

Finance and Resources Committee, 19 March 2013

Human Resources Workplan 2012 - 2013

Executive Summary and Recommendations

Introduction

This paper sets out the Human Resources Department workplan for the coming financial year and covers the Human Resources and Partners functions.

Decision

The Committee is asked to agree the attached Human Resources workplan.

Background information

This document is intended to support the HCPC's strategy, aims and objectives and sits alongside the HR strategy and other departmental strategy documents and work plans.

Resource implications

The resource implications of the attached document have been incorporated into the HPC budget for 2013 - 2014.

Financial implications

The attached paper's assumptions are all accounted for in the current version of the HCPC budget for 2013 - 2014.

Date of paper

6 March 2013

Human Resources Department 2013-2014 Workplan

Contents

	Page
Introduction	2
Resources	
Staffing Resources	2
Budget Management	3
Human Resources Activities in 2013 - 2014	
Employees	3
Partners	5
Human Resources Objectives in 2013 - 2014	
Employees	6
Partners	7
2014 – 2015	9
Human Resources Activities in the Past Year 2012 – 2013	
Employees	10
Partners	11
Risk Management	13
Appendix 1	14
Appendix 2	16

Introduction

This document sets out the work priorities of the HR Department for the financial year April 2013 – March 2014. It addresses how the department's work will progress over the next year to support the HCPC's business strategy and growth, to encourage high employee and partner performance, and to support the HCPC's positive working culture and commitment to continuous improvement. This workplan links to the objectives of the HCPC Human Resources Strategy, a copy of which is **attached at appendix 2**.

Staffing Resources

The Human Resources Department consists of the following posts:

HR Team

Teresa Haskins	Director of Human Resources
Georgia Akuffo-Kumih	Human Resources Manager
Sam Ha	Human Resources Co-ordinator (part time)
Kim Wilcox	Human Resources Team Administrator

Partners Team

Hayley Graham	Partner Manager
Deborah Dawkins	Partner Co-ordinator
Eva Nordstrom-Amy	Partner Administrator
Mita Patel	Partner Administrator (part time)

There are no plans to expand either the HR or the partners team during the 2013/14 financial year.

In 2013/14 two members of the HR and Partners team will be undertaking further study in order to gain or enhance their existing CIPD professional qualifications.

The **Director of Human Resources** is responsible for the overall management and strategic direction of the HR and partner functions, and the development and implementation of HR and partners workplans, policies and projects. The HR Director provides advice and support to the Chief Executive and Executive Management Team on HR matters which impact on the whole organisation.

The **Human Resources Manager** is responsible for the whole range of operational human resources services including recruitment, management of sick leave, management of conduct and capability cases, higher level HR database management, and providing an advisory service to managers and employees.

The **Human Resources Coordinator** provides support for employee management and employee relations functions including advice to managers and employees, co-ordination of sick leave, support on conduct and capability cases, conducting inductions and exit interviews and dealing with first line queries.

The **Human Resources Team Administrator** provides support for employee management functions including co-ordination of recruitment and training, conducting inductions and exit interviews, dealing with first line queries and maintaining database and filing systems.

The **Partner Manager** is responsible for the day to day management of the partner team and ensuring that the partner budget and partner objectives in the HR workplan are delivered to schedule. Her duties include reviewing and implementing partner policies and procedures, resolving partner complaints/ performance issues and working closely with departmental managers who make use of partners.

The **Partner Coordinator** is responsible for coordinating the recruitment, selection, training and performance management of partners and ensuring that partner processes are run effectively and in accordance with policies and good practice.

The **Partner Team Administrators** are responsible for administration and customer service to partners for recruitment, selection, training, appraisal and assessment. They also maintain partner databases and data sources.

Budget Management

The department manages both the human resources budget and the partner budget. The human resources draft budget for 2013 – 2014 is around £510k. Headline areas consist of £56k for organisation wide training, £35k allocated to legal expenses for employment related matters and £112k for organisational recruitment.

The partner budget of around £430k largely consists of provisions for partner recruitment and training. Two significant sums forming part of this figure are £65k allocated for partner recruitment, and £228k for training.

Human Resources activities in 2013 – 2014

The following paragraphs summarise the main employee and partner activities for the coming year.

Employees

The most significant area of work for HR (Employees) in 2013/14 will be the **major project to review the full range of HR and partners processes and IT systems**. The two overall aims of this project are to:

- Create and maintain HR processes and systems which are efficient and fit for purpose, in order to support HCPC in employing and managing its people and in complying with both current and future legislation and best practice and
- Establish processes and systems in the Partners department which are efficient, fit for purpose and which will best support the business in keeping pace with future regulatory developments.

In order to deliver these aims, a Phase 1 review project will be completed during the 2013/14 financial year. The objectives of this Phase 1 project are to:

- Review and map current HR and Partners business process and systems as they are now (as is) by the end of March 2013
- Define and map HR and Partners business processes and systems required in the future (to be) by the end of July 2013
- Identify the preferred/most feasible option for 'to be' processes and systems
- Establish whether the HR and Partners functions share sufficient similarities in processes and requirements to enable them to continue to share the same database(s) and IT systems
- Identify a preferred supplier by November 2013
- Produce a business case for the Phase 2 project by December 2013

Employee **Recruitment and selection** will continue to form a significant part of the department's workload in 2013/14. Employee numbers are projected to rise by around 5% or 12 new posts from 186 to 198. In addition to entirely new posts, the normal rate of turnover (forecast to remain at around 12% in 2013/14) plus internal movements and promotions are likely to generate around 50 recruitment campaigns during the year..

The new posts requested in the draft budget for 2013/14 are as follows:

• Communications Officer (Web), Communications	1
• Facilities Assistant/Receptionist, Facilities	1
• Procurement Manager, Finance	1
• Hearings Officer, FTP	2
• Scheduling Officer, FTP	2
• Education Officer, Education	1
• IT service post	1
• IT support post	1
• Service and Complaints Manager, Secretariat	1
• Business Analyst, Operations	1
Total	12

Support, advice and training for managers and employees will continue to occupy a significant amount of the team's resources. There are training requirements in a number of areas (for example further management development training, IT skills etc. We will also continue to develop and arrange for delivery of the HCPC annual training and development programme which aims to meet any organisation wide learning needs identified as a result of organisational objectives.

There will always be challenging **employee relations** issues to deal with in any HR department and this work is expanding both in volume and complexity due to increasing employee numbers. It is important that the department retains the flexibility and ability to respond to these as required in order to ensure fairness and consistency in the application of human resources processes across the business.

There are various **ongoing activities** that are part of the employee section of the human resources plan every year including:

- annual job description updates
- continuous review of employment policies and practices to ensure best HR practice and legal compliance
- conducting exit interviews and analysing findings
- managing the annual performance review process in the final quarter of each year.
- managing an on-going programme of training
- managing the annual pay review process
- Informing and consulting with employees about employment related issues

Partners

The largest piece of work for the partners team in the coming year will be the **major project to review the full range of HR and partners processes and IT systems**. One of the key overall aims of this project, as detailed above, is to develop processes and systems in the Partners department which are efficient and which will support the HCPC in keeping pace with future regulatory developments. As a result, the review of partner processes and of the partner function as a whole needs to be particularly broad in scope.

The core functions of **recruitment, selection, training, partner appraisal and agreement renewal** will continue to occupy a significant amount of the partner team's resources in 2013-14.

In 2013-14, 24% of Panel Members will undergo the self-assessment process to renew their Partner Service Agreements. To support the staggering of end dates due to the eight year rule, 27 posts will be replaced through external recruitment. Following an evaluation in 2012-13, updated self-assessment documentation will be used in 2013-14.

There are no plans to increase Partner numbers in any professions or roles in 2013-14 and planned recruitment is largely to backfill Partners who have resigned throughout 2012-13.

Refresher training, which partners normally undergo every two years, will take place for all roles which fall due in 2013-14. This includes the refresher training for Registration Advisors which takes place every other year.

Partner appraisals will continue for the roles of Registration Assessor, Visitor, Panel Member and Panel Chair. Following an evaluation in 2012-13, updated appraisal documentation will be rolled out at the beginning of 2013-14.

Human Resources Objectives in 2013 - 2014

We have identified the following objectives for the financial year 2013 – 2014. Unless stated otherwise the timescale is on-going throughout the year.

Employees Objective 1: Recruit and retain appropriate numbers of high quality people to meet business needs

This workplan objective relates directly to the first objective in HCPC Human Resources Strategy (attached at appendix 2)

- To continue to provide efficient, cost effective and high quality support to the organisation in the recruitment to 12 new posts and backfill of vacancies created as a result of employee turnover and internal transfers and promotions
- To continue to review the effectiveness of recruitment through a range of traditional and non-traditional channels

Employees Objective 2: Support training and development.

This workplan objective is linked to the Human Resources strategic objectives to 'Train and Develop people and to 'Encourage and maintain a high performance culture'

- Continue to improve central co-ordination and provision of training and development including on-going development of the HCPC organisational training plan, which is linked to business objectives and which will include shared learning needs, evaluation and training indicators (training spend per employee, no of days training per employee)
- Continue to co-ordinate annual training on diversity, appraisals and IT skills, and introduce in-house HR process training
- Review the HCPC's training and development policy and strategy to ensure that it still fits with organisational objectives
- Monitor the effectiveness of HCPC apprenticeships/ work placements and consider setting up more apprenticeship positions

Employee Objective 3: Encourage and maintain a high performance culture

This workplan objective is linked to the following Human Resources strategic objectives to 'Encourage and maintain a high performance culture'

- To review the effectiveness of and continue to run the HCPC programme of management development
- To run refresher training for managers on managing performance and conducting appraisal meetings

Employees Objective 4: Facilitate employee engagement

This workplan objective is linked to the following Human Resources strategic objectives: to 'Provide a supportive work environment and to 'Encourage innovation and involvement'

- To review and if possible enhance the role of the Employee Consultation Group to support growing employee numbers
- Continue to carry out exit interviews with leaving employees, report on trends and take appropriate action in response to key trends
- Carry out and analyse the findings of an organisation-wide employee engagement survey (to follow on from organisation-wide surveys run in 2009 and 2011) to assess the impact on satisfaction levels of the further expansion of the organisation and the increasing complexity of organisational operations.

Employees Objective 5: Ensure best practice and legal compliance

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy,

- Continuously review employment policies and practices to ensure that they comply with current legislation and best HR practice
- Continue to provide HR advice to managers to enable them to get the best out of their people
- Continue to evaluate the impact of the new pay system and policy and investigate any further necessary changes
- Prepare for pension scheme auto-enrolment which will apply to the HCPC from 1 April 2014.

Employees & Partners Objective 6: Effective delivery of phase 1 of the project to review HR and partners processes and IT systems.

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy.

- Complete phase 1 of the project within the timescales and budget set, including project initiation, process mapping of existing HR and partners processes, identifying how processes and systems should change to meet requirements, and identification and design of solution(s)

Employees & Partners Objective 7: Demonstrate Commitment to Equality and Diversity

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy.

- Continue to promote an inclusive working environment by providing diversity training to all new employees and partners
- Monitor and report on employee and partner diversity statistics

Partners Objective 8: Manage partner recruitment and induction training to ensure that organisational requirements are met

- Work with departments to accurately forecast required numbers of Partners against workload and monitor attrition rates as necessary
- Recruit the required numbers of suitable and high quality Partners, ensuring that the skills and experience mix is appropriate for the future needs of user departments
- Plan and deliver a strategy to raise awareness of Partner roles amongst registrants, particularly in hard to recruit professions to support recruitment of backfill due to Partners reaching the end of their tenure (due to the 8 year rule).
- Schedule and co-ordinate induction training

Partners Objective 9: Manage refresher training for all partners who are due to be retrained in 2013-14.

- Plan and schedule all Partner refresher training required for 2013-2014
- Ensure Partners attend refresher training as scheduled

Partner Objective 10: To administer partner appraisals and performance management as follows:

- Conduct the self-assessment re-appointment process for 68 Panel Members.
- Launch revised appraisal and self-assessment documentation.
- Conduct a minimum of 8 Panel Member appraisals per month
- Conduct a minimum of 5 Registration Assessor (pairs) appraisals per month
- Conduct Visitor appraisals in line with visit and annual monitoring day schedules
- Manage individual partner performance issues as and when required

Partner Objective 11: To monitor Partner retention rates and reasons for exit.

- Complete an annual report detailing Partner exit rates in 2012-2013 and an analysis of the reasons for exit.

Partner Objective 12: To promote Partner learning and development.

- Collate feedback from 2012-2013 training events, identify themes across Partner roles and prepare an annual report with recommendations where necessary.

2014 - 2015

Employees

By 2014/15, the major project to review HR and Partners information systems and processes will have progressed to the implementation phase. The project is likely to continue to be a major area of activity for both the HR and Partners teams throughout the year.

By April 2014 the employee headcount is likely to have increased to just under 200, generating higher on-going volumes of operational and more complex HR work.

The HR team will need to continue to review and develop its processes, policies and understanding of the business in order to support further growth in areas such as voluntary registers and the possible regulation of social care workers. Specific HR plans for 2014 – 2015 include further development of organisational training and a possible review of the HCPC's appraisal system, including the range of competencies assessed. Pension scheme auto-enrolment will apply to the HCPC from 1 April 2014 and this will need to be implemented on an on-going basis.

Finally further work may be necessary on the pay system to ensure that HCPC pay remains competitive and key employees can be retained.

Partners

The numbers of Partner roles will have increased to around 850 by 1 April 2014. Continuous monitoring and planning of partner agreement lengths will ensure that there are adequate numbers of FtP partners for each profession after June 2015, when a significant number of partners will complete the maximum tenure allowed of 8 years.

The Partners team will continue to evaluate its key processes through interaction with user departments and Partners to ensure that processes continue to meet both best practice and the evolving needs of the organisation. In 2014-2015, an area of focus is likely to be training due to the need to review the frequency, delivery and quality of training for an increasing number of Partners.

Human Resources Activities in the Past Year: 2012 - 13

For the HR team, much of 2012/13 was dominated by preparation for the GSCC transfer, and by the high volumes of recruitment which were necessary following the transfer. Other work areas included the organisation and support of training initiatives, and the setting up of an HCPC apprentice scheme. In addition, the HR team delivered a full range of operational services, delivered policy improvements in key areas and evaluated and re-ran the HCPC management development programme.

The Partner team's main areas of focus in 2012 -13 were recruitment for both existing professions and the on-boarding of social workers induction, refresher training and an increased emphasis on the scheduling of appraisals and performance management.

A review of the major objectives for 2012- 2013 is set out below.

Employees Objective 1: Effective management of employment aspects of the transfer of regulatory functions from the GSCC to the HCPC following the principles of COSOP (Cabinet Office Statement of Practice on Staff Transfers in the Public Sector)

This objective was fully achieved as follows:

- Communication and formal consultation took place with affected employees in line with legal requirements
- One redundancy selection process was managed after the transfer date
- Employees and managers received in-depth advice on processes and legal requirements throughout the process
- Work with the DH took place and pension arrangements for transferring GSCC employees were agreed, although the relevant transferring employees chose to switch to HCPC terms and conditions of employment.

Employees Objective 2: Support training and development

This objective was achieved as follows:

- Provision of centrally-run training and development was increased and simplifications were made to training evaluation processes which led to increased response rates.
- the HCPC programme of management development continued to run and to receive high results in training evaluations
- Co-ordination of annual training on diversity, appraisals and IT skills continued as planned. It is planned that in-house HR process training will commence in 2013/14

- The planned review of the HCPC's training and development policy and strategy has been moved to 2013/14 due to pressure of work
- the HCPC apprenticeship scheme was set up and the first two apprentices commenced work in December 2012.

Employees Objective 3: Facilitate employee engagement

This objective was fully achieved as follows:

- The HR team continued to provide support and advice to the Employee Consultation Group.
- The HR team continued to carry out exit interviews with leaving employees, reported on trends and took appropriate action in response to any particular issues which arose as appropriate
- Health related benefits such as health checks were introduced as a result of feedback obtained in the 2011 employee engagement survey; we also introduced an employee discount scheme – HCPC Rewards

Employees Objective 4: Ensure Best Practice and Legal Compliance

This objective was fully achieved as follows:

- We reviewed a range of employment policies and practices to ensure that they comply with current legislation and best HR practice, including the Paternity policy, the Eye Care policy and Agency Workers policy.
- We continued to provide a comprehensive HR advice service to managers to enable them to get the best out of their people
- We continued to evaluate the impact of the new pay system and policy and engaged the services of QCG, a specialist remuneration consultancy, to carry out market pay benchmarking for all HCPC posts

Employees & Partners Objective 5: Major project: HR and Partners systems and process review

This objective was achieved as follows:

- We commenced phase 1 of the major project and established a detailed project timetable which schedules completion of phase 1 for autumn 2013.

Employees & Partners Objective 6: Demonstrate Commitment to Equality and Diversity

This objective was achieved as follows:

- We provided diversity training to all new employees and partners in line with our rolling programme
- We monitored and reported on employee and partner diversity statistics

Partners Objective 7: Ensure that 40 lay panel member and legal assessors are recruited and all 136 new partners trained to accommodate the transfer of the regulation of social workers to the HCPC

This objective was achieved as follows:

- We recruited the required number of registrant, lay and legal assessor Partners to support the on boarding of Social Workers.

Partners Objective 8: Manage partner recruitment and induction training for existing professions to ensure that organisational requirements are met

This objective was achieved as follows:

- We recruited the required number of Independent Prescriber and AMHP Visitors.
- We recruited the required Partners due to vacancies that arose from contract renewal and/or attrition.
- The recruitment of Lay Visitors did not occur in 2012-2013 due to a decision made by ETC.

Partners Objective 9: Manage refresher training for all partners who are due to be retrained in 2012-2013.

This objective was achieved as follows:

- Training was scheduled and planned for all Partners requiring refresher training.
- Partners who failed to attend scheduled refresher training were monitored and communicated with accordingly.

Partner Objective 10: To continue to administer partner appraisals and performance management as follows:

This objective was achieved as follows:

- The self-assessment process was carried out, agreement lengths were staggered and any required recruitment as a result of the outcome was accounted for.
- The target for Panel Member appraisals was met.

- All Panel Chairs appointed prior to 1 August 2012 were appraised.
- The monthly target for appraisal of Registration Assessors was not met due to a significant number of eligible Registration Assessors having already being appraised. Registration Assessors will enter a new cycle of appraisal from April 2013.
- Visitor appraisals were scheduled and conducted in line with visits and annual monitoring days.
- Partner complaints and performance issues were dealt with appropriately when required. This remains infrequent.

Partner Objective 11: Review Partner Appraisal System

This objective was achieved as follows:

- Evaluation of Partner Appraisal System was carried out and a report compiled.
- Recommendations were made to review the documentation and competences.
- The appraisal documentation across eligible roles has been reviewed and is currently in the final stages of agreement with user departments. Roll out of revised documentation is planned for early 2013-2014.

Risk Management

The Human Resources Department manages risks within the HR department and throughout the HCPC in relation to overall employee and partner management.

Key areas are recruitment, training and performance management for both employees and partners. Employee risk management includes mitigations against loss of key individuals and skills, effective skills development, effective management of employee performance matters and ensuring compliance with employment legislation.

Please see the Appendix1 for the HCPC Employees and Partners risk assessments

Appendix 1

HR (Employees) Risk Assessment

Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations January 2012	Likelihood before mitigations January 2012	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation January 2012	RISK score after Mitigation July 2011
11.1	Loss of key HPC employees	Chair, Chief Executive and EMT	4	4	16	Chief Executive succession plan held by HR Director. Succession planning generally.	Departmental training (partial or full) and process documentation		Low	Low
11.2	High turnover of employees	HR Director	3	2	6	Remuneration and HR strategy	Regular performance reviews	Exit interview analysis	Low	Low
	Links to 11.3									
11.3	Inability to recruit suitable employees	HR Director	2	2	4	HR Strategy and adequate resourcing of the HR dept	Careful specification of recruitment adverts and interview panel selection	Hire skilled temporary staff in the interim	Low	Low
	Links to 4.10, 6.1, 11.2, 11.8									
11.4	Lack of technical and managerial skills to deliver the strategy	Chief Executive	4	3	12	HR strategy and goals and objectives (buy in the skills v staff upskilling on the job v training)	Training needs analysis & training delivery.	Some projects or work initiatives delayed or outsourced	Low	Low
	Links to 1.1									
11.5	Health & Safety of employees	Chief Executive & Facilities Manager	5	4	20	Health & Safety Training, policies and procedures	H&S Assessments (Lawrence, Webster Forrest).	Personal Injury & Travel insurance	Low	Low
	Links to 4.9, 6.3									
11.6	High sick leave levels	EMT	2	3	6	Adequate staff (volume and type) including hiring temporary staff	Return to work interviews and sick leave monitoring	Regular progress reviews	Low	Low
11.7	Employee and ex-employee litigation	HR Director	4	3	12	Regular one on one sessions between manager and employee and regular performance reviews.	HR legislation and HR disciplinary policies	Employee surveys, Exit Interviews	Low	Low
11.8	Employer/employee inappropriate behaviour	HR Director	4	4	16	Whistle blowing policy, Code of Conduct & Behaviour	Other HR policy and procedures	Employee Assistance programme	Low	Low
	Links to 11.3									
11.9	Non-compliance with Employment legislation	HR Director	5	2	10	HR Strategy	Obtain legislation updates and legal advice	HR policies and Manager training	Low	Low

HR (Partners) Risk Assessment

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations January 2012	Likelihood before mitigations January 2012	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation January 2012	RISK score after Mitigation July 2011
6	Partners	6.1	Inability to recruit and retain suitable Partners Links to 4.10, 11.3, 7.3, 18.1	Partner Manager	3	3	9	Targeted recruitment strategy.	Appropriate fees for partner services and reimbursement of expenses.	Efficient and effective support and communication from the Partner team.	Low	Low
		6.2	Incorrect interpretation of law and/or SI's resulting in CHRE review	Director of FTP, Director of Education, Head of Registration, Partner Manager	2	4	8	Training	Legal Advice	Regular appraisal system	Low	Low
		6.3	Health & Safety of Partners Links to 4.9, 11.5	Partner Manager	3	2	6	H&S briefing at start of any HPCP sponsored event.	Liability Insurance		Low	Low
		6.4	Partners poor performance	Director of FTP, Director of Education, Head of Registration, Partner Manager	4	3	12	Regular training	Regular appraisal system	Partner Complaints Process & Partner Code of Conduct	Low	Low
		6.5	Incorrect interpretation of HPO in use of Partners	Director of FTP, Director of Education, Head of Registration, Partner Manager	3	2	6	Correct selection process and use of qualified partners	Daily Email notification of partner registrant lapse		Low	Low
		6.6	Adequate number and type of partner roles	Partner Manager, Director of FTP, Director of Education, Head of Registration	3	2	6	Regular review of availability of existing pool of partners to ensure requirements are met.	Annual forecasting of future partner requirements to ensure that they are budgetted for.	Staggered partner agreements across professions for Panel Member and Panel Chair to ensure adequate supply in line with the eight year rule.	Low	Low
		6.7	User departments using non-active partners	Partner Manager, Director of FTP, Director of Education, Head of Registration	3	3	9	Notification of partner resignations to user departments.	Current partner lists available to user departments on shared drive.		Low	Low

HPC Human Resources Strategy 2011 - 2015

Purpose of the Human Resources Strategy

The purpose of the HR strategy is to ensure that the HPC's strategic objectives can be achieved through people by means of best practice HR policies and processes which fit organisational needs.

HR Strategic Objectives

There are six strategic objectives which support overall organisational goals and values. Each objective is developed into policies and practical action in HR annual work-plans and budgets.

1. Recruit and retain high quality people to meet business needs

- Balance growing our own talent and providing internal career opportunities with attracting diverse experience and specialist skills from outside the HPC
- Ensure that we have the right numbers of high quality people to support business growth without over expanding

2. Train and develop people

- Provide people with the skills and expertise to fulfil strategic objectives, both generic business skills and more specialised knowledge of regulation
- Support employees in their longer term career development through further study, secondments, experience of projects, etc.

3. Encourage and maintain a high performance culture

- Continue to develop management and leadership capabilities amongst Executive Management Team and middle managers
- Ensure that high performance, commitment to organisational aims and demonstration of required behaviours is recognised and rewarded

4. Provide a supportive work environment

- Continue with commitment to supporting flexible working and a healthy work/home life balance
- Take action as a result of feedback and ideas gained from employees

5. Encourage innovation and involvement

- Senior management sit in open plan offices and have an open door policy which creates opportunities to propose ideas and solutions
- Provide forums (Employee Consultation Group, Cross Departmental Group, etc.) for people to express opinions and suggest business improvements

6. Reward people according to their contribution

- Maintain a fair, transparent and cost effective pay and reward system which can be clearly communicated to employees
- Provide rewards to people in the form of growth and career opportunities

Strategic Staffing Plan

It is estimated that employee numbers may expand by 20% from around 140 to around 170 in the months following the transfer of the regulatory functions of the GSCC in 2012. Longer term estimates of employee numbers are provided in the HPC five year plan.

Diversity and HPC Values

A commitment to valuing diversity and promoting the values of the HPC cuts across all areas of the HR strategic objectives and activities. The HPC's values are:

Transparency
Collaboration
Responsiveness
Value for Money
High Quality Service

Responsibilities

The Chief Executive, and HR Director and the Executive Management Team are responsible for ensuring that the HR strategy is operationalised into departmental business plans and that the organisational culture continues to reflect HPC values.

The HR department is responsible for the day to day management of the HR strategy and its related work-plan.

HR indicators and measures

Key indicators such as sickness absence and employee turnover rates are reported on a monthly basis to senior management and the Finance and & Resources Committee.

Timescales and costs

Timescales for action plans, departmental projects and policy changes are set out in detail in the Human Resources annual work plans. Costs are detailed in HR annual budgets.

June 2011