



Remuneration and Appointments Committee

Minutes of the People Committee (PC) held on 23 June 2022

Unconfirmed

- Chair: Sarah Botterill
- Online: Dr Denis Shaughnessy
Kate Husselbee
Caroline Guy
- Apologies: Simeon London
- Observers: Dr Bill Gunnyeon
- In attendance: Matthew Redford, Chief Executive and Registrar
Amanda Chadwick, Human Resources Manager

Item 1: Welcome and apologies

1. The PC welcomed Sarah Botterill to her first meeting as Chair of the Committee.
2. The PC noted apologies from Simeon London.

Item 2: Minutes and matters arising

3. The minutes of the meeting held on 24 March 2022 were approved.

Item 3: Matters arising report

4. The Chair noted that all substantive items on the Matters Arising report had been actioned.

Item 4: Reward and recognition: Job Evaluation: implementation and feedback

5. The PC noted the update on the implementation of the decisions made and feedback received from staff.

Item 5: Reward and recognition: Pay model and pay progression

6. The Committee considered the proposed pay model and how the pay model bands be adjusted annually and how a pay progression approach may work in practice.

7. In relation to the proposed pay model and how the pay model bands be adjusted annually, the PC took the following into account:
 - a. The pay model should be designed so that it includes the lower quartile and median quartile ranges. This is reasonable and proportionate and is in line with the PC's decision, 'to pay between the lower and median quartiles, with an aspiration to pay at the median quartile and to review this data once again in a years' time.' The Pay model should not include the upper quartile range.
 - b. Pay model bands should be adjusted annually through data obtained from the Croner Reward consultant. This is consistent with the way the pay model was designed and not a high-cost exercise.
8. In relation to how a pay progression approach may work in practice, the PC took the following into account:
 - a. The Executive should make the scheme as simple, proportionate, robust and objective as possible.
 - b. The Executive need to think carefully about the narrative used to frame the scheme. The language used to describe Pay Progression increases is very important.
 - c. Conversations about pay should be about the whole package including pension, benefits, annual leave, learning and development, work life balance, homeworking etc. Producing benefits statements is a very useful way of reminding staff of the whole package offered rather than just focusing on their salary.
 - d. There are two ways that staff can get an increase using a pay progression approach. One way is if the pay ranges increase and a cost of living award is granted by the PC, and the other way is through the Pay Progression scheme.
 - e. The flexible voucher reward scheme provides the Executive with an alternative way to recognise and motivate staff.
 - f. The pay progression points need to be clearly defined and easily measured.
 - g. There are too many pay progression points in the draft paper. The PC recommend designing a 3-4 points scheme, starting with 'developing' through to 'fully performing' and 'excellent performance'.
 - h. The Executive need to carefully manage recruitment if potential candidates are already paid towards the median quartile.

- i. Any member of staff who may be red-circled now or in the future would be outside the scope of the pay model and will not qualify for the Pay Progression scheme.
- j. Introducing a pay model which does not pay above the median quartile might lead to staff turnover.

The Committee agreed:

- a. The Pay model should be designed so that it includes the lower quartile and median quartile ranges. It should not include the upper quartile range.
- b. The pay model bands should be adjusted annually through Croner Reward.
- c. Keep the scheme simple, proportionate, objective and robust.
- d. The Pay Progression points must be clearly defined and measured/evaluated.
- e. The Pay Progression scheme should have 3 – 4 pay points.
- f. Carefully think about managing recruitment if a candidate is already paid above the median of the market.
- g. That the Executive would bring a paper back to the PC in October 2022 for further consideration.

Item 6: Appointments and Reappointments: Learning arising from appointments processes ran in 2021-22

- 9. The PC received a paper which reflected on the appointment's activity undertaken in 2021-22. The Committee considered the actions identified by the Executive and discussed the following:
 - a. The PC noted that obtaining feedback from applicants has been built into our appointments processes.
 - b. The PC discussed the benefits and drawbacks of agreeing a positioning statement whereby interviews are conducted in-person where possible. It was suggested that it is not reasonable to ask an osteopath to purchase a train ticket and pay for a hotel when they could attend the interview remotely. If the default is to hold interviews in person, we might lose potential candidates due to their personal circumstances impacting on diversity.
 - c. The Executive should be careful not to be too prescriptive and to enable flexibility. Members concluded that they were in favour of always offering an online interview option and to remain consistent with what is offered.

- d. The PC discussed future training needs for selection panels and suggested expanding training to include:
 - How to ask interview questions?
 - The way you ask interview questions?
 - What are you looking for?
 - Probing technique
 - How to build rapport and make the candidate feel comfortable?
- e. The PC noted that EDI analysis demonstrates that the strategies used by the Executive over the past two years to increase diversity and inclusion have been successful.

The Committee agreed:

- a. To always offer an online interview option and to remain consistent with what is offered.
- b. To expand future training needs for selection panels to include
 - How to ask interview questions?
 - The way you ask interview questions?
 - What are you looking for?
 - Probing technique
 - How to build rapport and make the candidate feel comfortable?

Item 7: Strategic Plan development: Culture and values

10. The PC reviewed the plan for the online session for Council members scheduled for the end of July 2022. The purpose of the session is to inform thinking around culture and values and how to describe this within the GOsC strategy towards 2030.
11. The following ideas were put forward:
 - a. We need to be clear on the purpose of why we are promoting values i.e. reinforcement for what are we trying to achieve and good behaviour within the organisation.
 - b. Are the values internal or external facing? Are the values about how we are going to primarily define GOsC to the external world?
 - c. Take care not to mix up culture and values.
 - d. Be clear on defining what culture and values we want today and what we want in the future.

To carefully think about the language used and make sure that it is simple and clear.

- e. Don't regurgitate risk related descriptors i.e. inclusion, transparency, fairness. These are core expectations for any organisation rather than a distinctive set of values.
- f. Think about what differentiates us as a regulator? What makes us distinct?
- g. Agree no more than four values so that they are memorable.
- h. Define the session in advance and set the context.

The Committee agreed:

- a. We need to be clear on the purpose of why we are promoting values
- b. Be clear on defining what culture and values we want today and what we want in the future.

Item 8: People Committee Annual Report

- 12. The PC considered the People Committee Annual Report for submission to Council. The following was noted:
 - a. The spread and volume of work over the last year in relation to Human Resources activities and Appointments.
 - b. The robust quality of the papers submitted to People Committee.
 - c. The helpfulness of the key messages section of each paper, providing a clear view on what is going on.
 - d. The level of conversation amongst Committee members during meetings.

The Committee agreed: To recommend to Council the People Committee Annual Report and the unanimous quality of the papers.

Item 9: Human Resources update

The Committee noted: the Human Resources update

Item 10: Committee forward work plan

The Committee noted: the forward work plan

Item 11: Any other business

13. Members said it would be useful to have a committee development day. Ideas were put forward about what could be covered, as follows:
 - a. A half an hour session on pay progression
 - b. An hour training on effective Committee meetings and questioning techniques
14. The PC were asked to share any further thoughts with the Executive outside of the meeting.

Date of the next meeting: Thursday 20 October 2022 at 14.00.