

Officer Trustee Induction 2016/17

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1. Introduction

- 1.1. Student leadership is an important guiding principle for Imperial College Union. Students hold leadership roles in all areas of our work, such as CSP and Constituent Union Presidents, senior Academic Representatives, and Management Group chairs, as well as our Officer Trustees (OTs). An elected student's term of office is usually twelve months, from 1 Aug to 31 July each year, in line with our financial, academic and membership years.
- 1.2. With a significant proportion of our student leaders exiting their role during the summer – when our Undergraduate members are generally not on campus or engaging with College – we have an organisational challenge to support and ensure effective handovers between student volunteers. Otherwise, valuable knowledge, experience and momentum can be lost. Exit survey results from CSP and Rep Network volunteers indicates that poor handovers are a major source of frustration for our members.
- 1.3. The OTs are the students who are offering more of their time and energy to Imperial College Union than any others, and are also given the most responsibilities, support and latitude of any student officers. Consequently, they require the most extensive induction period given to any student role.
- 1.4. This paper seeks to review the principles that guide our OT induction processes, and put them in the wider context of other objectives in progress at the time, such as:
 - 1.4.1. Debriefing outgoing Officers
 - 1.4.2. Establishing relationships with SMG and SMT members
 - 1.4.3. Forming the OTs into a team with a common vision and collective understanding of priorities
 - 1.4.4. Launching operating plans for 2016/17

2. Principles

- 2.1. A successful OT induction process will have the following outcomes
 - 2.1.1. *Preparation and reflection*
 - 2.1.1.1. SMG members will support outgoing OTs to prepare for handover and one-to-one time with their successors¹
 - 2.1.1.2. Outgoing OTs will be supported in handing over key projects and ongoing responsibilities not already captured in role descriptions.

¹ President: MD
DPCS: HSES
DPFS: HFR
DPE & DPW: HSVC

2.1.1.3. Staff will have been supported to plan their team's induction activities in advance.

2.1.2. Establishing relationships

2.1.2.1. Each incoming OT will have established close working relationships with staff in their area, and will have met other staff from across the organisation.

2.1.2.2. Each manager and team will have had at least one opportunity to engage with all Officer Trustees, and more often with Officer Trustees they will work closely with.

2.1.3. Establishing norms and expectations

2.1.3.1. Officer Trustees and managers will, through induction sessions, have established clear mutual expectations and frameworks for future communication and collaboration.

2.1.3.2. The role of the OT residential in team-forming and planning will be clearly communicated to OTs and staff.

2.1.4. Evaluation

2.1.4.1. The induction and planning process will be evaluated in time for the September meeting of Governance Committee.

3. Recommendations

3.1. Governance Committee is asked to comment on the above principles and approve the set of actions below.

Action	Owner	Deadline
Meetings scheduled with key College and Union staff	LF	10 June
Guidance developed for supporting managers in planning more effective induction sessions	AK	10 June
Managers given above guidance and tasked with establishing their idea of a successful induction of Officer Trustees to their area of work	AK	24 June
SMG and their OT mentees are tasked with reflecting on how they will manage their individual one-to-ones and handovers	AK	24 June
Managers are allocated extra Officer Trustee time in return for a clear plan for their induction, including method and desired outcomes, as well as any necessary follow-up sessions or extra contact time with the Officer Trustee team.	AK/LF	24 June
An induction evaluation will be submitted to SMG and Governance Committee	AK	September