

## IIP- Insights Assessment report

### Indicator 1: Leading and Inspiring People

#### Performance Level Achieved Established

Imperial College Union has achieved Established for this indicator, which is at the expected AS IS level on the heat map. Although the Union has many open and approachable senior leaders, the perceived communication at times could be improved and there are some inconsistencies to how people are led and managed.

Objectives	Lead	Review Date	Completion Date
<p>Although there are leadership behaviours outlined in the strategy document, due to being a relatively new SMG and SMT there would be benefit in the group agreeing together the behaviours of what this means in practice of how they lead and manage the organisation.</p>			
<p>Helping leaders at all levels to develop the right skills and behaviours for the future will ensure Imperial College Union has the ability to adapt, innovate and evolve. Ensure there is a clear prescription for trust-building communication styles, methods and behaviour for all leaders and managers as they coach, guide and advise their teams and deal with situations that may arise. Further work around building trust e.g. the introduction of 'lunch and listen' sessions. Consider further strategies for communicating SMG activities.</p> <p>In addition there needs to be more work around ensuring leaders/managers hold people to account. 360-degree reviews will support the individual development of managers with 1-1 coaching support tailored to their needs.</p> <p>Ensure there are regular messages being communicated. This could be in the format of newsletters or blog. Develop a multi-layered communications strategy.</p>			
<p>Consider developing a leadership/management brief that ensures consistent messages are communicated at the same time to staff.</p>			

Create project teams of a cross section of staff to support the implementation of new ways of working.			
Ensure managers at all levels ask staff for feedback on ideas and suggestions for new strategies and ensure these are communicated throughout the organisation.			

## Indicator 2: Living the organisation's values and behaviours

### Performance Level Achieved Advanced

The performance level of Advanced meets the company's AS IS position on the heat map. This is a strong performance. Set out below are recommendations to support further progression on the performance model.

Objectives	Lead	Review Date	Completion Date
To improve even further Imperial College Union need to ensure the high awareness of the values is maintained. This requires all the existing activity to continue to maintain momentum. E.g. new starter inductions to continue to include values based activities.			
The Union would benefit from developing a recognition strategy linked to the values (see ind 5).			
A culture mapping exercise may also be a useful exercise to understand similarities or differences in perception of culture and use the results to inform future activities.			
Continue to embed the values and behaviours into the people processes and additionally consider the benefit of using the values for stakeholder feedback. For example use to invite feedback from colleagues and other stakeholders to introduce an element of 360degree review into the current approach.			
Ensure all managers are consistently effective and confident at tackling poor performance. Consider reviewing whether 1-1 coaching of managers would be effective.			

### Indicator 3: Empowering and involving people

#### Performance Level Achieved Established

Imperial College Union has achieved Established for this indicator, which is below the expected AS IS position on the heat map. For Imperial College Union to improve and progress on the performance model the following should be considered:

Objectives	Lead	Review Date	Completion Date
Line managers at all levels need to be held accountable for ensuring views of their teams are consistently fed up and information is fed down. Line managers at all levels play a key role in the flow of communication throughout an organisation.			
To enhance the capacity for healthy discussion there would be benefits in ensuring there is effective communication before, during and after the staff meetings/team meetings to enhance the value attached to the decisions that are made.			
Ensure there are project teams and forums set up to enable effective feedback from staff. Provide clear direction, expected outcomes and a strategy with a timeline for communicating the feedback. Consider utilising champions across the business for some of the strategies being implemented.			
<p>There is work to do around succession planning for all roles in the organisation. This will support the business when people leave in addition to providing clear career progression routes.</p> <ul style="list-style-type: none"><li>• This could involve ensuring all roles have written guidelines to support someone taking over in a new role or covering for sickness or holidays.</li><li>• Other suggestions could be to create a buddy system where people work together to ensure there is always another person that can take over a role if someone is off sick or leaves the organisation.</li><li>• In addition the creation of a competency framework as outlined under indicator 7 would also support this strategy.</li></ul>			

#### Indicator 4: Managing performance

##### Performance Level Achieved Established

The performance level of Established, confirms the consensus of opinion on the AS IS position. The online assessment results are generally positive across all four questions, confirming in the main that people are happy with the current approaches. However feedback indicates some inconsistency in deployment or approach. At this stage in the organisations transformation it is hard to determine how data and evidence collected on behaviours is being effectively used to improve performance. Therefore the following key areas are for future focus:

Objectives	Lead	Review Date	Completion Date
The Union would benefit from developing a competency framework to support improvement of performance that enables clear understanding of what people need to do to get to the next level and what the business needs in the future in terms of the capabilities of its staff.			
Review manager effectiveness surrounding objective setting and carrying out PDRs. Ensure there is consistency in approach and delivery.			

## Indicator 5: Recognising and rewarding high performance

### Performance Level Achieved Developed

Imperial College Union has met Developed for this indicator, which is below the AS IS expectation on the heat map. The organisation has already recognised the need for improvement in this area, however, as yet there are no plans in place. It is evident from this assessment there is work to do to ensure people consistently feel recognised and valued for the work they do. Imperial College Union would benefit from the following:

Objectives	Lead	Review Date	Completion Date
<p>The development of a recognition strategy that provides different levels of recognition across the organisation. This could include the following:</p> <ul style="list-style-type: none"> <li>• Ensure all staff have the opportunity to discuss with their line manager their role and what they do. This could be part of a wider job evaluation exercise (see indicator 6).</li> <li>• Provide teams with a budget for team bonding activities. Agree how often/regular this should take place.</li> <li>• Agree public recognition strategies to recognise individuals and teams for great work and going over and above.</li> <li>• Consider introducing a peer recognition strategy that links into an overall award perhaps by quarter. Further discussion can take place at the feedback meeting.</li> <li>• Further communication on what people need to do to get a salary increase is required. This should be in writing as well as explained in 1-1 meetings with line managers. Consider developing a 'Total Reward' statement to fully clarify what people receive including benefits.</li> </ul>			
<p>Consider expanding the health and wellbeing strategy that is in place for students and roll out a health and wellbeing strategy for staff. Raising awareness of the importance of health and wellbeing and supporting staff to meet their needs can help raise engagement levels and retention of staff. Appoint health and wellbeing champions and introduce initiatives e.g. net-walking events, mindfulness sessions, and raise</p>			

awareness of mental health. Further discussion can take place at the feedback meeting and the organisation could consider working towards the Health and Wellbeing Good Practice Award.			
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### Indicator 6: Structuring work

#### Performance Level Achieved Developed

The performance level of Developed is below the AS IS position agreed at the context meeting. Although there are job descriptions for roles at the union, the feedback suggests these do not consistently reflect the role that is being carried out. Further clarity on what people do and enhancing collaboration and teamwork will make an important contribution to the success of the Unions vision. It will therefore be important to focus on:

Objectives	Lead	Review Date	Completion Date
A review of peoples' roles across the union to ensure all roles, job titles and job descriptions reflect the work that is carried out. This could be part of a wider job evaluation reviewing the impact of the roles on the grading system.			
Create opportunities for cross department teams to work together. Examples could include project groups, internal training (see indicator 7).			
Ensure the senior team and managers are role modelling cross department/team support e.g. attending events promoting cross department team activities.			

## Indicator 7: Building capability

### Performance Level Achieved Established

Imperial College Union has met Established for this indicator, which is at the expected level on the AS IS heat map. To progress further on the performance index the following should be considered:

Objectives	Lead	Review Date	Completion Date
<p>There is evidence from this assessment that some teams have a structured development pathway with career progression, however, this is not consistent. The Union would benefit from taking an organisational wide approach to career development. Suggestions to support this include:</p> <ul style="list-style-type: none"><li>• Although some teams/roles have identified capabilities required for career progression this does not appear to be consistent. The development of a competency framework that provides and identifies clearly what people need to do to progress is a great motivator and enables people to clearly understand how they can progress.</li><li>• Structured mentoring and coaching programme and the opportunity for secondments.</li><li>• Career mapping workshops.</li></ul>			
<p>There is a considerable investment in the development of people at the Union; however, there is not a high awareness of what is taking place and how it is positively impacting on the Union. There would be benefit in evaluating the impact of the investment by team on a regular basis and discussing this at all levels.</p>			
<p>Succession planning for both leadership and other key roles should be considered. The identification and development of future leaders will be an important role in ensuring the sustainability of the organisation and retaining key talent. In addition the suggestions under indicator 3 for all roles to be reviewed for succession planning will support this.</p>			

<p>Review processes surrounding recruitment to establish agree consistencies. Examples include:</p> <ul style="list-style-type: none"> <li>• Questions linked to the values and linked to competencies.</li> <li>• A bank of questions.</li> <li>• Trial sessions</li> </ul>			
<p>In addition to the individual development requirements of the staff team there would be benefit in creating an annual development plan for the organisation as a whole. This could be expanding the lunch and learn sessions. Consider creating a project group to look at strategies.</p>			



## Indicator 8: Delivering continuous improvement

### Performance Level Achieved Advanced

Imperial College Union has achieved Advanced for this indicator. It is evident the Union is working hard to improve, however, many of the initiatives are early days in implementing. The new management meetings, the process improvement workshops are all really good strategies that will support improvement in the Union. The following may also be considered to support progress on this indicator.

Objectives	Lead	Review Date	Completion Date
Build on the good work started around process improvement strategies and expand the number of project groups/teams working on strategies to improve the organisation.			
Develop strategies to ensure all ideas and suggestions are listened and responded to. This could be using online forums and more specifically to create project teams for continuous improvement. Provide timelines for responding to feedback to manage people expectations.			
The Union would benefit from further awareness of the return on investment in learning and development of their team and the impact this has had on the performance of their team and the organisation as a whole.			

**Indicator 9: Creating sustainable success**

**Performance Level Achieved Established**

Imperial College Union has achieved Established for this indicator which is below the AS IS position on the heat. To progress further on the performance model, the following is recommended.

Objectives	Lead	Review Date	Completion Date
Building employee understanding, confidence and contribution for the future direction in an engaging clear way. Although there has been great work in this area there is still work to do around communicating how the senior team are implementing the strategy and plan and what activities are taking place day to day. An increased level of strategic communication would support this.			
There would be benefit in identifying change champions to ensure people at all levels are engaged in the change programme and can be utilised to feed up and down the process. A positive voice amongst those in the midst of change support a smooth transition. In addition, this role supports that of the line manager in communicating messages and views both up and down the organisation.			
Utilise a consistent framework of managing change to ensure all the key stages are effectively planned. Prior to communicating with staff, ensure there is a thorough clear strategy and plan for the change programme and utilise tools like stakeholder mapping and be transparent and consistent with the messages. See indicator 1 suggestions for improvement.			
Ensure there is transparency surrounding successes and failures of change and ensure improvements are made as a result.			
Finding effective methods to measure change, so that it's more than an evaluation to test project performance against targets, but become a tool for learning and improvement.			
The union would benefit from raising awareness of the impact the Union has on the community. The work that has started on wellbeing, once implemented will be a positive motivator. Consider implementing a wellbeing programme across the organisation to support the wellbeing of staff as well as students. Further discussion can take place at the feedback meeting.			