

Themes	Data	Action	Deliverable(s)	Timeline	Success measures
Career progression	<ul style="list-style-type: none"> 67% of At Risk staff cite 'Potential for progression through the organisation' as a turnover factor (Highest turnover driver) 41% of staff disagreed with the statement 'the organisation treats my career progression seriously.' 39% of staff have confidence in the GDC recruitment & selection processes 43% of staff agree GDC recruitment and selection procedures are fair 	1. Equip managers to have career development conversations	Development intervention to help managers in having coaching conversations that motivate and challenge staff <i>(This will be part of the L&D approach at Action 11)</i>	Q1 2018 (as part of new approach to HP process)	<ul style="list-style-type: none"> Increased instances of internal promotion: <ul style="list-style-type: none"> At different levels Across teams/functions Improved staff retention rates Increased staff satisfaction scores relating to: <ul style="list-style-type: none"> Progression Access to opportunity Recruitment & selection Qualitative feedback from staff & managers around recruitment & selection processes Improved 'Employer Brand' as GDC becomes seen as an organisation that develops potential Reduction in number of exit interviews citing 'career progression' as factor
		2. Introduce 'Development activity' calendar	Dedicated Intranet web part/page to display annual calendar of development activities <i>(This will be part of the L&D approach at Action 11)</i>	Q1 2018	
		3. Platform for staff to share stories of their own career development	<ul style="list-style-type: none"> Intranet content hosting lessons learned, recommendations, pitfalls along individual career paths Q&A events with managers sharing career stories 	Q2 2018	
		4. Career pathways – Analysis of existing promotion & progression	Report published to illustrate internal movement	Q3 2018	
		5. Publish updates to staff around internal moves	To become a recurring item in Staff Newsletter	In place - Continuing	
		6. Review trainee solicitor programme to identify what makes it work	Report highlighting lessons learned and good practice	Q2 2018	
		7. CV clinics & interview technique workshops	Workshops <i>(Initially, the focus will be on those staff impacted by the office relocation, but the intention is to eventually open this out to all staff)</i>	Q2 2018 (Subject to change in support of Estates work)	
		8. Review suitability of competency-based interviewing	<ul style="list-style-type: none"> Continuing the work started at the Assessment Day pilot in November 2017 (for FTP Caseworkers) Work with HR Manager (Resourcing) to review current approaches to selection 	In place - Continuing	
Learning & Development	<ul style="list-style-type: none"> 62% of At Risk staff cite 'Development opportunities' as a turnover factor (2nd highest turnover driver) 	9. Introduction of a uniform approach to <i>Shadowing</i>	Shadowing 'Policy'	Q4 2018	<ul style="list-style-type: none"> Increasing instances of shadowing <ul style="list-style-type: none"> qualitative feedback reflects value added by the process Secondment system is well-utilised <ul style="list-style-type: none"> qualitative feedback reflects value added by the process Instances of privately funded study increase
		10. Introduction of a uniform approach to <i>Secondments</i>	Guidance around secondments to form part of defined approach to internal recruitment	Q2 2018	
		11. Creation and introduction of a L&D 'Strategy'	L&D approach to be fully scoped, defined and communicated as part of <i>People Strategy</i>	Q1 2018	
		12. Review approach to study leave	Review Study leave 'Policy'	Q2 2018	
		13. Review organisational capacity to fund external study	Understanding what qualifications the organisation needs, and a framework to identify implications of funding or recruiting expertise directly	Q2 2018	

		14. Promoting the full spectrum of development activities i.e. development is more than just 'training'	<ul style="list-style-type: none"> L&D approach to promote concept of 'everyday learning' Ongoing development interventions to encompass range of approaches 	Q1 2018	<ul style="list-style-type: none"> Post development activity data shows tangible benefit from investment Learning agreements are fulfilled (no penalties for early departure) Qualitative feedback from staff & managers around learning & development opportunities Reduction in number of exit interviews citing 'learning opportunities' as factor
		15. Introducing pre- & post-activity discussions	Pre- and post-activity reflection forms to facilitate discussions	Q3 2018	
		16. Review viability of a GDC learning library i.e. centrally sourced books that can be borrowed by staff	Understanding of what kind of titles/range would make this viable, and the cost of maintaining this	Q3 2018	
		17. Reintroduction of learning agreements i.e. requiring minimum periods of service after development investment	Learning agreement 'Policy' to accompany agreed approach to funding qualifications (Action 13)	Q2 2018	
		18. Define formal development request process	Standardised development request process (possibly to include forms and/or templates)	Q2 2018	
		19. Look at partnerships with training providers to gain better rates for self-funded courses	Decision on viability of partnering with training providers	Q3 2018	
		20. Mapping out key transferable skills as they relate to different jobs – and then designing development tasks around these, e.g. Problem solving, Team building/collaborating, Innovation	Organisational skills matrix (To be delivered as part of workforce/reward project with external consultancy support)	Q3 2018 (Subject to change in support of Estates work)	
		21. Review processes & systems for recording development activity	<ul style="list-style-type: none"> HR process for recording development in CIPHR Consideration of alternative options to make this process user-led (possibly through Cornerstone OPMS) 	Q3 2018	
Management	<ul style="list-style-type: none"> 36% of At Risk staff cite 'Relationships between employees & management' as a turnover factor 47% of staff have confidence in senior management to deliver the long-term success of the organisation 37% of staff felt that changes over the last 12 months have had a positive impact on leadership in the organisation 88% of staff feel their manager is approachable when they need them 48% of staff agreed their manager actively seeks 	22. Refresh leadership behaviours	<ul style="list-style-type: none"> Review of existing behaviours; Decision around need for new/amended content Plan to promote visibility and usage of leadership behaviours Defined role of leadership behaviours in performance management processes Leadership behaviours incorporated as part of leadership development approach 	Q3 2018	<ul style="list-style-type: none"> Increased numbers of documented 1-2-1 meetings Increased trust and confidence in management at all levels Reduction in number of exit interviews citing 'management relationship' as factor Leadership development delivers the benefits identified at initiation stage
		23. Refresh staff behaviours	<ul style="list-style-type: none"> Review of existing behaviours; Decision around need for new/amended content Plan to promote visibility and usage of behaviours Defined role of behaviours in performance management processes 	Q3 2018	
		24. Review approach & delivery of management development	<ul style="list-style-type: none"> New approach to leadership development in place of LDP. 	Q1 2018	

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	<ul style="list-style-type: none"> feedback to improve their performance 34% of staff agree senior managers inspire [them] in their work 		<ul style="list-style-type: none"> Growth of coaching culture & introduction of GDC coaching network 		
		25. Review criteria by which we recruit managers	<ul style="list-style-type: none"> Work with HR Manager (Resourcing) to review current approaches to selection Management capability/experienced to form part of interview assessment 	Q3 2018 (Subject to change in support of Estates work)	
		26. EDI workshops for staff and managers (GDC-specific)	EDI events for all staff in 2018	Q1 2018 – Scoping Q2 2018 – Delivery	
		27. More HR policy workshops to equip and empower managers (giving accountability for decision making back to managers)	<ul style="list-style-type: none"> Embedding of HR Policy workshops into induction process for all new managers Review possibility of additional/new content Review delivery methods to support peer-to-peer learning 	In place – Ongoing Q2 2018	
		28. Role and purpose of Heads of groups to be promoted across organisation	<ul style="list-style-type: none"> Regular updates on work undertaken by groups Opportunities to become involved/observe 	Q2 2018	
EMT	<ul style="list-style-type: none"> 43% of staff disagreed with the statement ‘the organisation keeps the promises it makes to employees’ 56% of staff disagreed with the statement ‘Decisions around staff numbers and resources are clearly explained’ 27% of staff agree the Directors communicate well with employees 24% of staff trust the Directors 21% of staff agree Directors inspire [them] in their work 25% of staff agree Directors take account of what people say 26% of staff are confident in the Directors’ leadership skills 	29. Review the way we share information about what EMT are working on	Work with Internal Comms to review options for increased communication regarding EMT activity, including a range of approaches/channels	Q1 2018	<ul style="list-style-type: none"> Increased trust and confidence in EMT EMT increasingly inspire staff in their work Improved clarity around how/why EMT make the decisions they do
		30. Openly available 12-month rolling comms plan on Intranet to detail key projects, key messages, and staff engagement events/activities	Work with Internal Comms to review options for increased comms regarding EMT activity	Q1 2018	
		31. EMT to diarise attendance at team meetings to cascade EMT messaging, and provide opportunity for Q&A	Work with Internal Comms to review options for increased comms regarding EMT activity	Q2 2018	
		32. EMT objectives to be shared with business – clear line of sight through organisation objectives to personal objectives at all levels	EMT objectives for 2018 to be shared alongside Business Plan and Priorities	Q1 2018	
		33. EMT to lead on refresh of behaviours	<ul style="list-style-type: none"> Presence at workshops to discuss current behaviours and possible changes EMT to have personal objectives linked to behaviours EMT to incorporate 360° feedback in performance management process 	Q3 2018	
Dignity & respect in the workplace	<ul style="list-style-type: none"> 11% of staff have personally experienced bullying in the last 12 months 16% of staff have witnessed a colleague being bullied Of those who witnessed or experienced bullying, 43% did not report it 	34. Development around emotional intelligence	Development intervention around emotional intelligence (possibly linked to EDI training)	Q2 2018	<ul style="list-style-type: none"> Decrease in number of people experiencing bullying and harassment Improved confidence in data around reporting of bullying & harassment Reduction in number of exit interviews citing
		35. Reinvigorating staff/leadership behaviours	Linked to Actions 22 & 23	Q3 2018	
		36. Further investigation into specifics around bullying and harassment	<ul style="list-style-type: none"> Plan for further surveying into individual experiences 	Q1 2018 Q2 2018	

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	<ul style="list-style-type: none"> 55% of staff agreed that employees have equal opportunities regardless of age, gender, disability, ethnic origin, sexuality or spirituality 24% of staff do not feel their wellbeing is taken seriously by the organisation 	<p>37. Refresh Bullying & Harassment policy</p> <p>38. Promoting role of HR in reporting and managing situations (including implications of failing to report instances)</p> <p>39. Review of Exit Interview content to determine B&H as factor for staff who leave</p>	<ul style="list-style-type: none"> Plan for use of 360 feedback as part of performance management Reviewed Bullying & Harassment policy (Associated actions around communications and staff development) Review policy against other organisations Consider refusing of policy to be called 'Dignity & respect at work' Themed communication around B&H policy, improving awareness Improved understanding of role and importance of Employee Assistance Programme Review options for intermediary in advice/reporting context i.e. someone to talk to before raising formally Report to identify key themes amongst leavers – Further actions to address findings (with implications around management development) 	<p>Q2 2018</p> <p>Q2 2018</p> <p>Q3 2018</p>	<p>'bullying/harassment' as a factor</p> <ul style="list-style-type: none"> Improved staff confidence in the way instances are handled and reported Full attendance at development events linked to dignity and respect in the workplace
<p>Reward & Recognition</p>	<ul style="list-style-type: none"> 86% of staff agreed with the statement 'I am prepared to work very hard for the organisation' 62% of At Risk staff cite 'The pay & benefits package' as a turnover factor 30% of At Risk staff cite 'Work-life balance' as a turnover factor 39% of staff feel the contribution of each individual is valued 47% of staff disagreed with the statement that 'performance is assessed in a fair way' 61% of staff disagreed with the statement 'the pay system motivates me to raise my performance.' 	<p>40. Review of recognition approach</p> <p>41. Review of reward strategy e.g. identifying possible new benefit options</p> <p>42. Benchmarking reward approaches with other regulators</p> <p>43. Review of performance management processes, including HP</p> <p>44. Analysis of recognition awards/payments made in 2016 & 2017</p> <p>45. Analysis of flexible working requests granted/refused in 2016 & 2017</p> <p>46. Introduction of a uniform approach to Working from home</p> <p>47. Review viability of funding for social events</p> <p>48. Trial of 'Thank you' notes</p>	<p>Work with HR Manager (Reward) to review current approaches to reward</p> <p>Work with HR Manager (Reward) to review current approaches to reward</p> <p>Work with HR Manager (Reward) to review current approaches to reward</p> <p>Review lessons learned from Annual Appraisals 2017, and identify support/guidance required for continuous performance management approach</p> <p>Report to analyse usage of recognition awards (and associated actions to deal with findings)</p> <p>Report to analyse flexible working arrangements (and associated actions to deal with findings)</p> <p>Refreshed working from home arrangements</p> <p>Understanding of potential costs for funding social events</p> <p>Templates made available to staff and managers that can be personalised to facilitate quick and meaningful feedback</p>	<p>TBC</p> <p><i>This work will all need to be factored into the overall Reward / Workforce project.</i></p> <p><i>As such, the timelines defined at the start of the project will inform when this work will be delivered.</i></p>	<ul style="list-style-type: none"> Increased satisfaction around elements of reward and recognition Increased willingness of staff to share their successes Improved confidence in the performance management process (including HP) Reduction in number of exit interviews citing 'work/life balance' as a factor

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Organisational confidence	<ul style="list-style-type: none"> 37% of At Risk staff cite 'Confidence in the organisation' as a turnover factor 51% of staff are clear about the corporate strategy 51% are clear about what Shifting the balance will deliver 39% of staff feel positive about their future at the GDC 50% of staff feel positive about the future direction of the GDC over the next 12 months 33% of staff disagreed with the statement 'I would recommend working for this organisation' 50% of staff understand the role of the staff forum 22% of staff have confidence that staff views are listened to in the GDC 	49. Fully scoped and communicated plan around staff consultation	Work with Internal Comms and Estates Programme Board to ensure comms approach meets staff requirements	Q1 2018	<ul style="list-style-type: none"> Improved confidence in the organisation Increased satisfaction that staff views are listened to Improved clarity around the corporate strategy <ul style="list-style-type: none"> Greater understanding of what key organisational projects will deliver e.g. StB Increased confidence in the Staff Forum to fully represent staff interest
		50. Review options for new communications platforms – reactive, modern, 2-way etc	Work with Internal Comms to review options for new staff communications channels	Q3/Q4 2018	
		51. Staff Forum refresh	Work with Internal Comms to ensure staff forum is equipped to effectively fulfil its role	In place - Ongoing	
		52. Regular updates about progress of Shifting the balance work – actions / outputs / targets	Work with Internal Comms to ensure comms plan for StB work is a) in place and b) contains the level and frequency of engagement required by staff	Q1 2018	
		53. Opportunity for staff to share positive achievements & success stories	Review possibility of Intranet site to host positive achievements	Q3 2018	
		54. Improved accessibility to countersigning manager	<ul style="list-style-type: none"> Review role of countersigning manager in performance management processes Review possibility of annual meeting with your manager's manager 	Q3 2018	
		55. Show how change is committed to and then followed up on	Introduce 'you said, we did' element to comms around staff engagement	Q1 2018	
Enablement	<ul style="list-style-type: none"> 85% of staff consider their job important 83% of staff understand how [they] contribute to the success of the organisation 90% of staff have the skills and capability to deliver what [they] need to in the next 12 months 55% of staff have the resources to deliver what [they] need to in the next 12 months 39% of staff felt that changes over the last 12 months have had a positive impact on GDC processes and ways of working 53% of staff are free to experiment with new ways of working 39% of staff feel inspired in [their] work at the GDC 57% of staff agreed with the statement 'The organisation provides a comfortable working environment' 52% of staff disagreed with the statement 'I rarely experience problems with the equipment I have to use' 	56. Identify areas of Facilities for improvement or development	<ul style="list-style-type: none"> Follow-up surveys to capture feedback around key facilities areas Clear and measurable improvement measures based on feedback 	In place - Ongoing	<ul style="list-style-type: none"> Improved satisfaction with Facilities provided to staff Increased instances of meaningful collaborative activity across the organisation <ul style="list-style-type: none"> qualitative feedback reflects value added by the process High engagement with good ideas scheme – including adoption and recognition of appropriate suggestions Increased satisfaction scores relating to staff feeling inspired in their work.
		57. Increased instances of cross-directorate working groups e.g. those on the FTP E2E project	<ul style="list-style-type: none"> Work with Project team to identify potential projects suitable for working groups Maintain focus group element to staff engagement work (no less than quarterly to review progress against action plan, and ensure work is still relevant) 	Q3 2018	
		58. Introduce good ideas scheme for staff to contribute to organisational improvements and efficiencies	<ul style="list-style-type: none"> Review viability of recognised good ideas scheme Focus groups to clarify how scheme might work 	Q3 2018	

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	<ul style="list-style-type: none">• 79% of staff agreed that communication is generally effective within [their] team• 45% of staff agreed that working collaboratively across the GDC is encouraged				
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