



## **Remuneration and Appointments Committee**

Minutes of the Remuneration and Appointments Committee held on 24 June 2021

*Unconfirmed*

Chair: Dr Bill Gunnyeon

Present: Kate Husselbee  
Dr Denis Shaughnessy  
Caroline Guy  
Simeon London

In attendance: Matthew Redford, Chief Executive and Registrar  
Amanda Chadwick, Human Resources Manager

### **Item 1: Welcome and apologies**

1. None.

### **Item 2: Minutes and matters arising**

2. The minutes of the meeting held on 25 March 2021 were approved.

### **Item 3: Matters arising report**

3. None.

### **Item 4: Appointments and Reappointments**

4. The RaAC considered the overarching principles of the recruitment strategy and process for 2021-22 and specific information in relation to the recruitment for four Non-Executive roles:
  - a. One lay member of Professional Conduct Committee who may also be Chair of Health Committee
  - b. One registrant member of Investigating Committee
  - c. An independent member of Audit Committee
  - d. Lay member of Council who resides in Northern Ireland
5. RaAC discussed the benefits and drawbacks of implementing the following:

- a. A revised application process with the use of an online system and the assistance of an external resource.
- b. Whether applicants should submit CVs as part of the application process. The key considerations taken into account included:
  - i. We want to encourage people to apply and make it as easy as possible for them to provide us with the information we need
  - ii. CVs offer a degree of context
  - iii. Overwhelming professional advice says not to use CVs as part of an application process as this could lead to weaker recruitment decisions.
  - iv. CVs are difficult to evaluate.
  - v. Without a CV it is more difficult to pick up gaps in employment.
  - vi. The application form could incorporate the information held on a CV. This could be done by asking for a list of dates of previous employment. For example: date employed from, date employed to, role and reason for leaving.
- c. A consideration of the content of the application form. It was discussed that this should not be overburdensome and should be made as easy to populate as possible. The checks that the Executive should put in place are:
  - i. Is it written in 'plain English'?
  - ii. Are guidance points provided for the applicant?
- d. Formalising training for selection panels as part of every appointment process we run. This was considered an important piece of work and needs to be focused in a few key areas such as Equality, Diversity and Inclusion implications. The time commitment for attendees needs to be realistic and proportionate.
- e. Competencies for the four recruitment campaigns. In relation to the Independent member of Audit Committee, reconsider whether the Chair needs to be the independent member of the committee or whether this can be a Council member. It was suggested that there should be a re-evaluation of the skills of Audit Committee as a whole and whether the independent member needs a financial background.
- f. An online event for osteopaths to help explain how to undertake a competency-based application and interview.

**The Committee agreed:**

- a. To the use of an online system for non-executive applications.
- b. To the use of an independent consultant to assist with our application process but to think about whether 30 applications should be the trigger point for this process or whether to reduce this to 20.
- c. CVs will not be requested as part of the application process. In their place, the application form will include previous employment history and information in a succinct and easy to complete format.
- d. To the formalisation of training for selection panels with a key focus on Equality, Diversity and Inclusion implications. The time commitment for attendees needs to be realistic and proportionate.
- e. To approve the competencies for the four recruitment campaigns.

**Item 5a – Reward and recognition: Pay structure including Job Evaluation**

- 6. The RaAC considered the final part of the reward and recognition strategy in relation to the GOsC pay structure. They specifically discussed the following:
  - a. Key activities and proposed timetable for reviewing the GOsC pay structure.
  - b. The use of an external independent consultant to undertake the Job Evaluation as opposed to constructing a staff project group to work with the consultant as done in 2009. This approach strengthens the objectivity of the process and mitigates the risk of individuals thinking about the job holder and not the job role due to unconscious bias. Staff members may be uncomfortable with their peers undertaking the job evaluation as they are not trained experts.
  - c. That an independent consultant may not understand the subtle complexities of the organisation. To mitigate this risk, we propose providing to the consultant written background information about the organisation and the way we work. We would ask the consultant what other information we can provide to assist with the accuracy of the Job Evaluation.
  - d. The project would deliver results that would feed into the budget cycle for 2022-23.
  - e. When communicating the time plan of activities to staff, we need to be very clear that:
    - i. Any changes to pay will be considered against the cost envelope available to us.

- ii. What our strategy will be in managing any salaries which come out below the market rate or above the market rate.

**The Committee agreed:** to the approach for the review of the GOsC pay structure including job evaluation with the careful consideration of communication to staff.

### **Item 5b: Reward and Recognition, Maternity Pay benchmarking**

7. The Committee considered maternity pay benchmarking data collected from health care regulators and from outside of the sector.
8. They discussed that an enhancement to maternity leave pay is appropriate as this would align GOsC with other organisations and reinforce our commitment to achieving a happy and loyal team, which in turn, will improve attraction and retention of a diverse workforce.

9. Enhancement was considered in two elements:

First element: enhancement at the beginning of maternity leave to 13 weeks at 100% of pay which would align GOsC with the healthcare sector and with the wider external market.

Second element: a further enhancement in maternity pay i.e. a further 13 weeks maternity pay at 50% of salary, followed by 13 weeks at SMP.

10. It was suggested that GOsC should include in the staff budget a maternity contingency allowance which could be reforecast as the year progresses.

**The Committee agreed:** to enhance maternity pay at the beginning of the maternity leave period so that pay is 100% for the first 13 weeks with immediate effect. This would be revisited again alongside all other benefits at the conclusion of the job evaluation/pay model exercise to consider whether further enhancements should be made.

### **Item 8: Council Associates**

11. The RaAC considered the approach for the introduction of 'Council Associates', providing osteopaths with the opportunity to shadow Council to enhance their understanding of how governance works in practice. The following points were discussed:
  - a. That we need to managed expectations and be clear in our communication as to how many Council Associates, we will be able to take on during a term of office and how long will the duration of office be. This is proposed as no more than 3 Council Associates at a time and for a term of office of two years.

- b. From an EDI perspective, remuneration ensures that no potentially talented osteopaths are excluded because they cannot afford to take time out of their practice to participate.
- c. It is important that appointed Council Associates are clear on confidentiality and the consequence if they contravene the rules.

**The Committee agreed:** To recommend the Council Associate Programme to Council based on the above clarifications.

### **Item 7: Mental Health at Work Commitment**

12. The RaAC considered the approach to meeting the Mental Health at Work Commitment Standards. In doing this the following points were discussed:

- a. Some of these things we do already, this is about drawing everything together in one place and being able to continuously review progress.
- b. This is an important strategy in the context of returning from a pandemic.
- c. We need to ensure that the work involved in planning this does not become a mental health issue in itself.
- d. We need to carefully position this to staff in that wellbeing is really important; what things we have done so far and what we are planning to do in the future, as well as ultimately aiming to meet the Mental Health at Work Commitment Standards.

**The Committee agreed:** To the approach to meeting Mental Health at Work Commitment Standards with careful positioning of communication to staff.

### **Item 8: Remuneration and Appointments Effectiveness survey**

13. The RaAC considered the introduction of a mechanism for RaAC to consider its own performance and effectiveness. They welcomed this and pointed out the following:

- a. Review the format of the survey.
- b. The headings which were proposed are correct.
- c. The survey needs to be shortened.
- d. Use an approach with the option of choosing whether you strongly agree or disagree with the statement/question.
- e. Make it as simple as possible to collate.

**The Committee agreed:** to go ahead with the RaAC Effectiveness Survey with the adaptations outlined.

**Item 9: Committee Annual Report**

**The Committee noted:** that this was an accurate reflection of what RaAC has achieved over this financial year.

**Item 10: Human Resources update**

**The Committee noted:** the Human Resources update.

**Item 11: Forward plan**

**The Committee noted:** the forward work plan.

**Item 12: Any other business**

14. None

**Date of the next meeting:** Thursday 24 June 2021 at 14.00.