



## Remuneration and Appointments Committee

Minutes of the Remuneration and Appointments Committee held on 26 November  
2014

*Unconfirmed*

Chair: Alison White

Present: Kim Lavelly  
Ian Muir  
Haidar Ramadan  
Nick Hounsfield

In attendance: Tim Walker, Chief Executive and Registrar  
Amanda Chadwick, Human Resources Manager

### Item 1: Apologies

1. The Chair welcomed Haidar Ramadan to his first meeting of the Committee. There were no apologies.

### Item 2: Minutes

2. The minutes of the meeting of 1 July 2014 were approved.

### Item 3: Matters arising

3. The Executive informed the Committee that at their next meeting they will be presented with a paper concerning the allowances paid to Registration Assessors.

### Item 4: Council member recruitment process review

4. The Committee considered the proposed changes to the existing Council member appointment process in the light of emerging best practice. The Committee offered the following feedback:
  - a. The Committee pointed out that it should be made clear that for Chair's appointments there should be no obligation for applicants to meet the Chief Executive.
  - b. A sentence should be added to the document explaining why discussions with applicants need to be documented.
  - c. Detailed instructions/guidance should be added to the information pack for all appointments, explaining how to complete the application form and the purpose of competency based questions.

- d. The Executive reassured the Committee that a due diligence checklist is provided for the panel when recruiting a Council member role.
- e. The Committee and/or the panel chair should review the information pack and job description before the panel is appointed.
- f. The Committee would like the Executive to plan a candidate attraction day once a year for governance appointments to include: CV preparation; AND Council members talking about what it is like to work on Council.
- g. The Committee suggested there should be an additional paragraph added explaining that there should be a full Council discussion about appointment and reappointment of the Chair of Council role before the process commences.
- h. The Committee suggested that the Executive should ask the PSA about adding innovative ways of assessing candidates to complement the interview process and their thoughts around assessing group based exercises and case study exercises.
- i. All other drafting points will be given to the Executive after the meeting.

**Agreed:** the Committee agreed:

- a. The information pack should incorporate detailed instructions/guidance on how to complete an application form and the purpose of competency based questions.
- b. To plan a candidate attraction day once a year for governance appointments and present this back to the Committee.
- c. To amend the revised appointment process document in line with feedback given by the Committee and to seek the view of the PSA.

#### **Item 5: Recruitment – competencies and application process**

- 5. The Committee considered the difficulties highlighted by recent competency-based recruitment campaigns.
- 6. The Committee highlighted that the competency based approach has limited the diversity of candidates. This is because there has been a difficulty for candidates to understand a process they are unfamiliar with and to provide evidence if they are not trained or experienced in doing so.
- 7. The Committee put forward the following suggestions:
  - a. Ensure candidates are asked to provide examples from their past, as this provides the best indicator of predicted future performance. For example, ask specific questions such as how do you measure your performance? How

do you improve your performance? How did you prepare for this interview? The funnel approach should be used to narrow down the detail. These types of questions can be equally applied to all candidates and give them more of a chance to demonstrate how they operate and how they would approach the role.

- b. To ask candidates for a covering letter and CV in place of an application form.
- c. To hold selection days, this would require the participation of the panel to different degrees depending on the role.
- d. To design bespoke assessments for each role. For example, run group exercises to assess how Council members work in a group.
- e. Psychometric tests would be expensive and not add a huge amount of value.

**Agreed:** the Committee agreed that the Executive should do more work on competencies, the application form and process for non-executive appointments for review by the Committee in advance of the next round of appointments.

#### **Item 6: Criminal record checks**

- 8. The Committee considered the recent developments at the General Medical Council and whether these should be introduced at the GOsC.
- 9. The Committee also considered the fact that there are no disqualification criteria for non-executives who are not Council members.
- 10. The Committee suggested that the Executive should check the definition of vulnerable people particularly in relation to witnesses.
- 11. The Committee suggested that there needs to be a standard question added to recruitment for all roles requesting a formal declaration of no unspent convictions. There is no need to do formal criminal record checks.
- 12. The Committee suggested that the disqualification criteria for non-executives needs to be reviewed by Council and added to the Governance Handbook.

**Agreed:** the Committee agreed that:

- a. the Executive should add a standard question, asking for a formal declaration of no unspent convictions consistently across all recruitment processes.
- b. Council should be asked to amend the Governance Handbook to include equivalent disqualification criteria for all non-executives.

**Item 7: Appointments in 2015-16**

13. The Committee noted the range of appointments due to be undertaken 2015-16 and related issues.
14. The Committee pointed out that Council will need to discuss the Chair of Council's plans and the re-appointment process early in 2015.

**Agreed:** the Chief Executive should table an item for discussion on the reappointment of the Chair at the next Council meeting.

**Item 8: Human Resources update**

15. The Committee noted the update on human resources issues.
16. The continued high level of turnover was discussed and the Committee suggested that the following things should be looked at:
  - a. Salary and benefits package
  - b. Consistency of people management as well as the skills of management to deliver this so that staff motivation is maintained
  - c. Leadership skills of the management team and explore how people want to be managed
  - d. Communication
  - e. Induction structure in place for staff after one month, three months, six months.

**Item 9: Any other business**

17. None.

**Date of next meeting:** the next meeting is scheduled for 26 March 2014 at 14.00.