



Imperial College Union Appointments and Remuneration Committee

12 Feb 2019

AGENDA ITEM NO.	Item 6
TITLE	People/Staffing issues
AUTHOR	Jarlath O'Hara
EXECUTIVE SUMMARY	<p>The paper outlines updates with regard to the staff team, wellbeing and safeguarding issues.</p> <p>Owing in part to senior vacancies, staff wellbeing is a concern and an area in need of attention.</p>
PURPOSE	To update Committee on the key areas above and to inform a discussion as to whether there are further steps required.
DECISION/ACTION REQUIRED	For discussion.

People and Staffing Update

Introduction

Significant time and energy has been put into staffing matters over the last quarter as we work towards IIP reassessment in February and the Staff Survey in Feb / March.

Recruitment

A key focus has been recruitment of key staff and Keriann Lee has now been appointed as the Permanent Head of Student Voice & Communications. This creates a vacancy in Keriann's previous substantive position of Marketing & Communications Manager and so the recruitment has begun for that post. Following an unsuccessful recruitment drive for an Operations Manager, we are in the middle of a second drive and are hopeful of finding a suitable candidate. We will shortly open recruitment for a permanent Head of Student Experience.

Following appointment of the Operations Manager, there are further positions within Bars & Catering to appoint to create a full team with less dependency on temporary / agency staff. Our Head Chef remains on long term sick leave and therefore the dependency on agency staff remains in that area.

Staff team update

Balanced scorecard figures for the end of December were:

Staff Role Occupancy Rate (%)	95.3%
Staff Retention Rate (12mthRT%)	70.2%
Total Sick/Absent Days (# in per)	38.5
Development - A2T Training Booked (#RT)	3

Occupancy rate is on target though this is significantly supported by agency / temporary staff which cannot always provide the same service and efficiency.

Retention rate is getting closer to target though we continue to have a steady level of turnover.

Sick / absent days is returning to normal levels following a conclusion with one long-term absence. As above, our Chef remains on long-term sick leave and this affects our measure here which would otherwise be within target.

Access 2 Training measures are well below target. Management continue to discuss and monitor this and are confident that this does not reflect the true amount of training and development taking place as this system only measures certain items. A more holistic measure needs to be developed, ideally one that logs no of hours spent on L&D but this is not available yet so the current measure remains our best available tool.

Project Management – The way we work

A key focus of the 18/19 Business Plan and MD objectives has been to support staff through improved methods of working. Initially with terminology around project management, we have refined this to the way we work which maintains a project management aspect.

A project team has been formed and is making great progress so far with all staff now on Microsoft Teams and multiple training sessions taking place to support staff with the transition. A Project Mapping exercise has taken place giving an improved understanding of the peak periods and enabling the start of a fresh look at whether prioritisation is currently correct and well aligned across the Union. Finally, a project management framework

This is a significant shift across the Union and should have a positive impact on staff wellbeing. We are looking at this as a change management programme and are using Kotter's 8 Step Change model to guide us through.

Training

The Administration Support Manager, SMG and SMT have been working with Operational Excellence and HR as well as Learning and Development Centre to form a programme of management training. We are conscious of striking a balance between development opportunities and the positive effects that this will have with the additional expectations and demand on time at this peak time of year. Final details and rollout plan are still to be confirmed.

Informal Officer Guidance

Following previous discussions at PARC, a meeting was held to initiate the work on informal officer guidance around disciplinary / performance matters.

This needs to be further developed into an agreed set of guidelines but some key points from that discussion included:

- Process, once set, must have increased awareness of it
- Setting out standardised options for informal and formal
- Students must feel like it is a useful but non-nuclear option
- Should be linked with the work to refresh the Staff-student protocol
- Training for senior volunteers must reflect this and ensure that there is awareness of it
- Value of potential for external party involvement but loss of situational understanding means we concluded MD should be central to the process

Following any additional points from the committee, this will be formed into a guidance document for review.