

Our Commitments

Our Strategy 2017-20 commits to ensuring that **we are a well-run organisation positioning our people to best serve our members** and to **fostering a culture of continued progression to attract and develop the best people.**

We value our staff and acknowledge that they are our primary and best asset in delivering all that we set out to achieve. This document sets out the commitments that we make to our Full-time and student staff in order to meet the strategic objectives above.

Whilst the principles apply for both fulltime and student staff, we acknowledge that there is further work to be done to create the right frameworks for students to easily engage with and benefit from these commitments.

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Our Values & Standards

We live up to our values not just through the activities we support and the services we provide, but also through our actions, our professional relationships, and our shared ethos. Our Standards will help our people to understand what our values mean for how we act as colleagues, managers and leaders.

The College's Imperial Expectations guide the behaviour for all staff across the Imperial community. Our Standards builds on these, adding our own Imperial College Union characteristics to them, a reflection of our distinctive nature as a student-led organisation with our own strategy and values.

Our Standards bring to life what we mean by Leadership, Partnership, Democracy and Inclusivity in the context of our work. They are relevant to every member of staff across the organisation, demonstrating what we can expect of each other, and what we can expect of managers and senior managers within the organisation.

They also provide a framework for development and growth, giving guidance to staff as they reflect on their own skills and behaviours in the context of their own career progression. Our Standards will be closely integrated into our Personal Development Review processes, and will be used as we recruit new colleagues and introduce them to Imperial College Union.

<INSERT OUR STANDARDS>

<LEADERSHIP>

<PARTNERSHIP>

<DEMOCRACY>

<INCLUSIVITY>

Feedback Key Messages

There are many mechanisms through which staff provide feedback on their experience as employees of the Union. These include: Union Staff Survey, College Staff Survey, Exit Interviews, PDRs, 121s, Working Groups and other formal and informal routes. This feedback has been collated and analysed with key messages outlined below and other feedback shaping the remainder of these commitments.

Views on the Organisation:

- Staff feel that the Union is a successful organisation (96%) and a good organisation to work for (98%) and that they are proud to work here (93%).
- There was a significant decline (27%) in the number of staff who felt consulted and informed on changes (66%).

Views on the Department:

- Staff report feeling comfortable to speak their minds and air concerns within their teams (91%) but 16% fewer feel that they are given opportunities to make suggestions.
- This trend has not impacted staff perception of equity within the organisation, born out by a 100% score for the question: "I am treated fairly by others in my department".

Views on Jobs:

- Staff feel that they have no problem meeting the requirements of their roll (96%, up 4%) but the definition of roles within teams and guidance on duties are down 15% and 19% respectively.

Line management / supervision:

- Overall scores for line managers have dropped slightly on the year though scores and comments remain very positive.
- 94% of staff feel that their manager is fully approachable and listens to what they have to say and managers score highly in terms of perceived fairness (96%).
- "My manager lets me know how I'm getting on" and "my manager keeps me and my colleagues informed about matters that affect us" are both scored at 87%, down 8%.

Training, Induction and Customer Service:

- Response scores within this area have dropped 15-20% since last year.
- Although feedback on the quality of training and access to it remains very positive, staff report that they are unclear as to what training opportunities are available to them.
- "Promotional opportunities are good within my department" (49%) is the lowest score across the survey.

Working Environment:

- Staff report that they find the Health and Safety working environment and overall conditions good (91%).
- There was a 14% drop in staff feeling that workloads within their department is spread fairly (81%). This links back to issues around lack of clarity/definition on roles within teams.
- Though a high 92% staff feel the Union shows a commitment to ethical and environmental issues, open comments make suggestions such as a waste reduction policy and initiatives to reduce paper within the organisation.

Overall:

- The average score has remained stable at 7.3 out of 10

Others:

- Internal communication within the Union needs further improvements and staff want greater sight of SMG and their work.
- People enjoy the flexibility of their roles but often find that too much is trying to be done / fitted into roles.
- We can be too focused on financial measures.
- We need to continue the increased Health and Safety focus.
- We can do more to embed Officer Trustees as part of the wider staff team.

Quick wins

- Re-launch of the new staff pages on the website.
- New induction process to help people settle and know what is available.
- MD 121s with new starters to include *Our Strategy*.
- Learning & Development Framework to clarify what is available.
- Joint Calendar set up for working groups etc.
- Set expectations for email communications (internal comms framework).
- Gestures of recognition and support eg fruit, masseuse etc.
- Ensure all work spaces have basics including set of drawers etc.
- Establish effective Senior Management Team meetings.
- Hand wash in kitchens.
- Re-establish buddy scheme for new starters.

Medium quick wins:

- Additional quiet work spaces.

L&D Framework

<Separate attachment>

Staff recognition

Our staff are crucial to all that we do and we aim to provide a working environment that is fun, challenging and rewarding. It is essential that staff are recognised for their hard work and achievements and this ranges from simple, yet important, 'thank you' and 'well done' through to more formal measures. The following outlines our methods of staff recognition:

- Department / all staff Emails.
- All staff briefings / Staff Development Day.
- Budget for teams to celebrate team successes.
- Christmas Party.

The primary reward for staff is their salary and the following sections outline the factors that can result in a change to salary.

Pay relativity

We are committed to offering a total reward package that is equitable, fair and appropriately reflects the College's standing as a world leading university based in London. As part of the annual College process, we undertake a benchmarking exercise across all our roles.

Currently pay reviews are possible where appropriate:

- To address a significant misalignment of a member of staff's salary when compared to others within the organisation who have a similar role size and profile
- To aid retention of staff, based on external benchmark data
- To address equal pay differentials
- To recognise substantial and sustained exceptional ongoing individual contribution beyond the expectations of excellent performance in the role
- To recognise substantial and exceptional one-off individual contribution beyond the expectations of excellent performance in the role

Based upon these criteria, recommendations can be made for an increase of spine points within a grade or for a one-off non-pensionable payment. This one-off payment can also be considered outside of the annual process though is usually limited to a maximum of once per year.

More details here - <http://www.imperial.ac.uk/human-resources/salaries-terms-and-conditions/principles-of-pay-and-recognition/relativity/>

Job level review

This is to capture where a role is believed to be in the wrong pay grade due to a permanent and significant growth in level of responsibility, perhaps due to changes in a JD or to the role that have not yet been reflected within the JD.

Initial conversations should always be with your line manager and applications can be made by an individual, or their line manager and with or without support from the line manager and Union MD.

More details here - <http://www.imperial.ac.uk/human-resources/working-at-imperial/career-development-opportunities/job-level-review-procedure/>

Succession & Contingency planning working group

Staff turnover can have a significant impact on the rest of the team and wider Union if it is not well managed. We have a working group that has done lots of work to look at processes and practices that should be in place in order to maximise the possibility of natural cover and succession within teams as well as how to mitigate negative impacts of turnover.

A step-by-step **Timeline (separate attachment)** outlines the processes that will be adhered to when there is / is not a period of vacancy.

The preference is always ensure that we are never below capacity but given the relatively short notice periods that we have, along with our recruitment policy for advertising roles, this will often prove unavoidable.

The priority in cases where we know that there will be a vacancy is to assess the impact and to agree measures that can be put in place to minimise the impact. This may include utilising the prioritisation matrix (below) for the objectives within *Our Plan* and may also include (re)allocating responsibilities. Where this can be identified in advance then it should be clearly agreed what these responsibilities are and what implications this has for relevant salaries.

On occasion this will not be possible to put in place in advance and therefore we may result in a retrospective recognition exercise as outlined in Pay Relativity section. For clarity, where this process is intended to recognise a one-off retrospective contribution, this can happen at any point throughout the year.

Prioritisation Matrix

Working in students unions provides constant, unpredictable challenges. With this in mind, it is important to know what lines of operational plans are most important to prioritise to achieve the aims in *Our Strategy*. Secondly, with primary and secondary dependencies regularly falling to particular teams, it is vital to capture the potential issue of an under-resourced team before signing off on operational plans, the success of which depends on them.

From the Contingency & Succession Planning Working Group, staff at all levels have also recognised the need to map the cross-departmental dependencies in case of a vacancy (i.e. one department's highest priority may be adversely affected by a vacancy in another; this exercise will highlight these areas). Secondly, it was agreed that such a prioritisation exercise would be a useful tool to use as an initial exercise with a senior manager; in the event of a managerial vacancy this will ensure a shared understanding of the team's workload and priorities.

The purpose of this exercise is not to compare scores with other teams, but provide valuable insight into the priorities and dependencies of a particular team for their own purposes and in the event of an upcoming vacancy.

Similar to a risk assessment, a simple 3x3x3 product of Reach vs. Impact vs. Urgency can be used to prioritise objectives and highlight pressure across departments. Appending operational plans with three columns of "Reach", "Impact" and "Urgency", scored 1-3, will allow us to capture this information (a second parse scoring "Effort" may be useful to identify quick wins for managers to deliver on a tactical scale).

The grading is simple (which means it shouldn't take too long to do hopefully), but this broad brushstroke exercise will be able to yield useful information to highlight problems.

Reach

1. This will affect 10s of students
2. This will affect 100s of students
3. This will affect 1000s of students

Impact

1. This will solve a minor inconvenience for the student/or nothing
2. This will solve a major problem for the student (or a highly-recurring minor inconvenience)
3. This will change the student's life (or a highly-recurring major problem)

Urgency

1. This must be completed within 12 months
2. This must be completed within 6 months
3. This must be completed within 3 months

These scores can then be multiplied to prioritise objectives, and also highlight pressures on primary dependencies as a result. Please see example from Education & Welfare below:

Objective Code	Month	Objective	Dependency	Reach	Impact	Urgency	Total
YV1	N: March 2018	Deliver Under Pressure campaign	Marketing & Comms	2	2	1	4
YS1	D: May 2017	Deliver on College's Sexual Violence and Consent work in line with HEFCE funding	Student Development	3	3	3	27

Handover Template

The S&C Working Group also developed a handover template for all leavers to use.

<This is included as a separate attachment>

RACI Matrix and methodology

We ran an exercise to establish who is Responsible, Accountable, Consulted and Informed on the different matters across the top of the table below.

The second stage of this process was to identify what we already have in place and what additional steps may be necessary to make these different processes effective.

	Staffing changes		Finance		What is happening / being discussed at meetings					HR processes / timelines	what is happening / going on?				training and development		communication of decisions
	Organisational	Individual	monthly	processes	Council	Board	Sub Committees	Leadership	SMG		other teams	OT's	other campuses	college	opportunities	outcomes	
OTs	C	C	I	C	A	A	R	R	C	C	I	R	R	R	R	R	C
Trustees	C	C	I	C	I	A	A	I	C	I	I	A	A	C	A	R	C
2 x sabbatical officers	I	I	I	I	C	I	I	C	I	I	I	I	C	C	R	R	C
MD	A	A	A	A	I	R	R	A	A	A	I	R	R	A	A	R	A
SMG	R	A	A	R	I	C	R	R	R	R	A	R	R	R	R	A	R
SMT	I	R	R	C	I	I	I	C	C	R	R	I	R	R	R	R	R
All Managers	I	R	R	C	I	I	I	I	I	R	R	I	R	C	R	R	R
All staff (Coordinators and Administrators)	I	C	I	I	I	I	I	I	I	I	C	I	I	I	R	R	I

Meeting Structure

Our meetings play a crucial role in the above and as such this sets out what different meetings we have, what expectations there are for them and what their primary purpose(s) are:

Details to be completed

What	Who	Minimum Frequency	Purpose(s)
121s			
Team Meetings			
Directorate Meetings			
Budget Holders Meetings			
Senior Management Team (SMT)			
Strategic Management Group (SMG)			
Leadership			
Board of Trustees / Sub Committees			

Internal communication framework

We have consistently received clear feedback that our internal communication needs improvement so that people feel that they know what is happening across the Union and how they can be involved in shaping this.

It is important that this is two-way communication but it is also acknowledged that there is a lot which does need to be communicated where email is the most effective method. This chart therefore sets out what can be expected in terms of email communications.

Month	September 2017				October 2017				November 2017					December 2017				January 2018				February 2018				March 2018				April 2018				May 2018					June 2018				July 2018					August 2018									
Week	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	5					
Strategy update																																																									
Sabb update																																																									
Updates from staff																																																									
Board																																																									
Leadership																																																									
Council Updates																																																									
SMG																																																									
Staff development days																																																									

Metrics

It is important to have measures by which we assess how we are doing in this area. In addition to the metrics within our staff survey we will record and monitor:

- Turnover rate (was 30% in 2016-17)
- Average length of employment of current staff (currently 3 years, 4 months)
- Average length of employment of leavers (was 2 years, 9 months in 2016-17)
- No of Sick days / absence reports

- 100% of PDRs complete by deadline(s)
- Development opportunities taken
- Feedback forms complete

Action plan for IIP Feb 2018 and thereafter

We are proud of our existing Investors in People Gold accreditation which expires in February 2018.

We are pursuing accreditation through their new framework and welcome the opportunity to recognise where we are doing well and to reflect and learn on the areas that can be improved.

<Insert IIP Timeline>

Benefits of Working for the Union

<Following recent feedback – this section to be developed and added>