



Imperial College Union Appointments and Remuneration Committee

15 May 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 and officer teams. Key areas include:</p> <ul style="list-style-type: none">• The Union was awarded IIP Gold.• 83% of staff completed the survey.• There are lots of vacancies which are in the process of recruitment. Three are still paused.• Appointed Student Trustee process and panel.
PURPOSE	To provide an update and framework for discussion on the various items.
DECISION/ACTION REQUIRED	<ul style="list-style-type: none">• Agree a panel for student trustee recruitment.

People and Staffing Update

Investors In People Gold

Having been awarded a 12-month amnesty period on retaining use of our Gold status, we were reassessed in February. I am delighted to confirm that the Union has attained IIP Gold accreditation and will retain this standard until February 2021. It was recognised that we have made significant progress over the past 12 months and that staff can see and appreciate these changes. This includes completing the due actions on the IIP action plan as PARC has been monitoring.

There were some clear areas for us to focus on including reward & recognition and leading & inspiring people. We will remain dedicated to addressing its recommendations and look forward to continuing this journey together with our staff. These areas will be picked up alongside the results from the Staff Survey so that there is a single action plan to monitor.

Staff Survey

The Union took part in the Imperial-wide staff survey and had 50/60 (83%) completion. The results were released on 8 May and have been included as a separate Appendix A to this paper. No analysis of the results has been carried out yet. The timeline per College process is:

8 May 2019	Staff Survey reports issued
June 2019	(College level) Staff Survey Roadshows
July 2019	(College level) Initial response to staff published
July 2019	College & departmental reports published on staff survey webpage
August 2019	Action Planning starts
September 2019	College wide action plan approved by Provost's Board and published
October to February 2020	Action Plans to be completed
March 2020	Update on action plans to Provost's Board

Recruitment

Following the reforecast exercise, the decision was taken to pause recruiting the following staff vacancies:

- Systems Manager (Paused until August)
- Wellbeing Coordinator (Paused until August)
- Training & Development Manager (Interim vacancy not being filled until further notice)

Whilst some work streams have been paused / deprioritised as a result of this, it is recognised that this has an impact both on the work that can be delivered and on other staff in these teams or with dependencies on these teams. Leadership are being extra vigilant to this impact and are monitoring at a local level.

Following the successful appointment of an Operations Manager who started 11 March, there is ongoing recruitment to return to a full complement of permanent staff within the Commercial Services teams. With some positions having been filled, remaining positions include a Venues Manager and a Head Chef as well as the soon to be vacant Retail Manager.

Recruitment of a permanent Head of Student Experience will begin shortly. The current proposed timeline is:

- Advert live by 22 May
- Shortlist 13/14 June
- Interview b/w 20-28 June

Student Trustee

As per our annual cycle, there are two student trustee positions to appoint. PARC are invited to feedback upon the info adapted from last year (Appendix B) and are requested to agree a panel to recommend two student trustees to PARC.

Staff Town Hall Meetings

Following lots of feedback and discussions about improving communications within the staff team, the Leadership team has established monthly Town Hall Meetings for all staff. Following the initial trial meetings in November, they have been conducted monthly since February and are scheduled for the remainder of the year. The topics and formats have varied significantly as we test different approaches and also to reflect the very different nature of the theme(s) of the meetings. Themes so far have included the Union's finances, updates on work efficiency and the leadership team and most recently on celebrating successes.

Management Training

As an update on the discussions regarding Management Training, three initial sessions have been scheduled. 'Managing Absence and Sick Leave' took place last week and 'Flexible working' takes place this week whilst 'Performance Management' takes place in early June.

Safeguarding

The MD discussed the Union's safeguarding policies at the College Safeguarding Committee in March. It was agreed that the committee would provide some resources to assist with reviewing these before the next meeting in August. No progress has yet been made but this will be reviewed and fed back to the next PARC meeting.

Handover / Induction

With input from others, the Interim Student Development Manager is leading on the planning for the handover and induction period. The outline to date is included on the multiple tabs of a separate Appendix C. Current Officers are being consulted and PARC are invited to discuss and feedback to be built in to the planning.

March Balanced Scorecard

Learning & Growth		Full Year Target			
<u>KPI Name</u>	<u>Obj.</u>	<u>Prior Period</u>		<u>Score</u>	<u>% of Target</u>
Staff Role Occupancy Rate (%)	YD2	PM	94.3%	94.0%	99.0%
Staff Retention Rate (12mthRT%)	YU2	PM	67.2%	66.1%	82.7%
Total Sick/Absent Days (# in per)	YU3	RA	47.0	56.5	235.4%
Development - A2T Training Booked (#RT)	YU2	PM	35	44	36.7%

As outlined in the Balanced Scorecard summary paper to board, the occupancy rate measure does not feel reflective of the current staffing level. We have begun evaluating the methodology to determine if there is a more effective method of calculating this figure.

Other

Other actions from the last PARC meeting are addressed here.

- Brexit Comms – The President and MD raised the need for improved communication to students and College communications team responded accordingly. As such, each staff communication has been followed by a student communication with updates and pointing towards the relevant section of the College Website for more frequent updates.
- Officer disciplinary process – this work has been de-prioritised as resources have been directed towards finances and planning.
- Learning and Development Culture – this has not been picked up separately and will be rolled into the action plan following IIP and Staff Survey.

Appendices

Appendix A – Staff Survey results – separate file

Appendix B – Appointed Student Trustee Criteria

Appendix C – Draft Officer Trustee Plan – separate file

Appendix B

Appointed Student Trustee Criteria

Every year, four students sit on the Board of Trustees, the most senior governing body of Imperial College Union; two through a rigorous appointment and interview process, and two through democratic election by the entire student body. We are currently recruiting for our two appointed Student Trustees.

Board provides the strategic direction and vision of the organisation by ensuring that we are working towards *Our Strategy 2017-20* and verifies that our staff and student leaders are conducting their activities safely and legally. The Board of Trustees also approves Imperial College Union's annual budget and examines its financial performance, issuing our Annual Reports.

The membership of the Board of Trustees is a mix of elected students (including the Officer Trustees), appointed students, and trustees drawn from outside of our student body. These External trustees are selected from industry and academia for their expertise and experience and their external perspective.

The Board of Trustees meets six times a year, and has four subcommittees: Finance & Risk, Communications, Governance, and Appointments & Remuneration. Our Student Trustees are expected to attend Board meetings and one subcommittee. Each subcommittee meets four to five times a year.

Becoming a Student Trustee is a rare opportunity to gather real-life experience in a high-performing and complex organisation.

To find out more about this role, you can contact one of the current Student Trustees:

- Abhijay Sood - abhijay.sood15@imperial.ac.uk
- Hafiza Irshad - hafiza.irshad16@imperial.ac.uk
- Madina Wane - madina.wane12@imperial.ac.uk
- Stephen Naulls - stephen.naulls14@imperial.ac.uk

When applying, you must meet and/or demonstrate the following criteria:

- A current and continuing student of Imperial College London
- A good understanding of the issues affecting students in the UK and at Imperial College London, particularly those with protected characteristics or under-represented groups at Imperial ****LINK TO PROTECTED CHARACTERISTICS****
- Awareness of the systems and structures in, and issues affecting, Higher Education
- The ability to challenge the status quo, test perceived wisdom and question authority
- Strong communication skills with the ability to relate to and communicate effectively with people at all levels
- A leader on equality of opportunity who values diversity and removes barriers to equality
- An excellent role model who promotes the highest standards of probity, integrity and honesty

Please submit a CV and cover letter outlining why you think you would be suitable for the role to XXX. Your cover letter should be no more than 750 words. Candidates who meet the above criteria will be invited to a short interview on XXX.

Deadline for applications is XX:XX BST XXX.