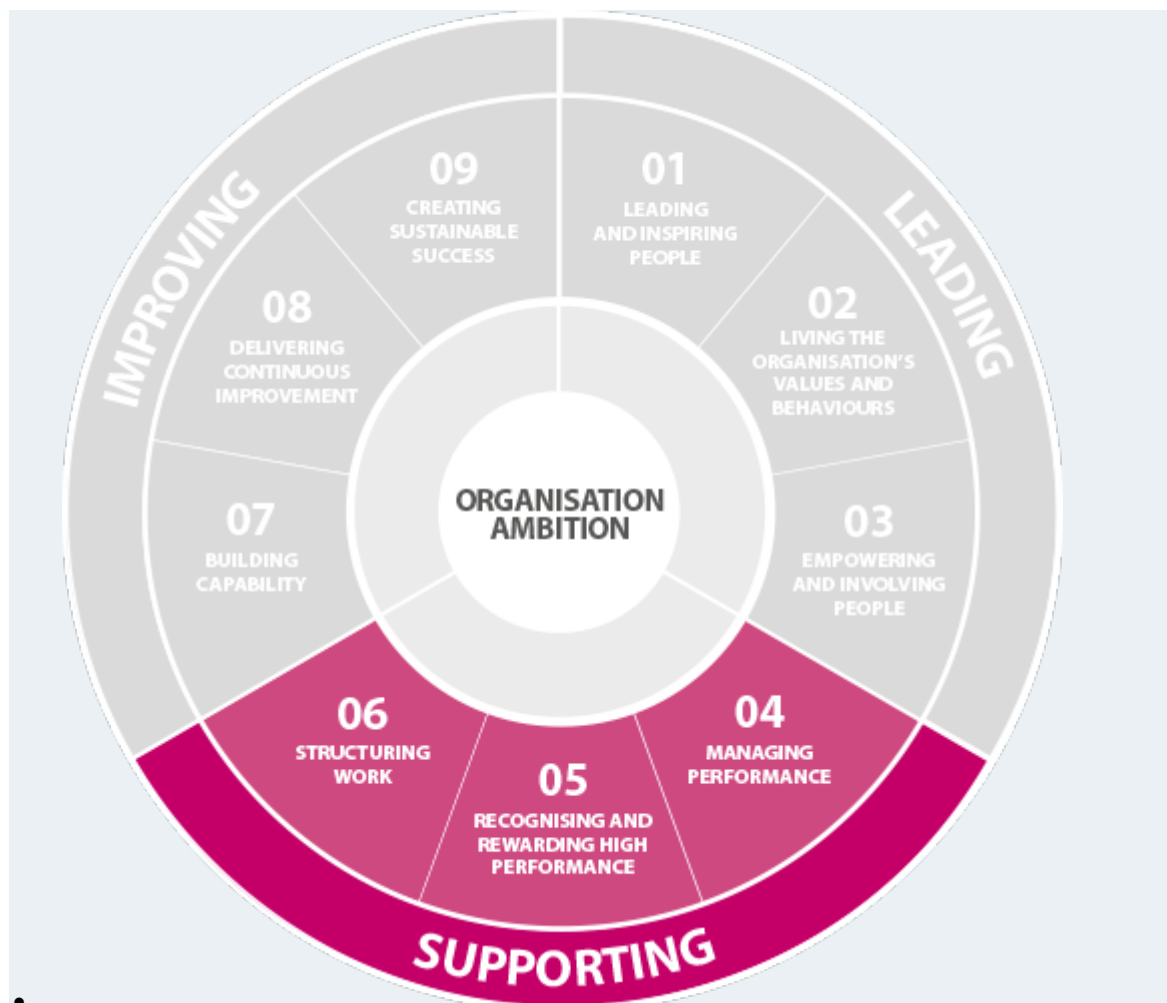
Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.

2. Living the organisation's values

People and leaders act in line with the organisation's values at all times. They have the courage and support to challenge inconsistent behaviours.

3. Empowering and involving people

There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.



Supporting

For many, constant change is now normal. Successful organisations are moving towards flatter structures to enable faster decision-making, customer focus and agility. Reduced overheads, better service for customers and more successful organisations are the benefits of this approach.

1. Managing performance

Objectives within the organisation are fully aligned, performance is measured and feedback is used.

2. Recognising and rewarding high performance

Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best.

3. Structuring work

The organisation is structured to deliver the organisation's ambition. Roles are designed to deliver organisational objectives and create interesting work for people, whilst encouraging collaborative ways of working.



Improving

The best organisations are always looking for opportunities to improve by seeking every marginal gain. They know that every small change adds together to enable them to constantly outperform.

1. Building capability

People's capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the organisation has the right people at the right time for the right roles.

2. Delivering continuous improvement

There is a focus on continuous improvement. People use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

3. Creating sustainable success

The organisation has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation.

13 – Human Resources update

13 – Annex C

Apprenticeships Overview

- 1 The Apprenticeship Levy will take effect on 6 April 2017. The GMC will pay approximately £200,000 per year, 0.5% of the GMC's annual pay bill. The levy can only be used to fund apprenticeships. According to government research, 70% of employers recuperate apprentice costs within two years through increased productivity and improved quality of service.
- 2 The introduction of the apprenticeship levy provides an opportunity for us to review our apprentice strategy.

Background

- 3 In 2015 the government announced the apprenticeship levy and its vision to create three million apprenticeships in England by 2020.
- 4 This levy comes into effect on 6 April 2017 and will be paid monthly through the payroll system into a digital apprentice account for the GMC.
- 5 These funds may only be spent through the digital account on apprenticeship training and assessment and not salary.

Transition plan

- 6 Our existing year one apprentices recruited in September 2016 on a 12 month fixed term contract will continue under the current scheme. This training is funded directly by the government at no cost to the GMC.
- 7 From April 2017 the GMC will pay for apprenticeship training using the levy funds. This will include year two training of the 2016 apprentices who are successful in their role in year one.
- 8 We will also scope and research apprenticeship programmes the GMC could replicate use for both new and existing staff. These might include options tied to both under

and post-graduate degrees. We will also work with managers to identify suitable apprenticeship roles and career paths within the GMC.

- 9** We will tender for a supplier in early 2017 to support the recruitment of new apprentices and provide the apprenticeship training service.
- 10** In 2017 we will set up a small project team to assess the impact of the levy and develop our own apprenticeship programme in line with operational requirements and the changing financial framework.