

HR Committee 11 April 2011: HR Benchmarking Report for April - September 2011

1. Reporting to Court of Governors

The HR Committee Chair is required to report to each meeting of the Court of Governors and has commented on the development of these reports. We are pleased to be able to report our progress against these. As the reporting process and content continues to evolve, additional information will be added to the existing and requested reports, as required. The following chart provides an update of progress and comment to date against the reports requested currently:

Report	Progress and Comment
Quarterly staff turnover showing all turnover patterns, rather than voluntary turnover only, and linked to staff costs.	<ol style="list-style-type: none">1. HR Systems team / SAP reporting now includes all other turnover information.2. Producing a graph that displays 'income' as a percentage compared to our 'staff costs' as a percentage, has proved to be difficult in the context of our Finance department's current method of capturing and monitoring this information. This requires further work and is not included in this report.
Staff sickness absence and Occupational Health reporting (including workplace stress statistics).	<ol style="list-style-type: none">1. Health Management Contractor has been briefed to isolate specific categories of Occ Health information for quarterly reporting2. HR Information Team to identify best way to cross - reference information supplied - The process of cross-referencing has been examined by the SHW Team, who manage the OH contract, and have identified a process by which cross-referencing may be carried out. This is however, fairly labour intensive and has yet to be trialled to establish whether or not meaningful information can be extracted.
Development and training participation and Personal Development Planning information.	<ol style="list-style-type: none">1. The roll out of the Performance Management framework has started, introducing the new PPDR scheme which replaces the current Appraisals and Personal Development plans. All staff and managers have been told it is mandatory that they attend and engage with the process, which will see a much higher return on the PDP information.2. The LPMS system is planned to go live mid November with completed configuration for management reports. The Key data set transfers will take place by end of December 2011.
Staff profile information by selected protected characteristics (gender, age, ethnicity, disability).	<ol style="list-style-type: none">1. This information is reported annually and published in the "Equality, Diversity and Inclusion" report.2. This Benchmarking report has been enhanced and also includes data disclosed on the new protected characteristics of 'religion and belief' and 'sexual orientation'. This data had been collected in advance of the "Specific Public Sector Equality Duties" that came into force with effect from 10 September 2011.3. The HR Committee are requested to consider how meaningful this staff profile quarterly data is, within the context of a continuing trend of a low staff turnover (see section 3).

2. Context of Future Reporting

2.1 HR Strategy

The HR Strategy is due to be reviewed and refreshed in 2011/12. The restructured HR Team came into effect in 2011 and is working towards a Corporate Services and Academic Workforce Plan. The first stage of which requires a considerable amount of data gathering, which is reliant upon the release of full meaningful data from across all departments and Schools. This is well underway with Corporate Services and it is planned to analyse the gaps and start collecting any missing academic data from 2012. It is important to highlight that Workforce planning has yet to be established systematically and University level planning is still in its infancy. As engagement and understanding of Workforce Planning takes effect, HR will be increasingly enabled to benchmark, track and further contextualise the changes needed, this is a work in progress that requires time to implement and embed.

2.2 Dates of HR Committee Meetings and Quarterly Benchmark Reports

In order for the HR Committee to be able to consider full data at each quarterly review, the Committee are requested to consider the following recommended times to hold meetings for 2012 and going forward. These suggested time frames allow for all data to be extracted following the end date of the quarter and for analysis of that data to then follow. Allowing for some time following the end of the quarter, will help to ensure that sickness and training information in particular has been included, as this will often be recorded after the event.

Quarter of Data	Suggested meeting date/week
Qtr 4 (October to December)	w/c 6 th February or 13 th February
Qtr 1 (January to March)	w/c 7 th May or 14 th May
Qtr 2 (April to June)	w/c 6 th August or 13 th August
Qtr 3 (July to September)	w/c 5 th November or 12 th November

2.3 Quarterly Reports and interpretation with other institutions.

The data relating to sickness absence, training days and staff turnover is currently presented based upon average data over a 12 month rolling period. For example, for quarter three 2011 (July to September 2011), staff turnover reporting is based upon the average headcount from 01 October 2011 to 30 September 2011 and the total number of leavers for the same period. Whilst this method of presenting the data lends itself to a smoother trend line when analysing data over a three year period, it proves difficult when identifying changes within individual quarters. For example, the sickness data shows little or no seasonal variation and we have not seen the peak in staff turnover that we would expect in quarter three 2011, due to the Voluntary Severance scheme. If we were to change the way we present the information to be based purely on data extracted for the quarter for which we are reporting and analysing, we would see a much more accurate correlation between the data and the events at that time. We would advise this method to be used for all data reporting and presentation, also allowing for consistency with the profile information (Ethnicity, Age, Disability and Gender) which is already based purely on quarterly data.

3. KPI Reporting on Second and third Quarter, April to June and July to September 2011:

Appendix 1, Graphs 1-7 & 'Chart' 8 refers

3.1 Key information informing Graphs

Staff Groupings: All charts use the same staff groupings, categorised below:

- *Academic Group (Grades included):* Researchers, Lecturers, Senior Lecturers, Principal Lecturers, Senior Academics, Professors and fixed salary groups falling within these grading parameters.
- *Professional Support:* staff on NG grades (0-8), Technicians and fixed salary groups falling within these grading parameters.
- *Senior Group:* VC, DVC, PVC, Registrar & Secretary, Finance Director, Deans, Senior Managers on grades L1-L5, Academic Heads of Department and fixed salary groups falling within these grading parameters.
- *UoW average/total:* all staff excluding casual staff, Visiting Lecturers, Research Scholars and Students' Union staff.

Sources of Data:

- HE Sector data is extracted from the DLA Piper HR Performance Indicators Scorecard. The Sector benchmark data shown on the graphs by the black line, is produced annually and the information is not available for all trend graphs.
- Current University of Westminster sources are SAP HR & Payroll Systems.

3.2 Staff Profile Reporting

Graph 1 & 1a: Turnover (includes; resignations, voluntary and compulsory redundancies and the ending of fixed term contracts, retirements, dismissals and death in service)

Voluntary Turnover - The Westminster average (4.6%) for the third quarter continues the downward trend since the first quarter in 2011. The Westminster average has been consistently below the HE Sector average since the third quarter in 2009. The sector average currently stands at 6.60. It is significant to note that turnover has dropped in all groups, this is in the context of the University's response to the financial challenge and resulting lower headcount, the HE sector as a whole has been affected which has reduced career opportunities available elsewhere. Resignations tend to show more of an effect on the figures due to smaller numbers.

All Turnover – Quarter three in 2010 reflects the outcome of the voluntary severance (VS) scheme that affected Corporate Services and academic staff in ECS and SSL. As the data presented in this chart reflects a rolling 12 month data collection, the expected peak in turnover reflecting the outcome of the University's current VS scheme is not illustrated in the latest quarter of 2011. Instead this shows the lowest 'all turnover' data for both senior and professional staff groups since the fourth quarter in 2008. Only three members of senior staff have left since April 2011. However, we can confirm that the actual numbers of staff who have left through VS (all staff groups) are; 45 in quarter two 2011 and 128 in quarter three 2011. We will see further VS leavers in the next KPI report, for those staff who had agreed a later leaving date. This illustrates how quarterly data rather than presenting a rolling 12 month period of data, may provide for more meaningful analysis. Please note that there is no HE Sector average for 'all leaver' data.

Graph 2: Average Working Days Lost Per Employee

(NB Data input by individual staff members recording their own sickness)

The decreasing trend continues across all groups for the second and third quarters in 2011. A reduction from 2.25 to 1.76 in the third quarter for academic staff is noted, but this period covers the summer break where most academic staff take their annual leave, which they may contractually do for six consecutive weeks. The reduction in the Professional staff group continues since the second quarter in 2010 and has been below the HE sector average since the first quarter in 2011. There is a very small increase in the senior group, but it is noted that the senior group is most likely to show the greatest fluctuation due to the small numbers of staff and resulting impact if one person is off sick. Overall, Westminster's average has been less than the sector average since these reports began in the fourth quarter of 2008. It is also important to note that the baseline data for other institutions is established by taking the annual reporting figure and averaging over the four quarters. It does not therefore show any seasonal variation. The overall data indicates a continuing decline in sickness absence and does not show any seasonal variation that one would expect with colds and flu in the winter months. The presence of more than five consecutive data points on a trend would generally indicate a special cause. However, the SHW team cannot identify any intervention that may have caused this decline. Short-term sickness is self-reported and there continues to be good evidence that this data set is not complete. The Head of SHW remains uncertain as to how useful this data may be, given the number of possible errors in the data collection for anything other than long-term sickness absence, which requires a medical certificate. The on-line tools are available to assist line managers through the use of 'Managers Desktop' to produce Sickness Absence Reports, this allows managers to closely monitor on-line self-reporting. If this were actively undertaken on a more frequent basis, this would allow for more timely remedial action to be taken, if it was found that staff members are not entering data.

Chart 2(a) Occupational Health Referrals

The Occupational Health Unit has provided us with a report for the six-month period February – August 2011. The raw data for that period is presented in the table and is compared with data for other years in the graphs. In general, there is no significant trend in overall health problems being referred to the unit over the last six-month period. However, of the cases that are being referred, there seems to be a greater percentage of them being assigned to workplace causes. This may just be a statistical anomaly, due to incomplete data-sets for the current year, which will correct itself or it may represent a genuine indication that health problems, mostly mental health (total 11 cases) and musculo-skeletal (total 3 cases), are more likely to be attributed to workplace causes. The SHW Team will keep this under review and will attempt to correlate with accident / incident and absence data to establish not only the frequency but also the severity of the health problems being attributed to the workplace. Once a full data set is established for the current year a better trend analysis will be undertaken. Chart 2 (b) provides an illustration of the type of charts Occupational Health provide the University.

Accident & incident reporting

The HR Committee are asked to note that Accident reports are generally considered to be a poor 'measure' of health and safety performance, however when used in conjunction with other information, and benchmarked appropriately they can be used effectively to monitor organisational risks. The rate of accidents and incidents remains low at Westminster and may be under-reported. An online reporting system is being trialled in an effort to improve reporting rates. The HR Systems team have not therefore integrated this data into the above charts and the SHW team are considering how overall this information can be best presented and analysed going forward.

Graph 3: Average Training Days Per Employee

All training and development activities are captured on SAP and the graph shows an increase across all staff groups, the greatest rise in the number of training days is for senior staff in the last two quarters. The new Leadership and Management Development programme that supports the current LMD strategy was launched in February 2011. The communication of the programme has been more active and targeted which has resulted in a higher number of managers engaging with the programme, especially from the Corporate Services group and which accounts for the increase of senior managers training days in the second and third quarter of 2011. The senior group are engaging in their development mainly through their participation in Strategic meetings, Leadership and Management Fora and external programmes, such as the Leadership Foundation for Higher education programmes.

The 2012 LMD programme will be launched in November 2011 and it will include amongst other new interventions, some new compliance workshops (Bribery Act, Data Protection Act, Freedom of information act), the recording of all 1:1 support in the form of coaching and consulting support by the new Learning and Performance Management platform as well as the participation of managers in the Westminster Experience Change Academy. Finally, the training programme that supports the roll-out of the Performance Management framework will be compulsory to all managers and staff at the university and it will impact on the training days reported for the last quarter of 2011 and throughout 2012

Staff Profiles by Selected Protected Characteristics

The University gathers and considers information in a number of ways. Equality data on staff are stored in the Human Resources database (SAP) and regularly extracted and analysed for presentation as reports for various purposes such as consideration by Vice Chancellor's Executive Group and HR Committee and the production of the annual Staff Equality, Diversity and Inclusion report and every two years, the Equal Pay Report in relation to protected characteristics.

The HR Committee is asked to note the following in reference to the following Staff Profiles:-

- (1) The University of Westminster's diverse staff profile is one of our strengths and remains so.
- (2) In the context of the University's continuing trend of a very low staff turnover (see Graph 1), quarterly reporting is unlikely to show any significant change to staff profiles.
- (3) 'Further meaningful analysis relative to other institutions' (as requested by HR Committee) is inhibited in a quarterly report by benchmarking against HEI's annual data and not quarterly data (which is not reported / made available by other HEIs).
- (4) The data is currently analysed in the following groups; academic, professional and senior. Further meaningful analysis relative to other University's would require breaking this down further to for example; academic / School / department / subject area and being able to then compare this to other University's annual data to compare for example Westminster's proportion of female scientists, male language teachers, female BME architects etc.
- (5) It is useful to keep a regular check on any changes in our staff profile over a three month period, this provides a mechanism to monitor and review data and respond quickly to take any proactive or reactive measure required, if a substantial / meaningful change to our staff profile occurred.

Graph 4: Staff from BME backgrounds

The overall picture shows very much higher levels of diversity than the sector benchmark since these reports began in the fourth quarter of 2008. With a small increase in the Westminster average in the third quarter of 2011 to match its highest percentage as previously reported in quarter four in 2010. The trend in the academic and professional support staff profiles shows the profile remains stable. The HE sector

average has remained static since the first quarter of 2009. Any turnover in senior staff will impact significantly on the data due to small numbers, as previously reported and the slight decrease in the third quarter of 2011 is not statistically significant. There are few BME role models in the senior staffing groups, notably there are NO members of the VCs team, or the Deans or Directors groups with reported BME backgrounds and this will remain so until there is a vacancy at this level and the opportunity to recruit someone new. On average a member of staff at Westminster remains in a senior post for 9 years (13 years for Academic posts and 6 years for Professional Support posts). Currently the University is recruiting a new Dean for the Business School and it is hoped that a successful candidate will be in post by May 2012. The candidate search will be broad, utilising recommended on-line and news paper advertisement (as recommended by external recruitment agencies) and the University has commissioned a head hunting agency to ensure the broadest range of applicants is sourced. Whoever is successful, their 'profile' will have a significant impact on the Deans group profile, due to their very small number. We recognise that a diverse student base requires an understanding of inter-cultural and inter-community issues by academics. We will therefore continue to provide development and training to ensure that we deliver a curriculum which allows all of our community to maximise their potential.

Graph 5 - Age Profiling

The 2011 Annual Diversity, Equality & Inclusion Report showed little change when compared to the 2010 report. Given the changes to the Default Retirement Age the internal age profile is a concern as reported previously. Westminster has 50% of its' staff in the two age groups spanning 45-64 and HR has retained a retirement age at 75 years for the present time. Staff aged 65 and over, are at present less than the sector average of 1.7%, however this figure is expected to increase, due to the removal of the retirement age at 65.

Currently, 21.49% of staff are in the 16-34 age groups, we are 4% below the sector average and a very small 1.14% are in the 16-24 age group. This could be a reflection of the external market, for example when the University has carried out recruitment campaigns it has employed more highly educated and qualified staff into lower graded roles, due to the competition from and increased numbers of experienced graduates for example, in the current market place. The University has approximately 379 number of roles within Corporate Services that could be suitable for 16-24 age group, including School leavers with or without GCSEs / 'A' levels or equivalent experience. This situation may remain for the next couple of years in the current economic climate, as recent experience demonstrates that as these roles become vacant, applications are fiercely competitive. A recent advertisement on jobs.ac.uk for an HR Administrator at NG3 grade generated circa 100 applications. The short listing panel will select applicants for interview by all 'essential' plus all 'desirable' elements on the Person Specification. The University benefits from an increased number of professional and qualified staff, who may as a consequence fall into a higher age category. However, there is a risk that a more highly qualified person may not remain as long in a lower graded post, as they wish to advance their career based upon their qualifications as soon as the opportunity arises. But, this will in turn create the churn required for the future and once the HE sector has moved out of the recession.

We are however reviewing how we market our brand when recruiting to traditionally early career roles for professional support staff and for academic roles at 'Lecturers' and 'Research Associates' grades. We are also committed to undertake a review of recruitment strategies to ascertain why numbers of applicants from the 16-34 age groups have been declining, to see if we can measure whether this is something more than a reflection of the external market. Any change to current practices will need to be considered in the context of the cost, likely volume generated, quality of applicants and practicalities of resourcing the recruitment activity e.g. if Jobs.ac.uk provide us with quality candidates of sufficient quality at NG3 grade (mainly administrator roles), who have an interest in working in Higher Education and who are therefore more likely to provide a cultural fit, what would be the benefit of advertising in the "Metro" as a possible alternative.

In conclusion our priorities for the year are to;

- Ensure that we provide appropriate routes for young people to join our workforce;
- Monitor potential discrimination against older staff and take steps to eliminate this where it exists.
- Undertake some random sampling of the number of 16 to 24 age group who apply for an NG0 to NG3 role, who are successfully shortlisted. To ascertain if we attract this age group and also whether shortlisting adversely affects the number of possible successful appointees from this age group.

Graph 6 - Gender Profiling

The overall gender split is 51.8 % female staff compared with the Sector average of 54.8% which has shown no change across the years of the trend analysis. The Westminster gender balance remains stable across staff groups and on an upward trend. In the Senior Group 45.5% are female, reflected in the VCs team (3 of 5), the Deans Group (3 of 7), and the Directors Group (4 of 6). Succession planning is critical if we are to replenish this balance in future years and improve the gender balance in other senior groups. The recruitment of a new Dean of WBS in 2012, could affect the gender split in this small group. Two male academic Heads of Department left the University through the recent voluntary severance scheme, and this accounts for the slight change to the gender balance in the Senior Group, in the third quarter in 2011.

Graph 7 - Disability Profiling

The main reasons for monitoring disability information are, that the University is developing its submission for the *Disability Two Ticks* standard, and some key issues around being a staff member with a disability emerged from the detailed analysis of the Staff Engagement results that require monitoring. Disability disclosure at Westminster remains higher, at just over 4.5%, than the sector average of 2.9% but is on a downward trend. It is important that we send a positive message to our community about our attitude towards those with a disability and we will work towards increasing the visibility of our commitment through a range of measures including the promotion of the work that we do to make reasonable adjustments to the workplace and the University environment as a whole.

‘Chart’ 8 – Religion and Belief and Sexual Orientation

HR Committee have previously requested information of these categories of our staff profile and this chart displays the new data collected in March 2011. This data has been provided in advance of the legislative requirement to monitor this aspect of our staff profile, which came into effect from 10 September 2011. This information appears as a snapshot of all the data we have currently under these two new protected characteristics. We have looked at how other Universities present this data and most do not provide it at the moment, if they do, they provide numbers and percentages of the total number of staff at the University with the Protected Characteristic. We consider that it is far too early to comment on any of this information at present or take a view on any possible trend. The HR department will be carrying out a further data capture exercise in November / December 2011 and we hope that this will reduce the “unknown” categories of both.

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