

Health Professions Council – Thursday 5 July 2012

Council members' performance and development review 2011

Executive Summary and Recommendations

Introduction

The system provides: a mechanism for annual self-appraisal; Council member appraisal of the Chair; and an opportunity for members to discuss views and experiences of their year with HPC. This year members were provided with feedback from Committee Chairs for reflection when completing the self-appraisal. Reviews were timed to feed into the Appointments Commission reappointment process for members completing terms of office in 2012. Committee Chairs also conducted self-appraisal and review meetings in respect of their Chair roles with the Council Chair.

The Council Chair's summary of key conclusions from review meetings is attached as Appendix A. Members have been contacted regarding individual requests for training. An appraisal process for non-Council Committee members will be administered by the Secretariat over the next six months.

Decision

The Council is invited to discuss the summary of key conclusion from review meetings, and make recommendations as appropriate.

Background information

More information on the review system, including previous annual reports, is available from the Secretariat and can be found on the Council extranet.

Resource implications

The review process requires a significant time commitment from the Chair.

Financial implications

For the fourth year the review was completed with no additional cost to HPC.

Appendices

Appendix A - Chair's summary on aspects of the Council members' performance and development review system 2011.

Appendix B - Council members' reviews - comments from discussions

Date of paper

18 June 2012

Council members performance review 2011: Chair's summary of themes from qualitative feedback

Feedback on Review process

The performance review process continues to generate good feedback from those now familiar with it as well as those who are new to it. The combination of written self appraisal and the opportunity for discussions with the Chair works well. Members also saw the development of formal feedback on Committee Chairs as positive.

Training and Development

There were a number of suggestions for training for Council members as a group and an appetite for more of these in the future – on legislation, policy and governance. Investigating options for joint training events with members of other regulatory body Councils might be one option for the future. It might also be useful for individuals to spend time with the Executive and attend Fitness to practise hearings in order to gain a better understanding of HPC. There was a suggestion from one member that the HPC criteria for selecting CPD opportunities for members needed to be more flexible.

Feedback on the Executive

Council members continued to provide positive feedback on the Executive team, who were seen as working well together, delivering on the strategic objectives of the organisation, and maintaining a 'can do' culture, despite ever increasing workloads. The strength of the team was increasing year on year, with greater cohesion, stability and confidence without complacency.

Feedback on Council and its relationship with the Executive

Those who were new to the Council as well as those who had served on Council for some time expressed the view that the working relationships were very good. Members reported that the quality of the papers continued to be consistently high, and the debates in general focused on content not form. The role of the Council was described as 'supportive' of the Executive, offering challenge where appropriate.

Areas for further consideration

- Further work on succession planning for Committee Chairs
- Create opportunities for developing Members' understanding of the organisation
- Explore further opportunities for understanding the wider landscape in which regulation operates, and keep alert to reputational risks during time of change
- Continue to reflect on 'How the HPC can do things differently in order to improve'?

Appendix B

HPC competency based appraisal 2011-12 - Feedback collated from discussions

1. Feedback on the Health Professions Council

1.1 The role of Council Member is stimulating

- Proud to be part of the organisation.
- Enjoys the work with HPC.
- Very interesting to contribute as a Council member.
- Continues to enjoy learning about the HPC and how it operates, policy debates in particular are very stimulating.
- Finds the work interesting and stimulating, learning all the time.
- The last 12 months have been enjoyable.

1.2 The Council is diverse, but generally works well as a team

- To date HPC is characteristically positive in its approach to change.
- Perceives greater cohesion in the Council as a whole.
- Council working well together, newer members well established now and all are working well with the Executive.
- Aware of some element of impatience with the pace of decision making at times, but this is not big issue and is part a part of being in such a diverse group.
- Felt that the governance workshop at the October Awayday went well.
- It feels stable – we have a lot of people with good experience and we are now coming into more turbulent times.

1.3 Learning and development suggestions

- There will be a need for a session on the implications of the new legislation on HPC and its work, once the Bill has passed through the parliamentary process.
- Perhaps there could be a more proactive stance on training opportunities for Council members – rather than waiting for individuals to suggest events.
- Training and development opportunities – stil feels that the rationale for attendance is not clear.
- The Council is there to support the Executive, and particularly in this year of change. We must continue to ask 'How can HPC do things differently in order to improve'?

2. Feedback on the Executive

2.1 The Executive performs strongly, both as a team and as individuals.

- Everyone has been very welcoming and helpful, supportive.
- Working well, a good team.
- Continues to be impressed with the people, and with the uncommon collegiality which pervades HPC.
- A great pleasure to work with, a superb team, whose knowledge is phenomenal.
- Continues to be impressed by the skills and abilities of the team.
- EMT are helpful.
- A fantastic team, overall.
- A good mix of people, who seem to get on with each other and have mutual respect.
- The team are extremely competent and very well managed.
- Continues to be very impressed with them all – the calibre of the team, its ‘can do’ attitude, open, keen and able team which creates a very positive culture, which is a credit to Marc.
- People know what the job is and are getting on with it.
- They have a very good grip of their own portfolios and are supportive of others, have becoming more confident over the year.

2.2 Support for the Council is generally very good (with some further suggestions)

- Brilliant team, who give Council and Committees the right information, working very well together.
- Papers are of a consistently high quality, and Council as a whole much better at showing respect for the papers by not focusing on grammar.
- The team are very good, papers are very good.
- Liaison with the CE has been constructive and valuable in terms of building relationships.
- The team are always supportive of members, for example giving feedback when contributing at listening events.
- The Executive could be more receptive to Members’ contributions which may be offering ‘preventative’ measures.
- Occasionally, Council and Committee Secretariat could be more assertive with Non Executives regarding the regulations/ground rules, and this might be helpful to governance.
- Short notice of additional meetings proved challenging – hopefully this will not happen in the future.

3. Suggestions for future focus

3.1 Reputation is seen as a key risk.

- It is important to be sensitive to the values of the different professions and to invest time in understanding what those values are and how they impact on the professions.
- Continues to be aware of external stakeholders in certain professions who are very critical of HPC, and mindful of the risks of 'being creative', going beyond key objective.
- Concern around the reputation risks to HPC once social workers come on board. Fitness to practise work likely to be particularly challenging.
- The Council will need to change to accommodate social work, and it will need to be seen to change as well.
- Taking on social work regulation will create many new challenges, especially around reputation management and media interest.
- There are big strategic issues which will affect the sustainability and growth of HPC. Its reputation is very important.
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- It may take another 10 years before relationships become as positive as they are for some of the health professions regulated by HPC.
- There will be a lot of media interest when social workers come on board and we need to be able to deal with this.

3.2 Governance - the continuing evolution of the Council

- Sees the proposals around governance and Council size as a positive development. It has been important for the HPC to remove any representative element in the governance structure.
- Maintaining the corporate memory of the organisation through Council members is less important now
- It would be important for the Council to demonstrate in a proactive way that it is willing to change and that it can change in response to external influences.
- In the longer term it will be important that the Council has UK wide representation especially when the HPC is regulating so many professions.
- Partners and Council members should not continue to serve once retired – it will be very important to ensure that registrants who are still active in their profession are recruited in the future – this has been a key part of HPC culture to date and it must continue to be fostered at every level.

3. Suggestions for future focus (continued)

3.3 Specific suggestions for future work

- Members of the Executive team should continue to visit Council members to understand more about the setting in which registrants are working
- HPC should consider introducing a feedback form with the registration renewals process see if registrants suggest any area for improvement – this would fit with other areas where HPC is very proactive in asking for feedback.
- The Education department might consider doing more composite visits to institutions rather than programmes.
- The research issues posed by regulation are challenging, but we could be clearer about what we do with findings from commissioned work.
- There could be more proactive engagement with those outside regulation – for example those involved in the changes to the NHS and social care invited to present to Council
- Pleased to see the work on ADR developing – sees this as important to HPC and as always HPC is going about this in a rational and careful manner.

4. The review process

4.1 Members find the process useful, despite some familiarity

- Continues to find the performance review process useful. (comments from several members)
- Continues to find the process valuable despite familiarity with the forms (comments from several members)
- It is important to be honest in self appraisal as well as appraisal of others.
- Review together with discussion is good
- Competencies – overall happy with these.
- Feels that the comments box is most useful to those new to the role.
- Has some concerns about expressing feedback on colleagues in writing as this can be misunderstood

5. Feedback on Chair

5.1 Leading the HPC - internally and externally

- The strength of HPC lies in the whole organisation, but the leader is very influential.
- Has great communication skills and diplomacy.
- Strength is in setting the tone – for the external facing side – this is very important.
- Has focus, is sensitive to people, present, involved. Doing a great job.
- Everyone has the greatest respect and admiration for the Chair, who has excellent chairing skills and the right oversight of the political environment in which HPC operates.
- Continues to be impressed by Chair's thoughtfulness, as well as her grasp of all the strands of the work, preparedness for meetings and response to the complex changing environment of regulation.
- Very supportive of Chair's style of leadership.
- Very transparent approach.

5.2 Chairing meetings

- An excellent Chair who exceeds my expectations.
- Chairing is very good, scanning to make sure all members are included is helpful and inclusive.
- Meetings run to time, we discuss what we need to rather than everything on the agenda, and Chair makes sure everyone has the opportunity to have their say.
- Very inclusive and able to deal with all the personalities around the table well.
- Would be helpful to steer EMT members when they present at meetings to give a brief outline of how the issue fits in with the big picture/relates to the overall strategic direction of HPC.
- Doing a fantastic job. Work well with the CE and Executive which has contributed to developing the organisation as a whole.
- Continues to do an excellent job (comment received from several members).
- Gets better every year!