



PEOPLE, APPOINTMENTS & REMUNERATION COMMITTEE

The third ordinary meeting of the People, Appointments & Remuneration Committee for the 2018/19 session, to be held on Tuesday 12th February 2019 in Meeting Room 6, Beit Quad at 3pm.

Unconfirmed minutes

Present:	Kate Owen (KO)	Appointment & Remuneration Chair
	Alex 'Chippy' Compton (ACC)	Council Chair
	Becky Neil (BN)	Deputy President (Welfare)
	Robert Tomkies (RT)	Union President
	Alejandro Luy (AL)	Deputy President (Education)
	Stephen Naulls (SN)	Student Trustee
	Shola Alabi (SA)	Senior HR Manager
In Attendance:	Jarlath O'Hara (JOH)	Managing Director
	Angela D'Souza (ADS)	Administration Support Manager
	Jomana Al Ahmad (Clerk)	Administration Support Officer
Apologies:		

<p><u>Item 01: Welcome and chairs business</u></p> <p>1. The Chair welcomed the Committee members to the third People, Appointments and Remuneration Committee of the Academic year 18/19.</p> <p><u>Item 02 – Conflict of Interest</u></p> <p>1. No Conflict of Interest declared</p>	<p>Actions</p>
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Item 03 – Apologies

1. None

Item 04 – Minutes to consider from 14th November 2018

1. The minutes were confirmed as an accurate record of the meeting held on 14th November 2018.

Item 05 - Action tracker

1. Officer trustee handover – AL updated the Committee that progress has been made since the last meeting and the Student Development manager has also been gathering some feedback on the residential/OT handover, the Committee requested that a summary of the feedback on OT handover and a handover checklist are presented during the next meeting
2. JOH mentioned that a brainstorming exercise has taken place with staff, student trustees and OTs regarding management training issues
3. JOH updated the Committee that the safeguarding policies need to be updated and he is currently working on completing this action

JA to update the action tracker

Item 06 – People issues

1. JOH updated the Committee that more action has taken place regarding people issues since the last meeting, and as the IIP assessment is approaching, progress has also been made on most of the actions on the action plan
2. JOH added that recruitment in all SMG positions has been complete with the exception of the permanent HoSE position, however, there are other major positions that require a focus in terms of recruitment in the next few months
3. KO enquired about the updates on recruiting the Operations Manager and Head Chef roles, JOH responded that the OM role is a commercial services role that has had two rounds of advertisements as the first round was unsuccessful, from the second round of advertisements, two candidates will have a further assessment this week. JOH added that some applicants had the right skills but we not the right fit for this organisation.
4. JOH added that the Head Chef has been on sick leave for nearly 7 months, as the Head Chef is currently undergoing an investigation for medical retirement, KO

responded that this is a key role to fill as food is one of the main income generators for the Union

5. JOH updated the Committee that there has been progress in terms of project management, which has evolved into transforming the way we work in the Union, from the OTs, JM and AL are involved, and CT and JA are leading on the operational progress
6. BN pointed out that there needs to be more work on the cultural change elements as some staff are more resistant to change than others
7. JOH updated the Committee that a number of Union staff and College HR are working on developing management training, SA added that she has been communicating with staff about their training needs and have received a lot of feedback from managers
8. SA also updated the Committee that as there has been a recent HR restructure, her role has changed and her work will focus on the strategic vision for HR and will be less operational
9. SA added that the reason for the restructure was to make HR run with a specialist function model compared to a general model, where specialist people are now hired in various HR areas
10. SA updated the Committee that based on feedback, what middle management within the Union require in terms of training already exists at College, however it requires many hours out of work and the resource at College currently does not allow them to come in to the Union specifically
11. SA added that currently there is no measurement in terms of the work that is being done vs hours of training needed
12. JOH responded that the only measure we have in terms of training is A2Ts completed, however only certain types of training require A2T completion, therefore it is not a complete record of all training
13. KO pointed out that it is important to measure how much time we are spending in developing people
14. SA commented that some issues arise to due to lack of knowledge, however the other issues are related to personal barriers such as confidence, which is hard to quantify even if people are constantly being trained, the latter requires more mentoring and coaching
15. SA added that College have a lot of resource in terms of qualified coaching which should be utilised
16. KO also recommended offering the opportunity for Union staff to take on coaching training if there is interest

17. BN mentioned that she agrees that we need to have a better measure that people are taking up development opportunities
18. KO pointed out that it is important to raise awareness within the organisation about the importance of developing oneself professionally, SA added that managers should constantly monitor whether they feel a qualitative difference in how the team operates and whether their staff feel a responsibility over development or if they think it is the responsibility of management to develop their staff
19. AL commented that quantifying learning is currently a very big and challenging discussion within the HE sector, AL added that the most important short term aim is to help people identify what they are missing and facilitate the development opportunity for them
20. KO mentioned that this is a cultural issue, it is important to create an environment where learning and development is important
21. RT suggested giving staff a specific number of hours per week for development, a model which is used by large companies such as Google. JOH responded that it is difficult to offer this to shift staff and BN mentioned that staff will find it difficult to deprioritise some of their work for development
22. ACC pointed out that it is also important to distinguish the difference between external development that the Union should not be taking credit for
23. KO requested that the Committee carries out a brainstorm to come up with ideas on how to shift the culture regarding learning and development
24. JOH updated the Committee that discussions regarding formalising a process for sabbatical officer guidance have initiated, JOH added that it will aim to standardise the options for informal and formal guidance and have the right link to the student staff protocol
25. Also, the MD will be central to the process as an external member may not be appropriate, this is due to the risk of a lack of understanding of the context if they do not work within a Student Union environment
26. KO mentioned that having an external party may be beneficial in terms of mediating any issues, SA added that there is resource in terms of mediation within college
27. SN mentioned that other SUs use an RO as a mediator as they are more likely to understand the context
28. BN pointed out that there is a risk in affecting work relationships/dynamics if the mediator is an RO/staff member

JOH to facilitate a brainstorm with staff/OTs on how to shift the culture regarding L&D

JOH to draft the guidance document and circulate for comment

29. ACC mentioned that previous experience has shown that having the MD solve the issue internally has been successful
30. KO added that a compromise would be solving it internally if feasible, however, a plan needs to be in place if the situation requires external parties as mediators, to ensure that all possibilities are covered

Item 07 - PG engagement

1. RT mentioned that a more detailed update on the progress made with regards to PG engagement will be presented at Board.
2. RT briefly mentioned that the GSU have now secured a specific GSU fund and have improved their communications by increasing their volunteer staff which is very positive.

Item 08 – HR developments at College

1. SA mentioned that there has been no redundancies made during the restructure, as all previous staff retained their roles, SA's team was the first to transition as they were not a staff facing team and the remainder of the teams will complete the transition in March
2. SA added that the driver behind the restructure was economies of scale and that College could not continue to employ people due to the increase in the level of work. Additionally, dissatisfaction with pensions was another main driver.
3. SA added that statistically, the number of academic staff in the past exceeded admin staff, however this has changed, therefore it is important to start looking at technology to address this issue
4. JOH enquired about any changes in policies, SA responded that minimum wage and statutory payments change once a year and the EU/Brexit issue might also result in changes
5. JOH pointed out that College communication regarding Brexit has been mainly directed at staff and not students
6. KO added that it is important to point out to College that changes regarding Brexit have been under communicated to students
7. SA responded that she will contact registry and a number of people at College to enquire about the lack of comms to students regarding Brexit
8. RT will also bring up this point at College Council this week
9. BN asked about updates on blind recruitment and asked if the Union could potentially trial this as the barriers

SA to follow-up on Brexit updates comms to students

RT to raise the concern on the lack of comms to students by College on Brexit

presented from College do not exist in the hiring process for Union staff

10. SA responded that she will request for updates on the discussions on blind recruitment and update the Committee next meeting

Item 10 – IIP Action plan

1. JOH mentioned that progress has been made across many of the action plan points, and ADS have been highly involved in this progress, JOH added that there is a wider piece of work in terms of SMG and their roles within the organisation
2. KO asked the Committee if people within the organisation are experiencing the impact of these actions
3. BN responded that the progress on the action plan is very good, however it is difficult for staff to see this progress, JOH agreed that this is due to the fact that many of these actions have not been embedded yet
4. RT responded that it is early days to comment on the effectiveness of the actions, a clearer picture on the progress make will only materialise after 6 months/year
5. KO asked about the current status of the IIP accreditation
6. ADS responded that if we do not pass the accreditation assessment in February, we will retain a silver accreditation
7. ADS pointed out that a major issue is communications, there is good progress on the actions however it is not being communicated to staff effectively
8. ADS added that an all staff meeting was organised, however no further meetings have taken place since and no actions were implemented based on the feedback yet
9. RT mentioned that there is communication issues at every level, and it is a cultural issue where communication is simply not being prioritised
10. ADS agreed, and added that people are also not aware of the expectation with regards to communications
11. KO pointed out that the major focus should not be the result of the accreditation, however, we must use the feedback and continue to embed the actions outlined in the action plan, the accreditation should only help the organisation to focus on the most important people issues
12. KO suggested that based on the accreditation results, an action plan should be presented on how the organisation will retain the gold standard in the future
13. BN enquired on whether we should start from now and make a strong push in terms of communicating some of

JOH to present an action plan based on the IIP accreditation feedback and results

<p>the progress prior to the assessment, the Committee agreed that it is important to continue the progress steadily so that there is no risk of giving staff the impression that it is being done solely for the accreditation</p> <ol style="list-style-type: none">14. KO added that it is more effective to build a long term plan15. JOH asked the Committee about the specific actions that require more communications, KO responded that we must communicate that this is the start of a long journey of change and communication must be consistent around all areas of progress16. JOH updated the Committee that the staff survey is approaching and there will be a big focus on ensuring high participation17. SA enquired about whether the Union will be participating in the College Survey, JOH confirmed that this was decided by the Committee last year. SA responded that she will follow-up at College to ensure they are aware that Union staff will be participating <p>Item 11 – AOB</p> <ol style="list-style-type: none">1. KO mentioned that updates on agency workers should be presented during the next meeting. Additionally, further discussions on student advice and volunteering should also be added as an agenda item for next meeting	<p>SA to follow-up with College regarding the Union participation in the staff survey</p> <p>JA to update the action tracker</p>
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