



**Imperial College Union Appointments and Remuneration Committee**

**23 May 2018**

<b>AGENDA ITEM NO.</b>	
<b>TITLE</b>	People Strategy Outline
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<b>EXECUTIVE SUMMARY</b>	<p>This paper is a draft of the People Strategy which sets out how we will meet our people-focused Strategic Objectives. The main blocks are:</p> <ul style="list-style-type: none"><li>Our Values, Standards and Culture</li><li>Recruitment &amp; Retention</li><li>Learning and Development framework</li><li>Reward &amp; Recognition Strategy</li><li>Mental Health and Well-being</li><li>Comprehensive HR Policy Framework</li><li>Creating sustainable success</li></ul>
<b>PURPOSE</b>	To discuss the outline and contribute towards the continued development of the People Strategy.
<b>DECISION/ACTION REQUIRED</b>	To give contributions and input.

## People Strategy Outline

*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.

We recognise that if we recruit and retain talented staff who are satisfied, motivated and developing, that the Union's services will also thrive.

This People Strategy sets out the key building blocks that we have identified as essential 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.*

### Building Blocks

1. **Our Values, Standards and Culture** - Who we are and what we stand for
2. **Recruitment & Retention** – Our people, skills we need and how we reward them.
3. **Learning and Development framework**
4. **Reward & Recognition Strategy** - Reward and recognise the efforts and performance of our staff so that they know they are valued.
5. **Mental Health and Well-being**
6. **Comprehensive HR Policy Framework** – The Union adopts the College's comprehensive HR policies and ensures that Union staff are adhering to and benefitting from relevant policies.
7. **Creating sustainable success** - The Union is agile and responsive to change to best serve our members now and in the future.

### **Our Values, Standards and Culture**

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.

### **Recruitment & Retention**

Diversity statement – we believe that diversity makes us a better, more effective staff team that is better able to represent our members. We will therefore strive to develop an ever more diverse staff team that is increasingly representative of our membership.

Section reflecting expectations of retention within different teams. In concluding that we will have high turnover in stated areas, that we must build robustness in processes to ensure appropriate succession planning.

### **Learning & Development Framework**

As a Union, we commit through our Strategic Plan and our People Strategy to have highly skilled, motivated and empowered staff. More specifically we commit to ensuring that the Union's Learning & Development offer is consistent, open and fair. It should be a chain reaction throughout the Union with individual staff directing their own L&D in a way that is personal to their needs.

We aim to be an employer of choice and strive for an environment in which the Union creates a community where staff talents and opinions are valued and they feel empowered to progress and have a positive impact.

Our offer for contributing towards the courses aspect of Learning and Development includes:

- Paying for bespoke courses delivered to our staff

- Paying for, or towards, externally run courses for individuals or groups of staff
- Allocating work time to attend courses
- Allocating time to study for courses / qualifications
- Access to Imperial College run courses - <http://www.imperial.ac.uk/staff-development/development-options/od-courses/>
- Access to Lynda.com through College - <http://www.imperial.ac.uk/staff-development/development-options/online-resources/lynda-com/>

Whilst courses are a clear example of Learning and Development opportunities, a large proportion of development opportunities will usually lie outside of that format.

Examples of wider development opportunities are laid out below but this should not be considered an exhaustive list as any idea for development will be considered.

- On the job – much L&D actually takes this form but is sometimes harder to pinpoint. Increasing quality and / or quantity of particular aspects through improved abilities, skills and experience can display a clear progression and open up further opportunities.
- Acting up or taking on additional responsibility – this can be through expansion of current role or temporary / permanent vacancy or other organisational need for additional responsibility. It can be a gradual progression or via one or more clear step changes.
- Mentoring – this can be arranged informally or formally and internally or with external individuals designed to achieve the right results for the individual being mentored.
- Secondments – these can be arranged from a small scale involvement with a different teams' project through to full-time, long term opportunity within a different organisation.
- Volunteering days – two volunteering days per year are offered and these can offer additional insight and experience outside current role and organisation.
- Flexible working – our flexible working policy provides the capacity for individuals to seek and utilise any opportunities that they desire provided this does not have a direct detrimental impact on their ability to perform their role.

### **Reward & Recognition Strategy**

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:

1. Department / all staff Emails.
2. All staff briefings / Staff Development Day.
3. Budget for teams to celebrate team successes.
4. 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.

### **Mental Health and Well-being**

Of critical and ever increasing importance. We must ensure that we create a culture and environment that provides flexibility, support and enables staff to flourish. Initiatives around Mental Health and Wellbeing are essential to this.

### **Comprehensive HR Policy Framework**

The Union adopts the College's comprehensive HR policies and ensures that Union staff are adhering to and benefitting from relevant policies.

### **Imperial College London People Strategy**

We will build a supportive, inclusive and highly motivated staff community across all disciplines, functions and activities:

- We will provide opportunities for staff to progress their careers at the College.
- We will create an environment which is respectful and collaborative and has a zero tolerance approach to bullying and harassment.
- We will share more broadly the impact and achievements of our staff across all disciplines, functions and activities so that their work and contribution to our mission is recognised and celebrated.
- We will be proactive in our promotion of inclusiveness and diversity.
- We will be mindful of the need to promote good mental health and a healthy work-life balance

### **Creating sustainable success**

Introduction of an increasingly Project / Impact based staff model.

Principle statement – We place great value on providing opportunities for our staff to develop. In doing so, we must be explicit about what is expected as central to a JD and role and what is a development opportunity that staff are encouraged to take up therefore providing mutual benefit for both the staff member and their team and therefore the Union and its services.

## **IIP Framework / Action Plan**

- Leading and inspiring people
- Living the organisation's values
- Empowering and involving people
- Managing performance
- Recognising and rewarding high performance
- Structuring work
- Building capability
- Delivering continuous improvement
- Creating sustainable success

The organisation has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation.

IIP reflect our own strategic objective of Continuous Improvement – they say:

*Understanding how your people practices compare, and finding gaps and opportunities for focus, will drive employee engagement. Use Investors in People to harness the talent of your people towards achieving your organisation's goals.*

## **Measures**

Balanced scorecard measures: Staff turnover rates, sick days, training and development opportunities

Increase in the diversity profile of applicants.

Number of internal applications and appointments to leadership and management roles

All of our staff have a meaningful annual Performance and Development Review (PDR)

Excellent Leadership is recognised internally (staff survey measure)

The Union is perceived as an excellent place to work (staff survey measure)

Comparison stats across the College on: Overall staff engagement, involvement and advocacy scores (staff survey).

# OUR STANDARDS

ASSERTING | INSPIRING | TRANSFORMING

## LEADERSHIP

We turn students into leaders, and we carve our own paths.

We will find talent, nurture it, and put it to work for our members. We will build a culture of responsibility, honesty and ownership, but not blame. Our leaders will have power, with accountability; authority, with transparency; we will all lead by example. That's how we will stay ahead of the challenges we face, take a leadership role in the most important debates, and tackle our biggest decisions with confidence and energy.

### OUR STAFF...

- Work innovatively, applying their talents and skills with originality and creativity
- Seek the positive in change and transition, identifying opportunities for professional growth and development
- Work with integrity and reliability, recognising their role in their team's performance

### OUR MANAGERS...

- Lead by example, taking ownership of the work of their team, empowering their colleagues and encouraging talent and confidence in others
- Identify and tackle opportunities, challenges and tough decisions early, emphasising the positive in change and bringing their teams with them throughout
- Work with their team to create sustainable solutions, praising honesty and offering constructive feedback rather than blame

### OUR SENIOR MANAGERS...

- Provide a clear strategic vision, ensuring all teams have clear goals, objectives and targets and the resources and support to achieve them
- Identify and nurture a wide pool of talent, ensuring our people are supported to develop their skills and ambitions throughout their time at Imperial College Union and have the confidence to excel in their roles
- Create a culture of responsibility, honesty and ownership that acknowledges challenges and recognises initiative, ensuring transparency, accountability and a willingness to listen throughout

## PARTNERSHIP

We have a lot of challenges ahead of us, and we will not tackle them alone.

We are stronger when we work together. Internally and externally, we will search for those with whom we have common ground and shared priorities, and we will find new ways to work together. We can do more, achieve more, and offer more, when we collaborate with others. We will be a dependable partner, sharing our successes, abilities and aspirations widely. We will assert our place as an essential partner to College, at the centre of the worldwide Imperial Community.

### OUR STAFF...

- Engage with colleagues across the organisation
- Are mindful of the work of their team, recognising where teams can collaborate on mutual priorities
- Maintain productive working relationships with partners from within Imperial and the local community

### OUR MANAGERS...

- Collaborate effectively with other managers and teams where work is shared, taking opportunities to enhance the impact, effectiveness and reliability of their team
- Communicate the value and impact of their work clearly and effectively, demonstrating to students their ability to effect change
- Build links with peers across Imperial College Union, Imperial College London and the students' union sector, to develop their skills and networks and bring best practice to the Union

### OUR SENIOR MANAGERS...

- Ensure integrated planning and working across their teams and between directorates, identifying and communicating shared strategic and operational objectives clearly and effectively
- Deepen our relationship with College, asserting our place as an essential partner to them at the Centre of the worldwide Imperial Community
- Search for new strategic partnerships and collaborations with external organisations from public, private and charitable sectors, identifying those with whom we have common ground and shared priorities



DEEPENING | FIRING UP | EXTENDING

# DEMOCRACY

We won't do things for you, we'll do things with you.

We are run by our members, for our members. We are our members. We will build a powerful and meaningful student democracy, which will engage every single one of us. Our student leaders will speak with authority and insight, and they will tackle our most complex and difficult decisions. Through this democracy, we will empower every student to create their own Imperial experience, challenge them to grow to their full potential, and fire them up to change the world around them.

## OUR STAFF...

- Are conscious of Imperial College Union's democracy, recognising and supporting the presence of student leadership
- Find ways to collaborate successfully with student volunteers and members
- Facilitate meaningful student participation in decision-making and debate within their areas

## OUR MANAGERS...

- Understand Imperial College Union's democratic structures and how they interact with their team
- Engage with elected students and volunteers in the planning and delivery of their team's objectives
- Encourage students to engage with our democratic structures and work to enhance the experience of students when participating in democratic processes

## OUR SENIOR MANAGERS...

- Engage meaningfully with student leaders on strategic decisions
- In partnership with student leaders, ensure that democratic and consultative processes are at the heart of Imperial College Union's planning for the future
- Monitor the levels of engagement within our democratic processes and work with student leaders to deepen and extend our democracy

# INCLUSIVITY

No matter who you are, we're here for you.

There is only one Imperial Community, and we will hear every voice within it. It doesn't matter what you study, where you are, where you're from, or where you're going - we will tear down any barrier that keeps you from our opportunities and our democracy. We believe there is no such thing as an average or typical Imperial student, and we recognise that our strength and our power comes from the diversity of our membership.

## OUR STAFF...

- Understand that there is only one Imperial Community, and work to hear every voice within it
- Identify and collaborate to remove barriers to participation in their services and activities
- Celebrate and appreciate the diversity of our membership

## OUR MANAGERS...

- Support their teams to deliver activities and services that are accessible and relevant to our diverse membership
- Monitor and evaluate the engagement of underrepresented groups with their services and activities
- Make decisions that broaden participation in sustainable and meaningful ways

## OUR SENIOR MANAGERS...

- Make strategic decisions that improve Imperial College Union's engagement with areas of the Imperial Community with traditions of lower participation
- Support staff and volunteers in developing a sophisticated and detailed understanding of the composition of our membership, working to ensure we offer activities and services for every single member
- Ensure their teams respect and comply with legislative requirements and best practice in engaging our diverse membership