UNIVERSITY OF WESTMINSTER⊞

HR Key Performance Indicators Report: January – March 2012

Summary:
The purpose of these reports is to provide HR Committee with a quarterly analysis of key management data and an update of actions being taken to address the issues arising, where relevant.

Recommended action:
HR Committee is asked to comment on the information in this report and recommend it for the Court of Governors agenda.

	Board/Committee	Date
Matter previously considered by:	HR Committee	4 April 2012
Further approval required?	N/A	

Publication: Open

HEADLINES

HR Trends in Period April 2011 to March 2012

1. Academic Staff – continued <u>low voluntary turnover</u>, below sector average, which means we have to work with our existing staff cohort to bring about improvements and change.
2. No significant change in sickness reporting figures. <u>Lowest accident/incident rate</u> in 2011 for the last five years.
3. Average numbers of <u>training days per staff member</u> on an upward trend but still lower than Sector average.
4. <u>No significant change in overall staff profile</u> in this quarter but remains higher than sector average in all areas, with BME particularly strong.

Wider context within which trend information should be viewed

1. <u>Strategic focus</u> continues to be on; capability improvement for all staff and managers; workforce planning (including organisation design) to maintain scrutiny on wage bill and to develop structures that fit for purpose and flexible enough to respond to income changes; performance management, and staff engagement.
2. Key HR <u>operational priorities</u> – implementing the managing performance policy; maintaining leadership and management development support; providing opportunities for cross-University networking and innovation; supporting longer careers; supporting focused recruitment, and monitoring safety, health and well-being.

HR Committee Key Performance Indicators Report: January – March 2012 (1st Quarter)

Purpose

The purpose of this report is to provide HR Committee with a quarterly summary analysis of key HR management information trends for the University, and action being taken to address implications and issues arising. 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.

Strategic Context

The HR Strategy is reviewed each year, following the publication of the updated Corporate Plan, and revised every three years. Legislation continues to change. Highlights include changes to the qualifying period to bring an unfair dismissal claim; amendments to the Equality Act, in particular the requirement on public bodies to set objectives under the general equality duty, and Pensions Act 2008 changes coming into effect. The UK's business economy continues to impact the labour market. Staff reductions and restructures in HE provide limited opportunities for workforce stability and movement around the Sector remains slow. The uncertainty of student responses over the next two years require the University to continue its efforts to shape the staff profile for flexible deployment and staff behaviours to embrace change. Low voluntary turnover means that we need to forge these changes with the existing staff profile. Investment in capability improvements and implementing and embedding managing performance processes, within a workforce planning framework, and developing responsive programmes of support for longer careers, are strategic drivers.

Summary of Key Issues

A summary of the key information on the staff trends profile is shown in the table overleaf. Key issues arising are as follows:

- The HE Sector continues to be affected by the external environment. Many Universities have established regular cycles of review and restructure to ensure they are 'fit for purpose', although there may be a slowing down of staff reduction activities in the Sector. Westminster needs to continue to make progress in using proactive interventions to continue to manage the staff wage bill towards the Sector benchmark while being cautious about using it to balance slow progress in improving income.
- Westminster's managers have to be pragmatic in the face of continuing low staff turnover and plan for making changes with the existing staff and the skill sets they already have. This makes capability improvement, staff engagement, and good performance management, critical management activities.
- Across the Sector, reviews are often underpinned by large scale programmes focused on improving the student experience by developing staff skills in a particular area, or ensuring that staff understand the nature and urgency of a particular strategy. A core barrier to participation in these kinds of activities at Westminster remains manager attitudes towards freeing up time for these activities. We continue to refine our presentation of the benefits of staff and organisational development, alongside professional and career development, to persuade managers to release their staff, especially where development is designed to support University objectives. UCEA have clearly identified the need for a Sector approach to development and training and is launching a new JNCHES Forum on Training and Development imminently. This suggests that low participation is a Sector, rather than a local issue. We may wish to revisit the Union Learning Agreement developed jointly by HR and the Unions as part of our Union relationship management.
- Additional information and commentary is included after the table.

Risks

All associated risks and controls are identified in the existing University risk register.

Data Sources and Reporting Issues

1. HE Sector data is extracted from the DLA Piper HR Performance Indicators Scorecard which is produced annually and published in quarter 1 of each calendar year. Benchmark information is not available for all trend analysis, for example, there is no benchmark information relating to ALL staff turnover (only voluntary staff turnover) or Sexual Orientation, or Religion and Belief.
2. Current University of Westminster is held in the HR and Payroll Management Information System, SAP.
3. Limitations in the data and collection mechanisms make some benchmarking difficult or not possible.
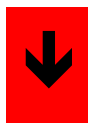
HR KPI Reporting Summary Information
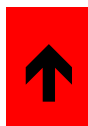
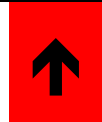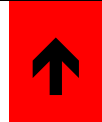|	Positive current position Upward trend		Negative current position Upward trend
	Positive current position Downward trend		Negative current position Downward trend

KPI	Target	Status	Trend	Benchmark	Action
Staff Turnover					
All turnover	Target for overall staffing bill - 54% of income by 2015		• Average increase of 0.32% from previous quarter. • Continued downward trend for Academic staff since Qtr 3 2011. • Continued upward trend for Professional Support staff since Qtr 3 2011.	None available	• Cross-functional workforce reviews in the Corporate Services Group. All new structures are expected to take effect from 1st August 2012. • Workforce planning strategies being developed. • Key post recruitment carefully managed and increasingly competence-based.
Voluntary turnover	As this turnover is voluntary HR does not anticipate setting a target		• Voluntary turnover average is 5.33%. • Turnover in academic staff is lowest recorded since Quarter 2, 2009, at 2.30%, and remains on a downward trend. • Professional Support staff turnover is at its highest since Quarter 2 in 2009 at 8.66%.	Sector ave 6.2%	The focus for HR workforce planning actions continues to be: • Maintaining manager support • Capability building • Information collection and analysis • Organisation design - focus effort and eliminate 'waste' • Introduction of performance management processes
Sickness/Absence					
Ave working days lost per employee	No target set		Decline in the number of working days lost appears to be stabilising at an average 3.31 days, which remains below the sector average	Sector ave is 6 days	• Managers need to ensure sickness reporting is done so that we can have confidence in the numbers. • Continued monitoring of key groups for patterns and/or trends.

KPI	Target	Status	Trend	Benchmark	Action
					• Need to better manage transmittable illnesses in open plan environments.
Occupational Health Data	Target not relevant		No trend yet established. Second review shows no further evidence of continued decline in sickness days for professional support staff.	None available	The Safety, Health & Well-being (SHW) team is keeping this under review to establish the frequency, and severity, of the health problems being attributed to the workplace.
Mental Health Disorders	Target not relevant		No trend yet established. 48% of all referrals, up from 35% in the previous quarter	Above Sector ave	Focus is on identifying and managing stress factors.
Musculoskeletal Disorders	Target not relevant		No trend yet established. 13% of all referrals	Same as Sector	HR is taking a more proactive approach through establishing regular training and risk assessments in order to show compliance with the Regulations. Suitable software products are being sourced.
Disability Legislation Cases	Target not relevant		No trend yet established. 21% of all referrals	Less than half the Sector ave (49%)	• Building on current equality and diversity training and awareness raising. • SHW Team costing provision and maintenance of hearing loops.
Work related Cases		⬆ (red)	No trend yet established. 39% of all referrals - reduced from 43% in the previous quarter	Higher than Sector 23%	Reviewing all information and awaiting responses from staff engagement survey and stress survey
Development/Training					
Average training days per employee	Current policy is 5 days min. Revised policy will recommend 10 days min.	⬆ (red)	• Continued upward trend for all groups, ave is up to 2.04 days from 1.63 days. • Moving towards the sector average.	Sector trend is stabilising at 2.25 days	• Monitoring the set up of the new JNCHES Training & Development Forum. • Progressing refresh of the HRD Strategy and changes to the Staff Development Policy. • Continuing to add new ways for staff to engage in learning activities including provision of technology-enabled options.
Staff Profiles					
Staff Diversity reporting	HR objective is to maintain current status of profile and make improvements as		See also Annual EDI report	See also Annual EDI report	Continue to embed Equality, Diversity and Inclusion into all relevant policies, functions and processes

KPI	Target	Status	Trend	Benchmark	Action
	and when opportunities arise				
Ethnicity/BME		⬆	Ave 22.37% continues to be double the sector ave of 11.3%	Sector benchmark increased from 9.3% to 11.3% in 2010/11	• Ongoing impact assessments to ensure profile is maintained and all processes are fair and equal. • Applying EDI principles to REF selection.
Age	16-24 age group at 5% of workforce by 2015	⬆	Small increase in the 16-24 to 2.43% but below sector average	New Sector benchmarks as follows: 16-24: 3.5% 25-34: 21.4% 35-44: 26.1% 45-54: 27.9% 55.64: 19.1% 65-74: 2% 75+: 0.1%	• All stages in the recruitment process under review for the 16-24 age group. • Continuing to ensure staff are aware of their choices related to pensions and retirement. • We have chosen, for the time being, to maintain a retirement age at 75 while considering our strategies/options for supporting longer careers.
Gender	Maintain current profile	⬆	Female staff ave 52.56% is on a slow upward trend due to new appointments	Sector benchmark has stayed at 55.10% since 2008	• Supporting Athena Swann Bronze Award submission for the University (Women in Science & Engineering). • Further targeted programmes for male staff, career progression is slow.
Disability	Disclosure is voluntary	⬆	Disclosure average is on a slight upward trend at 4.59%	Sector benchmark increased from 2.9% to 3.5% in 2011.	• Decision made not to submit for the Two Ticks Standard. Additional recruitment procedures would not be welcomed by either HR or line managers. The risk to the University of not having the standard is assessed as insignificant.
Religion & Belief and Sexual orientation	Target not relevant	⬆	No trend established. Second data capture in progress. Small decrease in 'unknowns' due to compulsory data capture from new starters	None available	Aim for 'most improved' University in 'Stonewall' league table position by actively supporting LGTB network.

HR KPI Reporting Additional Information and Commentary

1. Turnover
HR monitors overall turnover and voluntary turnover. Overall turnover includes; resignations, voluntary and compulsory redundancies and the ending of fixed term contracts, retirements, dismissals and death in service. All turnover in Quarter 1 included the results of the academic staff exits from the 2010/11 financial challenge activity and showed a Westminster average of 13.68%. It is worth noting that the most recent Tribal Benchmarking data indicated that we have more academic staff than benchmark Universities and their pay is £3.4m higher than the benchmark average.

2. Average Working Days Lost Per Employee
There are no statistically significant changes to note in this quarter. Efforts to ensure regular recording of sickness remains a priority.

3. Accident & Incident Reporting (AI Reporting)
2011 had the lowest accident/incident rate for the last five years. Of the 80 significant events recorded there were only three accidents that were reportable under the requirements of the Reporting of Incidents Accidents and Dangerous Occurrences Regulations (RIDDOR).

2007	2008	2009	2010	2011
103	104	98	129	80

4. Average Training Days Per Employee
Data shows an increase across all staff groups, with the greatest rise in senior staff participation in the last two quarters. The increase is mainly due to the roll-out of mandatory Performance Management skills training in Corporate Services, participation in the Westminster Change Academy and attendance at the quarterly Leadership and Management Forum. There is a welcome rise in participation in 'soft skills' and ICT training. There has also been an increase in requests from managers for tailored programmes. This is also very welcome as there is strong evidence that focused development, designed to meet specific aims, is more effective than generic approaches.

5. Staff Profiles by Selected Protected Characteristics
The HR Committee was asked to note that quarterly reporting on the characteristics of the staff profile continues to show few significant changes, mainly due to continuing low staff turnover. The University's diverse staff profile remains one of our strengths.

6. Formal Case Work Summary
The summary table shows the numbers of formal cases concluded over the last four quarters. Against the steep national increase of formal cases this picture is very positive.

Casework Type	Qtr 2 2011	Qtr 3 2011	Qtr 4 2011	Qtr 1 2012
Disciplinary	3	3	1	1
Grievance	4	1	0	1

Information on informal case work is currently being collected for reporting purposes.

7. Trade Union Relationship Management
Trade union relationships are currently good at local level and formal meetings with both Unison and UCU have been positive. In addition to these, Unison also have monthly informal meetings with the Registrar and Secretary and the HR Director. Following the success of these, monthly informal meetings with the HR Advisory Support team are scheduled until December to look jointly at matters related to casework and some areas of activity that could provide opportunities for working in partnership. A jointly run programme of workshops on the impact of the abolition of the default retirement age was very well received by staff, and

as a consequence Unison has submitted proposals requesting further joint workshops and/or briefings on a range of other topics.

The Deputy Vice-Chancellor and Director of HR held the first informal meeting with UCU in March, which, from their perspective was both positive and useful. Senior staff continue to be committed to working with UCU, although all sides recognise that there are some significant issues still to be overcome.

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5th April 2012