

SELF-ASSESSMENT OF PEOPLE MANAGEMENT

Introduction

Royal Holloway's Human Resources Strategy (June 2002), which was framed in response to the first phase of the HEFCE 'Rewarding and Developing Staff' (RDS1) initiative, is scheduled for review in 2008. HEFCE have agreed that a significant proportion of the additional funding received under RDS2 should be rolled into universities' baseline allocations provided that they undertake robust self-assessments of their people management practices by May 2008. Recognising the potential value of the self-assessment exercise in terms of informing the revision of the HR Strategy, the Human Resources and Equal Opportunities Committee (30/1/07) approved a proposal and timetable (Appendix A) linking these two activities. This report summarises the process undertaken for the self-assessment exercise and details the resulting action plan that was developed.

Process

The Vice-Principal (Academic Affairs) and Director of Personnel met with the three Campus Unions (UCU, Unite, GMB) on 16th February 2007 in order to discuss the self-assessment exercise, and it was agreed that each union would be represented on every working group.

Following the guidelines provided with the self-assessment tool developed by the University Personnel Association and SCOP Personnel Network, working groups were established to consider each of the seven key dimensions of people management: i) remuneration and fair employment; ii) staff recruitment and retention; iii) size and composition of the workforce; iv) staff development and the skills fit; v) leadership involvement and change management; vi) occupational health, staff welfare, and health and safety; vii) performance management.

The groups were chaired by the Vice-Principal (Academic Affairs) with the Director of Personnel, a Personnel Officer and a representative from each of the three Campus Unions attendant at each meeting. Other colleagues, including Lay Members of Council, with specialist knowledge and expertise were co-opted onto relevant groups as appropriate. The membership of each group is summarised in Appendix B. The Principal sent out a message on the intranet in February 2007 (Appendix C) encouraging staff to contribute to the process by e-mailing their views directly to the Vice-Principal (Academic Affairs) via an account specifically set up for this purpose, or by passing on comments through their union representatives. This consultative approach was reiterated in a presentation on the self-assessment exercise given by the Vice-Principal (Academic Affairs) at the Principal's Open Meeting for all staff in May 2007.

The agendas of the first series of seven two-hour meetings reflected the *inputs, processes, outputs* and *outcomes* headings of the People Management Self-Assessment Tool with each of the associated questions and prompts being debated in turn. These initial meetings, which were completed by 30th March 2007, were specifically used to identify i) action points for the final action plan; ii) topics and documentation required for detailed discussion during the second stage; iii) any additional members required for the groups.

Whilst many themes featured across all seven groups, e.g. equal opportunities, it was considered that there were so many similarities between the first two dimensions, *Remuneration and Fair Employment* and *Staff Recruitment and Retention*, that it would be sensible to conflate discussion on the relevant issues into one group for the next round of meetings. This second phase of six group discussions, completed by 29th June 2007, focussed on i) the outstanding topics and documentation identified from the first meetings; ii) issues brought forward by staff via union representatives or e-mail; iii) items referred to in the current HR Strategy and not covered by the self-assessment tool, but requiring further consideration for the future.

Action points identified from both sets of meetings were developed into a draft action plan by the Vice-Principal (Academic Affairs) and Director of Personnel during the Summer 2007. This plan was circulated to two lay members of Council (Ms B. Shorter and Ms G. Stuart) for comment and external validation in October prior to submission for approval at the Human Resources and Equal Opportunities Committee (reporting to College Council) on 22nd November 2007.

Action Plan

1. Remuneration and fair employment; staff recruitment and retention

Ref.	Actions	Responsibility	Milestones	Progress and outcomes
1.1	Review pay and grading through HERA process	Director of Personnel (DP)	Full implementation by Aug 07	Completed
1.2	Undertake equal pay audit after completion of HERA process	DP	Complete by Aug 08	DP + union representatives attending UCEA meeting Nov 07
1.3	Introduce formal pay policy for all staff grades	DP	Complete by Autumn 09	
1.4	Benchmark pay and rewards across all staff grades against other institutions	Human Resources & Equal Opportunities Committee (HREOC)	Ongoing: investigate benchmarking via UPEA / DLA initiative	
1.5	Provide opportunity for grading reviews more frequently than annually	DP	1 st additional review in Mar 08	Unions' agreement for 6 monthly opportunities
1.6	Develop criteria for assessment and reward of individual or team excellence in teaching across different staff groups	Learning, Teaching & Quality Committee, HREOC	Complete by Summer 09	
1.7	Undertake job evaluation across a range of jobs through HERA process	DP	Complete by Aug 07	Completed
1.8	Review information pack sent to job applicants	Deputy Director of Personnel (DDP)	Sep 08	
1.9	Review case for flexible benefits	HREOC	Complete by Summer 09	
1.10	Update recruitment and selection good-practice guide	DDP	Complete by Sep 09	
1.11	Refine formal procedures for applicants and managers to evaluate and feedback on the recruitment process	DDP	Complete by Sep 09	
1.12	Ensure all staff involved in interviews undertake mandatory recruitment and selection training	DP, DDP	Ongoing	
1.13	Ensure that HoDS are involved in	Resources Sub-	Ongoing	

	designing job descriptions and person specifications so as to ensure appropriate decisions at the shortlisting and appointment stages	Group (RSG)		
1.14	Introduce more systematic exit interviews or questionnaires with clear channels for communication of key resultant messages	HREOC	Complete by Spring 09	
1.15	Record and maintain ratio of i) qualified HR staff and ii) Personnel Assistants to number of employees against sector norms	DP, RSG	Ongoing	
1.16	Plan for future workforce needs through staff development and ensure adequate training/support to meet institutional as well as individual needs	HREOC	Ongoing	

2. Size and composition of the workforce

Ref.	Actions	Responsibility	Milestones	Progress and outcomes
2.1	Improve information on EO website	Equal Opportunities Adviser (EOA)	Update by Dec 07 and ongoing	
2.2	Include link to EO website on all job advertisements	DDP, Personnel Assistants	Ongoing	
2.3	Ensure regular mandatory EO training	Vice-Principal Academic Affairs (VPAA), DP, EOA	Ongoing	Decision to outsource for Spring 08
2.4	Promote diversity awareness	Equal Opportunities Co-ordination Group (EOCG)	Ongoing	
2.5	Update Disability Equality Scheme Action Plan	EOCG	Annual review every December	
2.6	Update Gender Equality Scheme Action Plan	EOCG	Annual review every May	
2.7	Develop Race Equality Scheme following approach utilised for other equality schemes	EOCG	Complete by Oct 08 with annual review every February	
2.8	Undertake impact assessments on appropriate College policies, procedures and processes	EOA, Heads of Departments (HDs)	Complete by Dec 09	Additional post created to support initiative, Oct 07
2.9	Include impact assessment in HoD's induction training	Staff Development Officer (SDO)	Complete by Sep 08	
2.10	Benchmark appropriate and aspirational gender, race and disability targets for a diverse workforce	HREOC	Complete by Feb 10	

2.11	Explore options extending Northgate Self Service and allowing individuals to update personal equal opportunity information	HR System Project Board	Ongoing	
2.12	Routinely check EO compliance of policies, practices and procedures of external contractors	Head of Purchasing, EOA	Ongoing	
2.13	Revise Code of Practice on Personal Harassment	EOA, Head of Support & Advisory Services	Complete by Dec 07	Interim draft agreed by Chair HREO, September 2007
2.14	Incorporate harassment issues into EO training and staff induction	EOA, SDO	Ongoing	
2.15	Develop oversight mechanism to maintain optimum balance between academic and support staff as College grows	HREOC	Complete by Autumn 09	Meeting scheduled for DP, VP and Unite representatives

3. Staff development and the skills fit

Ref.	Actions	Responsibility	Milestones	Progress and outcomes
3.1	Improve reported uptake on staff appraisal by passing responsibility to HoDs and improving monitoring system	HDs, DP	Full compliance by Dec 08	Process in place July 07
3.2	Ensure all contract research staff have appraisals and staff development plans	HDs	Full compliance by Dec 08	Process in place July 07
3.3	Evaluate individual and institutional gains from different staff development provisions	SDO, DP	Formulate evaluation including costings by Summer 08	
3.4	Raise staff awareness of alternative career pathways and training required/available	SDO	Ongoing	Guidance produced in line with requirements of HERA implementation July 07
3.5	Staff Development meet with all HoDs after appraisal returns to discuss staff developments plans for their department	SDO	Ongoing	
3.6	Monitor training equality data	EOCG	Ongoing annual monitoring	
3.7	Record all staff training through Staff Development, Facilities Management, Computer Centre and Academic Development Services on single database	SDO	Establish database by Summer 08 and then ongoing	
3.8	Enhance quality of staff training records by recording both gross numbers of course places filled and	SDO	Establish process by Oct 08 and then	

	numbers of different people attending courses		ongoing	
3.9	Consolidate training opportunities from different outlets into single list on the web	SDO	Complete by Oct 08	
3.10	Have central oversight of all College training budgets and training staff salaries for benchmarking and evaluation	DP	System in place by Spring 09	

4. Leadership, involvement and change management

Ref.	Actions	Responsibility	Milestones	Progress and outcomes
4.1	Review communication policy	Principal & Vice-Principal Communication Enterprise & Research	To be determined	
4.2	Consider staff surveys which focus on leadership and people management.	HREO	Spring 08	
4.3	Review learning points on communication from HERA exercise	HERA Steering Group	Summer 09	
4.4	Ensure better use of mentoring/coaching to support managers involved in people management and leadership	SDO	Ongoing	New mentors identified Oct 07

5. Occupational health, staff welfare and health & safety

Ref.	Actions	Responsibility	Milestones	Progress and outcomes
5.1	Formulate Occupational Health Policy	DP, Occupational Health Physician (OHP), Health & Safety Advisor (HAS)	Complete by Sep 09	
5.2	Identify data and means of capturing for stress audits	Stress Working Group (SWG)	Ongoing	
5.3	Promote more widely through the College the role of stress focus groups and general occupational health considerations	SWG	Ongoing	Main phase of focus groups completed Sep 07
5.4	Introduce workshops to help staff recognise and manage student and staff stress	OHP, HAS, DP	Introduce by Sep 09	
5.5	Consider requirement for formal agreement between Personnel and Student Services for internal staff counselling facilities	DP, Head of Support & Advisory Services	Decision by Sep 08	

5.6	Develop training events for raising awareness of staff health and welfare issues	OHP, DP	Develop by Sep 09	
5.7	Consider expanding bullying awareness training currently in place for FM across rest of the College	EOA, SDO	Decision by Sep 08	
5.8	Develop a safety at work culture	HSA	Ongoing	
5.9	Seek staff views (via departments) on whether institution is regarded as a healthy and safe workplace	Health & Safety Committee	Complete by Sep 08	

6. Performance management

Ref.	Actions	Responsibility	Milestones	Progress and outcomes
6.1	Provide mandatory training sessions by external provider for managers on how to manage performance	DP, VPAA, SDO	Commence by Oct 08 and then ongoing	
6.2	Ensure Academic HDs' function is maintained by succession planning, proper handover and shadowing	Faculty Deans, existing HDs	Ongoing	
6.3	Develop role of appraisals in performance management (without losing focus on staff development)	HDs	Ongoing	
6.4	Ensure alignment of institutional and individual targets in any objective setting exercise for individual	HDs	Enhance appraisal documents by Spring 08	
6.5	Link post-HERA contribution points and other financial rewards to performance set against objectives.	DP, VPAA - policy & HDs - implementation	Establish by July 07 and then ongoing	Policy document circulated July 07
6.6	Review and improve how poor performance is handled	DP (review), HDs (implementation)	Complete review by Dec 08 and then ongoing	

Professor Rob Kemp
Vice-Principal (Academic Affairs)
December 2007

APPENDIX A

TIMETABLE FOR UNDERTAKING SELF-ASSESSMENT PROCESS AND PRODUCTION OF REVISED HR STRATEGY (Approved by HREO Committee, 30/01/07)

1. Agreement on way forward, process to be adopted including participation and timescales. - HREO Committee 30/01/07
2. Scoping meeting with Campus Unions to secure involvement, identification of process and agreement on co-opting. - By mid February 2007
3. Seven panels to have initial meetings, forming preliminary views including first assessment of the HEFCE questions pertinent to that group. - End of March 2007
Agreement on additional documentation required
4. Compilation and circulation of relevant documentation to each of the groups. - End of first week May 2007
5. 7 main panel meetings to take place and reach agreement on documentation, evidence, decisions and action plans. - Week commencing 28/05/07
- For completion w/c 09/07/07
6. Completion of self-assessment review including external verification and validation and production of concluding documentation. - End of September 2007
7. HR Strategy document to be re-written in light of self-assessment information and with the involvement of the HR Strategy Working Group (composition to be reconsidered) - By end of December 2007
8. First draft of HR Strategy to be considered by HREO Committee - January 2008
9. Draft HR Strategy document to be given wider circulation in College for comment at Academic Board etc. - Spring 2008
10. Final document to be approved by HREO Committee - May 2008

APPENDIX B

MEMBERS OF SELF-ASSESSMENT WORKING GROUPS

Remuneration and fair employment

Staff recruitment and retention

Professor R. Kemp (Vice-Principal, Academic Affairs), Mr J.Grimmer (Director of Personnel), Miss A. Cooper (Personnel Officer), Mr K. Buckman / Ms S. Placzeck (UCU), Mr A. Alway / Mr N. Sommerville (Unite), Mr J. Brannan (GMB), Professor R. Schack (Head of Mathematics), Mr A. Martin (Assistant Director, Facilities Management)

Size and composition of the workforce

Professor R. Kemp (Chair; Vice-Principal, Academic Affairs), Mr J.Grimmer (Director of Personnel), Mrs G. Bailey (Personnel Officer), Dr E. Sullivan (UCU), Mr N. Sommerville (Unite), Mr J. Brannan (GMB), Mrs J. Ballard (Equal Opportunities Adviser), Ms S. Kay (Head of Strategic Development)

Staff development and the skills fit

Professor R. Kemp (Chair; Vice-Principal, Academic Affairs), Mr J.Grimmer (Director of Personnel), Miss K. Brims (Personnel Officer), Dr E. Sullivan (UCU), Mr A. Alway (Unite), Mrs Y. Edwards (GMB), Ms S. Oke (Staff Development Officer), Mr T. Parry (Staff Development Officer), Dr G. Nichols (Acting Head of Educational Development Centre), Ms L. Gibbs (IT Director)

Leadership involvement and change management

Professor R. Kemp (Chair; Vice-Principal, Academic Affairs), Mr J.Grimmer (Director of Personnel), Mrs G. Bailey (Personnel Officer), Dr E. Sullivan (UCU), Mr A. Alway / Mrs J. Kolkowski (Unite), Mr J. Brannan (GMB), Ms S. Oke (Staff Development Officer), Ms B. Shorter (Lay Member of Council), Ms G. Stuart (Lay Member of Council), Mr D. Sweeney (Vice-Principal, Communications, Enterprise and Research), Mrs J. Ross (Director of Resources), Mr C. Clark (Head of External Relations), Mrs A. Uttley (External Relations), Professor J. Champion (Head of History)

Occupational health, staff welfare, and health and safety

Professor R. Kemp (Chair; Vice-Principal, Academic Affairs), Mr J.Grimmer (Director of Personnel), Mrs G. Bailey (Personnel Officer), Mr K. Buckman (UCU), Mrs J. Kolkowski (Unite), Mr G. Horsburgh (GMB), Mr C. Butler (Head of Student Support and Advisory Service), Dr R. Fisk (Health and Safety Advisor), Mr M. Purcell (Deputy Health and Safety Advisor), Ms J. Ballard (Equal Opportunities Adviser), Mr Adrian Hayter (Occupational Health Physician)

Performance management

Professor R. Kemp (Chair; Vice-Principal, Academic Affairs), Mr J.Grimmer (Director of Personnel), Miss K. Brims (Personnel Officer), Dr E. Sullivan (UCU), Mrs J. Kolkowski / Mr A. Alway (Unite), Mrs Y. Edwards (GMB), Mr C. Clark (Head of External Relations), Professor J. Zanker (Head of Psychology), Dr J. Dack (Head of Music), Ms G. Stuart (Lay Member of Council)

EXTERNAL VALIDATORS

Ms B. Shorter (Chair, HREO Committee and Lay Member of Council)

Ms G. Stuart (Vice-Chair, HREO Committee and Lay Member of Council)

APPENDIX C

INTRANET MESSAGE SENT BY THE PRINCIPAL TO ALL STAFF IN FEBRUARY 2007

Dear Colleague,

Royal Holloway has undertaken a great deal of work since 2001 on the “Rewarding and Developing Staff” (RDS) initiative put forward by HEFCE. This culminated in the production of the College’s first Human Resources (HR) Strategy, a document which is now scheduled for review.

HEFCE requires us to evaluate formally the outcomes from the RDS initiative, and we are specifically asked to assess seven key areas of our activity within the Human Resources sphere. These areas are similar to the headings currently contained within the existing HR Strategy:

- 1) Remuneration and Fair Employment
- 2) Staff recruitment and retention
- 3) Size and composition of the workforce
- 4) Staff development and skills need fit
- 5) Leadership, involvement and change management.
- 6) Occupational health, staff welfare and health and safety.
- 7) Performance management: linking people management to wider organisational performance.

Further information on the HEFCE Self-Assessment exercise and a more detailed explanation of the seven activity areas can be obtained from the link below.

At a recent meeting with all of the Campus Unions to determine the way forward we agreed to set up seven groups to look at each of these individual areas. Equal opportunities will form an important component in each of these seven categories.

The groups will be Chaired by Professor Rob Kemp, Vice-Principal (Academic Affairs). John Grimmer, Director of Personnel will also sit on each group along with a representative from each of the three Campus Unions. Other colleagues with specialist knowledge and expertise have been co-opted onto relevant groups as appropriate and there will be significant senior Council member involvement in the process.

Members of staff are encouraged to express views on any of the key areas by contacting Rob or John at the following email address:-

HRConsultation@rhul.ac.uk

Alternatively, comments from staff may be passed on through their union representatives.

A series of initial meetings have been arranged, the first of which will take place on 14th March with the last taking place on 30th March. Further meetings will then be held during May and June, to consider staff feedback and each of the seven areas in greater detail.

Information derived from these meetings will then be used to inform the revised HR Strategy and the College’s response to HEFCE on the outcomes of the RDS initiative.

I warmly commend this project to you and ask for your input and contribution as appropriate.

Stephen Hill
Principal

HEFCE link: <http://www.hefce.ac.uk/lgm/hr/selfassess/>