

**PEOPLE, APPOINTMENTS & REMUNERATION COMMITTEE**

The second ordinary meeting of the People, Appointments & Remuneration Committee for the 2019/20 session, was held on Thursday 20 February 2020 in Meeting Room 6, Beit Quad at 15:00.

**Unconfirmed Minutes**

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| Present: | Kate Owen | External Trustee (Committee Chair) |
|   | Shervin Sabeghi | Deputy President (Welfare) |
|   | Lloyd James | Council Chair |
|  | Shola Alabi | Strategic HR Partner (Imperial College) |
|  | Ashley Brooks  | Deputy President (Education) |
|  | Claire Budden  | HR Advisor (Imperial College)  |
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| In Attendance: | Graham Atkinson (via Teams video conferencing) | Interim Managing Director |
|  | Keriann Lee | Head of Student Voice & Communications (clerk to the meeting) |
|   | Angela D’Souza | Admin Support Manager |
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| Apologies: | Dan Faehndrich | Elected Student Trustee |
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| **Item 01: Welcome and chairs business**1. The Chair welcomed the Committee to the rescheduled second meeting of the 19/20 session, specially welcomed the new Interim Managing Director and went into the agenda for discussion immediately.

**Item 02 – Conflict of Interest** 1. No Conflict of Interest declared

 **Item 03 – Apologies** Elected Trustee Dan Faehndrich could not attend due to illness**Item 04 – Minutes to consider from 18th September 2019**1. There were no questions or corrections and the minutes were confirmed.

**Item 05 - Action tracker and forward agenda**1. **Disciplinary Process**

Nothing further was reported as this was an action for the former MD who has since left without completing. 1. **Terms of Reference**

TOR was not available for review in meeting.1. **Volunteer Working** -
2. DF was not present to update committee on discussions regarding volunteer worker status for student volunteers.
3. LJ noted that Summer Ball planning was a good example of students doing work normally reserved for perm staff and that it seemed to be going well, based on accounts from the DPFS.
4. CB and SA cautioned that it was important to ensure there were adequate breaks built in for the volunteers working at Summer Ball this year, as that was an issue in previous years.
5. GA said he had lots of thoughts about volunteer management and would come back to this later.
6. **Forward Agenda**

KO and GA to discuss and return to committee**Item 06 – MD Recruitment**1. Committee discussed the timetable for recruitment and agreed 27 April for interviews, then moved to panel composition.
2. KO suggested a manager should be on panel to represent the staff team
3. SS raised concern about a student led organisation having only one student on the panel. He said two or three students on a panel of six would make more sense. LJ and AB agreed.
4. KO suggested two students, two trustees, and two from College but said the final decision need not be taken at the committee meeting.
5. SA suggested five panel members instead of six with informal sessions for other stakeholders.
6. GA noted that the external recruiters, Peridot, were also not in favour of more than five being on panel. He said preliminary interviews were an option and asked whether the Officers would be happy with only one student on the panel in that scenario.
7. SA said he and the President would be less insistent on half the panel being students if there were other opportunities to participate, such as preliminary interviews, but that if the final decision lay with the panel, it should be more representative.
8. KO suggested that GA go back to Peridot and request scenarios that would involve students more, but that the committee is provisionally satisfied with the proposal.
9. GA said he would liaise with Peridot by the following Monday but that the person spec was the most important consideration for the Board to ensure they found the right person.
10. SA questioned whether students had had adequate interview training at such a high level and that the impression of the candidates was also important.
11. SS said it was also important that candidates respond well to seeing students on the panel. He confirmed that whilst student officers sit on lots of recruitment panels, they had not had adequate training.
12. ADS said she did not think their one day of training was sufficient for this.
13. KO said it might be useful for the entire panel to get recruitment support, GA suggested Peridot could be approached about this.
14. Committee accepted that the panel should comprise only five members and more attention should be paid to getting the JD right.

 **Item 07 – People & Culture**1. GA summarized his wide-ranging paper to Board on his insights about the Union within his nine-day tenure so far. He noted that the range of opportunities on offer was impressive, as was the level of goodwill from College (as this was not always the case in the sector). He noted challenges in culture but said a complete change would not be possible in six months – just a nudge in the right direction.
2. GA said he would have more next week to say about Governance, Finance, and Health and Safety.
3. SA said the paper was apt and covered a lot of ground while AB said there were no surprises in it and enquired about the disconnect from the sector.
4. GA noted symptoms of this such as old-fashioned Officer roles and the way the accounts are managed. He said he was keen on getting senior staff to liaise with peers in the sector.
5. KL agreed that it also affected recruitment in the past and the ability to place ads in SU related jobs boards to attract the sector experience required for some student facing roles.
6. SS discussed workload and said it was interesting that this did not necessarily lead to long hours for everyone. He questioned whether an audit of each staff members work would be useful.
7. KL suggested that the problem was structural as where there is lack of alignment in work from the top through to individual JDs, imbalances in workload will naturally develop.
8. GA said this was not unusual in the sector which is known for heavy workload issues.
9. AB asked whether it was useful to assess individual workload
10. SA said that work had already been done with staff who confirmed they felt this way and agreed that what was need was a structural approach to work and alignment from organisation vision downwards.
11. GA said team leads also needed to have more difficult conversations around work expectations as the request for extra resources is not always valid.
12. ADS said in the past, staff were given conflicting messages about work, sometimes asked to just get on with it whilst at other times being told to stop pieces of work due to capacity issues.
13. GA said the focus was a one-year plan to August 2021 before the next strategy is crafted as well as operational planning across teams to give everyone focus.
14. KO said this was an extremely helpful paper and the next step was a Board discussion.

**Item 08 – Investors in People** 1. GA said he would meet with assessor next week, along with ADS.
2. ADS said the meeting was to see how the organization was getting on with the action plan.
3. KO said the Union needed to ensure alignment with its action plan and the things being assessed through IIP.

**Item 09 – Student Staff Hourly Rate Review**1. Committee noted MM’s paper (which he was not present to present due to other commitments) about bringing student hourly rates in line with the College rate.
2. SA noted that this would remove the incentive for managers to choose student workers for casual jobs especially since non-student workers might be more reliable to schedule. She said she was not against the move but wanted to ensure it had been thought through so student staffing could be protected.
3. LJ agreed and said the areas in which students are employed should be protected through policy.
4. SA also provided historical context noting that SU rates of pay being lower than College’s has always been raised as a competitive advantage problem for College bidders.
5. ADS raised concern about whether casual staff should be trained and from what budget.
6. GA said job preparation was standard for all workers including students and they should favour working at the Union above all else because they had been provided with a meaningful experience.
7. GA said student jobs were not just about filling gaps but part of the student experience.
8. KO said more information would have been useful in the paper and GA said he would address the quality of committee papers.

**Item 9 – Forward Agenda Review**1. KO and GA to discuss

**Item 10 – Terms of Reference**1. TOR was not available for discussion and would be included in discussion between GA and KO.

**Item 11 – AOB*** None.
 | **Action** **KO and GA to review forward agenda** **DF to update committee on volunteer status discussions with CUs.****GA to discuss opportunity for more student involvement with Peridot and further review JD and person spec** **JOH to circulate draft Staff Survey Action Plan.** **GA to take 6-month plan to Board** **GA and ADS to meet with IIP and update verbally on action plan.**  |

**Next meeting set for: 29 April 2020**