

PEOPLE, APPOINTMENTS & REMUNERATION COMMITTEE

The fourth ordinary meeting of the People, Appointments & Remuneration Committee for the 2018/19 session, was held on Wednesday 15th May 2019 in Meeting Room 6, Beit Quad at 3pm.

Unconfirmed minutes

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

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| **Item 01: Welcome and chairs business**1. The Chair welcomed the Committee members to the fourth People, Appointments and Remuneration Committee of the Academic year 18/19.

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

 **Item 03 – Apologies** 1. Robert Tomkies
2. Stephen Naulls
3. Shola Alabi

**Item 04 – Minutes to consider from 12th Feb 2019**1. The minutes were confirmed as an accurate record of the meeting held on 12th Feb 2019.

**Item 05 - Action tracker** 1. JOH updated the Committee that no progress has been made on the sabbatical officer disciplinary process, KO requested that this is completed prior to the new OT onboarding.
2. ADS updated the Committee that training was organised with H&R and the LDC for all managers in the Union. ADS added that this training will be delivered by HR and is only for managers, it will also be rolled out as mandatory
3. The communication regarding the training will emphasize that it is mandatory for all managers to attend, and if managers are not able to make it, training will be specifically scheduled for them
4. JOH updated the Committee that a brainstorming session regarding L&D has not taken place since last meeting and this has been rolled over to the next meeting
5. JOH mentioned that the Brexit communication action has now been completed as RT has also followed up with College regarding communication to students.

**Item 06 – Update from the MD** **IIP**1. JOH presented the IIP assessment result as very positive, However, we need to continue taking action and making progress on the IIP actions plan
2. KO commented that the results show that there has been good progress in terms of addressing some of our people issues, however, there are still many gaps which need to be addressed, and we need to continue working to ensure that people do feel connected and directed within the organisation

**Recruitment** 1. JOH update the Committee that the recruitment for 3 positions has been temporarily paused due to the current financial situation. Additionally, proposed recruitment timelines for the HOSE position are in the paper, and there has been some success in terms of recruitment in the commercial services positions, particularly the OM
2. KO commented that there is feedback regarding delays within the recruitment team at College, ADS added that she has communicated with Jason Chambers regarding the delays and their impact on the recruitment cycle.
3. JOH enquired about the delays and at what stage they are occurring, ADS responded that delays occur at the point of collecting references and onboarding, and communications from interviews onwards has not been very strong
4. CB responded that she will follow-up regarding these issues and investigate the workflows with JC
5. CB enquired about whether referencing has now moved from being managed internally in the Union to the recruitment hub, ADS responded that it was communicated to the Union that this process should be the responsibility of the Hub
6. BN enquired about why some role require multiple advertising sounds, and whether we are advertising in the right way
7. JOH responded that we have a focus on ensuring that we recruiting the right people, which means that we have many applications over multiple rounds, however the sometimes the candidates are not the quality we are looking for
8. BN enquired about whether we should we investigate our recruitment advertising
9. CB responded that the recruitment Hub can help with investigating recruitment costs and ADS mentioned that the Admin Support Coordinator is currently looking into scoping who we are advertising with and the type and calibre of applicants based on the advertisement platform
10. CB gave a brief update on blind recruitment by mentioning that the faculty of engineering has expressed an interest in blind recruitment, therefore, Jason Chambers has built in the ability to switch on blind recruitment in the recruitment environment
11. CB mentioned a number of considerations need to be made: at which stage we would like to make the name available, and whether we would like to switch off attachments being received
12. ADS responded that switching off attachments would be useful for all applications as we usually do not ask for any attachments
13. KO recommended that we trial the process to see if we would like to switch off attachments permanently and which roles we would like to trial blind recruitment
14. CB mentioned that the talent link system can provide data on statistics on whether there are issues on bias, JOH responded that we do not have particular concerns with bias, however, in general across all organisations people do have bias
15. JOH suggested trialling blind recruitment on at least one or two different positions, KO agreed that this will be useful to undertake

**Student Trustee recruitment**1. JOH updated the Committee about Student Trustee recruitment which should be taking place in the summer to replace two student appointed trustees, ACC asked about whether we are offering re-appointment to the same student trustees
2. ACC mentioned that Council’s feedback was to allow the same appointed trustees to run again, however, we should advertise every year, JOH responded that the need to ensure diversity on Board means we should open the application on a yearly basis
3. KO suggested opening the application to existing trustees, however we should allow new applications to run for the position
4. JOH mentioned that the panel is made up of the MD, Union President and Council Chair, in addition to a Lay trustee if they are available.
5. ACC commented that it is helpful to have someone on the panel who does not know the candidates as usually the President and Council Chair do
6. KO requested that the Board decision to appoint an additional Lay trustee is shared with council for approval

**Town Halls** 1. KO enquired about feedback on the staff Town Hall meetings, BN responded that they require more work and embedding, and for people to know what to expect when they come to these meetings, as its been mainly presentations so far, additionally, the feedback has been generally mixed.
2. ADS believes that the meetings are not fully representative when most of the commercial services do not attend, and the purpose of these meetings is not always clear to all staff, also, more work needs to done in terms of delivery
3. JOH commented that this is about two-way communication, and leadership have been putting significant effort to deliver some two way communications, and there is some progress, however more work needs to be done
4. ACC mentioned that continuous feedback needs to be taken and it is important to monitor whether there is small progress in staff feedback at every meeting
5. JA mentioned that it would be useful for a consistent purpose and approach to be clarified and communicated to staff so that they understand the outcome of these meetings
6. AL commented that they do not need to be comfortable to begin with, and the idea behind townhalls is a step in the right direction, and we must continue to hold them and improve on them
7. KO summarised that it is a step in the right direction, however, we need to take the feedback on board and continue to improve on them
8. JOH mentioned that it would be too restrictive to have a standard format and expectation for all town hall meetings, however, it must be clarified in advance of each individual meeting to ensure people are clear
9. KO suggested making the townhall about the process of communication rather than an outcome
10. ADS mentioned that 34 people attend the meeting and the Union is made up of 60 staff, JOH mentioned that we will have to cease services for commercial staff to be able to attend
11. AL mentioned that if we are serious about the Town Halls, we should be able to close the shop/bar for an hour
12. CB mentioned that she is happy to support with the organisation of the Town Hall meetings
13. JOH updated the Committee that the Unions’ policies were discussed at College Safeguarding Committee and there will be support to review and revise these

**Handover and induction**1. KO enquired about handover and induction, JOH mentioned that the schedule is attached for the OT handover, and is currently being organised by the Student Development Manager and it has been put together a refined via feedback from the current OTs, AL has also had input into the process and highlighted the importance of OT to OT time
2. KO asked about whether OTs are sending feedback to the Student Development Manager, BN responded that she has been providing feedback
3. ACC mentioned that it would be useful to allow the timeline to take into account CU presidents
4. JOH responded that this schedule is prioritising the OT induction, however, where possible and practical, we will and should provide a practical opportunity for CU presidents to attend

**Staff survey** 1. KO asked about the immediate comments regarding the survey results
2. BN commented the response regarding the bullying question is very disappointing and needs to be addressed as a priority
3. AL commented that the survey is only as good as the response we have as a Union
4. AL commented that a fundamental change in attitude needs to happen in the organisation and not addressing the core people issues stops the organisation from reaching its strategic objectives
5. AL mentioned that the priority that is placed on the action plans in terms of people requires a cross organisational attitude change, and all staff and managers should be working together to address it
6. CB mentioned that the responses also show that there seems to be a disconnect with College and understanding the strategic aims of College, especially in terms of career progression
7. KO commented that the general theme is that people are happy with working in their own area, however, people are not aware of how everything fits together
8. CB pointed out that HR are assisting the heads of departments with responses to the survey
9. KO mentioned that it is important to focus on a few things and ensuring that we are getting processes right
10. It is also important to look at how the changes are perceived by the staff
11. JOH commented that it is important to highlight that everybody has role in this, AL added that the first step must be taken by leadership and they must also get their role right in this
12. KO suggested starting a working group who will look at the survey response and start to put a plan of how the organisation will respond within the next few weeks

**Item 08 - PG engagement** 1. KO recommended having an update in the next meeting about the progress on PG engagement

**Items 9,10 and 11 – Agency workers, Student Advice centre and Volunteering**1. JOH mentioned that these agenda items have been brought to this Committee as they do not currently sit within any other Committee
2. KO asked about the type of feedback on these areas that would be useful to the Committee
3. BN suggested having stats from the student advice centre about the types of queries they receive on a termly basis
4. AL mentioned that representation as a whole agenda item does not seem to be covered by any Committee
5. ACC mentioned that her understanding of this Committee is that the people aspect of PARC only involves staff and we need to clarify whether student issues need to be discussed here
6. ACC added that the Governance Committee also discusses representation topics, however, this Item might too large for Governance alone
7. KO suggested bringing this discussion to Board, to clarify whether student issues need to be discussed within this Committee
8. JOH mentioned that the purpose of Board is to look at the running of the organisation, therefore, we must consider to what extent should we should discuss student issues at subcommittees
9. AL mentioned that the set up and functioning of the organisation is the core aim of Board, however students needs to be the focus of the organisation
10. JOH mentioned that addressing student issues should be embedded within all subcommittees
11. KO suggested bringing this point as a theme to discuss at Board and whether we need a particular focus on representation and whether the agenda items relating to students should be discussed at this Committee
 | **Action** **JA to update the action tracker****ADS to speak to Jason Chambers regarding trialling blind recruitment** **JOH to feedback to SDM regarding the CU induction****CB to follow-up with JOH regarding the Staff survey results** **JOH to initiate a working group to look at the staff survey results in more detail and extract the main focus points for the Union in terms of people issues****BN to raise a discussion point to clarify whether we need a subcommittee to focus on representation and whether the agenda items relating to students should be discussed at this Committee** |

**Summary of the main discussions/actions:**

1. **IIP:** The IIP results show that the Union is taking positive steps towards addressing people issues, however, more work is needed, and we must continue to work on the action plan to ensure that Staff feel connected and directed.
2. **Recruitment:** The Committee agreed that blind recruitment should be trialed on one or two positions and we should look into changing the process regarding switching off attachments on application forms
3. **Student Trustee recruitment:** The Committee agreed that the appointed student trustee positions should be advertised again this year and the current trustees can run for this position again. Additionally, it would be ideal to have a Lay Trustee on the interview panel.
4. **Town halls**: The Committee agreed that Town Halls are a step in the right direction, however, leadership need to continue to incorporate staff feedback and improve these meetings so that all staff are engaged and can attend
5. **OT induction and handover:** The OTs will continue to provide feedback on the proposed induction plan and where possible, consideration will be given as to making the schedule more accessible to CU presidents whilst protecting the prioritisation on OTs
6. **Staff Survey**: A working group is to be established to look at the results in more detail and identify the main focus in terms of people issues for the Union, additionally, HR will be providing support to Heads to departments to support them in taking action based on the results
7. **Student focus agenda items:** The Committee decided that a discussions should take place at Board regarding the need a subcommittee to focus on representation and whether the agenda items relating to students should be discussed at this Committee