

**HR Key Performance Indicators Report: October-December 2011**

**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:	N/A	
Further approval required?	N/A	

Publication: Open

## **HR Committee Key Performance Indicators Report: October-December 2011 (4<sup>th</sup> Quarter)**

### **Purpose**

The purpose of this report is to provide HR Committee with a summary of a quarterly analysis of key HR management data showing trends in staffing characteristics for the University and action being taken as a result. 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. Appendix 2 of the detailed paper attached provides an update of progress on developing HR Reporting.

### **Strategic Context**

In the academic year 2012/13 the HR Strategy need updating to ensure that the HR Strategy remains fit for purpose in the context of supporting the delivery of University goals. A large part of the refresh will be informed by the body of knowledge available to the Department about the staff complement. In 2012 we have planned four key data and information collection exercises: Staff Engagement Survey; Stress Survey; Key Performance Objectives for all staff, and significant additional information collection relating to personal and professional development profiling and participation. A continued focus for the Strategy will be Human Resource Development, including Organisational Development, and the establishment of a workforce plan for the University.

### **Background**

1. The HR Management Team collates and summarises a quarterly management information report for HR Committee and reports annually, and at other regular intervals, in keeping with statutory and sector compliance requirements.
2. 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. The information is not available for all trend graphs and there is no benchmark information for ALL staff turnover, only voluntary staff turnover.
3. Current University of Westminster sources are SAP HR & Payroll Systems.
4. Limitations in the data and collection mechanisms make some benchmarking difficult or not possible.

### **Summary of Key Issues**

A summary of the key information is shown in the table overleaf. 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's managers have to be pragmatic, in the face of continuing low staff turnover, and plan with the staff skill sets they already have. This makes capability improvement, good performance management and workforce planning critical 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 remains freeing up time and we must continue to refine our presentation of the benefits of organisational development, as a complementary investment alongside professional and career development for individuals, to persuade managers to release their staff to participate in development, especially where it is designed to support University objectives. UCEA have clearly committed to a need for a Sector approach to development and training and will be launching a new JNCHEs Forum on Training and Development imminently. We may wish to revisit the Union Learning Agreement developed jointly by HR and the Unions as part of our Union relationship management.

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

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

**Prepared by Jean Harrison**  
**Director, Human Resources**  
**January 2012**

## Summary Information: HR KPI Reporting

KPI	Target	Trend	Benchmark	Action
<b>Staff Turnover</b>				
All turnover	Target for overall staffing level is 54% of income by 2015	<ul style="list-style-type: none"> <li>Continued downward <u>average</u> trend since 1<sup>st</sup> quarter</li> <li>Anticipating increases in voluntary turnover due to retirements in future years</li> <li>Current staffing level 58.9% of income</li> </ul>	None available	<ul style="list-style-type: none"> <li>Workforce plans for Corporate Services Group and Academic Group being developed to describe 'future' workforce.</li> <li>Learning and Performance Management System tested in Corporate Services. The OD team have now moved on to preparation in Schools.</li> <li>Key post recruitment carefully managed and increasingly competence-based.</li> <li>Developing a Change Academy idea to look at developing a 'staff alumni' network to encourage people to exercise their retirement choice in future years.</li> </ul>
Voluntary turnover	No target set	<ul style="list-style-type: none"> <li>Downward trend.</li> <li>Ave 4.6% consistently below sector average since 2009</li> <li>Academic turnover is less than 3.15% and downward at its lowest point since 2008</li> <li>CS turnover is 6.23% and downward at its lowest point since June 2010</li> </ul>	<p>Sector average is 6.6%</p> <p>New benchmark will be available for the next report</p>	<p>The focus for HR workforce planning actions continues to be:</p> <ul style="list-style-type: none"> <li>Maintaining manager support</li> <li>Capability building</li> <li>Information collection and analysis</li> <li>Organisation design to focus activity and effort and eliminate 'waste'</li> <li>Reward and incentive mapping and presentation</li> <li>Introduction of robust, developmentally focused, performance management processes</li> <li>We also aim to complete a gap analysis against good practice workforce planning as part of the strategy updating process by October 2012.</li> </ul>
<b>Sickness/Absence</b>				
Ave working days lost per employee	No target set	Continued downward trend from 3 <sup>rd</sup> quarter. Ave 3.44 days and stabilising	Below Sector ave of 5.8%	<ul style="list-style-type: none"> <li>Managers ensure sickness reports when there are absences.</li> <li>Monitoring key groups for patterns and/or trends.</li> </ul>
Occupational Health Data	No target set	Second review of information shows no further evidence of continued decline in sickness days for professional support	None available	The SHW team is keeping this under review to establish the frequency, and severity, of the health problems being attributed to the workplace, and the characteristics of a 'presenteeism' culture.

KPI	Target	Trend	Benchmark	Action
		staff.		
Mental Health Disorders		48% of all referrals, up from 35% in the previous quarter	Above Sector ave	Focusing on identifying and managing stress factors
Musculoskeletal Disorders		13% of all referrals	Same as Sector	Where high nos of referrals occur, SHW are 'blitzing' DSE assessments. Currently reviewing all training related to these health problems for critical staff groups.
Disability Legislation Cases		21% of all referrals	Less than half the Sector ave (49%)	Build on current equality and diversity training and awareness raising provision in the areas of disability awareness and cultural awareness/race equality training.
Work related Cases		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 due to be run in Feb/Mar 2012
<b>Dvelopment/Training</b>				
Average training days per employee	Current policy is 5 days min. Revised policy will recommend 10 days min.	Upward trend for all groups, ave is up to 1.45 days from 1.19 days	Sector trend is stabilising at 2.25 days	<ul style="list-style-type: none"> <li>Monitoring the set up of the new JNCHES Training &amp; Development Forum.</li> <li>Reviewing our stance on apprenticeships and interns.</li> <li>Finalising a refresh of the HRD Strategy and changes to the Staff Development Policy.</li> <li>Continuing to find new ways for staff to engage in learning activities including provision of technology-enabled options.</li> </ul>
Staff Diversity reporting	No targets set, HR objective is to maintain current status of profile	See also Annual EDI report	See also Annual EDI report	<p>Continue to embed Equality, Diversity and Inclusion into all relevant policies, functions and processes and:</p> <ul style="list-style-type: none"> <li>Create a single Equality Policy.</li> <li>Build on current equality and diversity training and awareness raising provision.</li> <li>Awaiting responses to staff engagement questions focused on finding out more about perceived issues around bullying and harassment.</li> </ul>
Ethnicity/BME	Maintain profile and improve where turnover opportunities allow.	Ave 22.6% continues to be significantly higher than sector ave of 9.3% (since 2008)	Small increase from previous quarter.	<ul style="list-style-type: none"> <li>Ongoing impact assessments to ensure profile is maintained and all processes are fair and equal</li> <li>Reviewing the potential of improving BME representation in senior/manager roles, particularly in Schools.</li> </ul>

KPI	Target	Trend	Benchmark	Action
Age		<ul style="list-style-type: none"> <li>65+ nos are below Sector ave but will continue to rise</li> <li>16-24 age group is at its lowest for 3 years</li> <li>45-64 group is 2-4% higher than sector ave at 50% of staff and rising</li> </ul>	New benchmarking data will be available for next report	<ul style="list-style-type: none"> <li>All stages in the recruitment process are being reviewed for the 16-24 age group.</li> <li>Monitor potential discrimination against older staff and take steps to eliminate this where it exists.</li> <li>Continue to ensure staff are aware of their choices related to pensions and retirement.</li> <li>The new benchmarking data will include an age range of 65-74. We have chosen, for the time being, to maintain a retirement age at 75 while considering our strategies/options for supporting longer careers.</li> </ul>
Gender		Ave 52.3% of female staff is on a slow upward trend and is due to new appointments	Sector benchmark, 54.8%, has remained static since 2008.	<ul style="list-style-type: none"> <li>Support the application for the Athena Swann Bronze Award for the University (Women in Science &amp; Engineering).</li> <li>Run further targeted Navigator programmes for male staff where career progression is slow.</li> </ul>
Disability	Disclosure is voluntary	Disclosure ave is 4.57% on a slight downward trend	Sector benchmark 2.90%, has remained static since 2009.	<ul style="list-style-type: none"> <li>Gap analysis against Two Ticks Standard showed that the University could meet the requirements, however additional activity to tighten recruitment procedures would have to be done by both HR and line managers , which would probably not be welcomed by either group. The risk to the University of not having the standard is assessed as insignificant.</li> </ul>
Religion & Belief and Sexual orientation	Second data capture	Small decrease in 'unknowns' is due to the fact that new starters have to provide this information.	None available	<ul style="list-style-type: none"> <li>Repeat data capture exercise complete by end April 2012.</li> <li>Aim for 'most improved' University in 'Stonewall' league table position by actively supporting LGTB network.</li> </ul>

**1. KPI Reporting - Fourth Quarter, October, November and December 2011 (Appendix 1, Graphs 1-7 & 'Chart' 8 refers)**

**1.1 Staff Groupings**

- *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.

**1.2 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 (4.57%) for the fourth quarter continues the downward trend since the first quarter in 2011. The turnover has slightly increased in the Professional Support and Senior Staff groups, but not to the slightly higher levels as shown in Quarter 2 this year. The academic staff group shows a continuing decline. Voluntary turnover data is viewed in the context of the University's response to the financial challenge and resulting lower headcount for 2011. The HE Sector as a whole has been affected with reduced career opportunities and lower turnover generally. It is significant to note that this data now includes staff that would have shown on previous reports as "Retirements" and we should expect to see an increase in overall voluntary turnover in future quarters. The Westminster average has been consistently below the Sector average 6.6% since the third quarter in 2009. New benchmark data will be available for the next KPI report. Changes to the HE Sector benchmark will be backdated across all 2011 data (i.e. the previous three 2011 Quarterly reports) to update our baseline position.

All Turnover – Quarter 4 shows little change across all staff groups. There were 14 academic leavers (two due to redundancy, one voluntary and one compulsory). Leavers amongst the professional support group (31) were resignations and end of fixed term contracts. There is no Sector average for 'all leaver' data.

**Graph 2a: Average Working Days Lost Per Employee**

We anticipated seeing seasonal variations due to colds and flu in the 4<sup>th</sup> and 1<sup>st</sup> Quarters but this is not apparent. The University offered a 15% reduction in the cost of flu jabs (from Boots) in the previous quarter but the small uptake would not have had an impact on the figures. There is also anecdotal evidence (Head of SHW) that staff continue to come to work whilst affected by colds and this should be carefully managed, given the open plan nature of the working environment in most Corporate Services office environments. The steady decline in Average Days Lost per Employee (per Quarter) for professional support staff is no longer evident and the decline previously reported does not appear to be significant. The same graph for the Senior Group continues to show sizeable peaks and troughs but this is almost certainly due to the small sample size and is probably not significant. Overall there continues to be a decline in the number of working days lost per employee but that decline seems to be stabilising at an average of 3.44 days. In the last report we provided an illustration of the type of information the Occupational Health provider captures for the University. Once we have established a full data set for the current year we will undertake a further trend analysis.

**Chart 2b: Accident & Incident Reporting (AI Reporting)**

Data is currently being compiled for the annual AI reporting to the Safety, Health & Well-being Committee in March 2012. Relevant analysis from this exercise will be included in the next quarterly KPI report.

### Graph 3: Average Training Days Per Employee

The graph shows an increase across all staff groups, with the greatest rise in senior staff participation in the last two quarters. The increase in this quarter is mainly due to the roll-out of Performance Management Training in Corporate Services: 180 Corporate Services managers attended 2.5 days of development workshops covering the principles of the new Performance Management framework. More than 60 senior, academic and professional staff participated in the first residential meeting of the newly launched Westminster Change Academy in October. The quarterly Leadership and Management Forum attracts a good cross section of managers including the Heads of Departments. The fourth quarter is usually the period when staff are given the opportunity by managers to participate in development activities. It shows a welcome rise in soft skills and ICT training. This quarter also included a re-launch of new and refreshed programmes focusing on personal development for personal impact. There was an increase in take up and good evaluation feedback. There has also been an increase in requests from managers for tailored programmes for their teams. This is very welcome as there is strong evidence to suggest that focused development, designed to meet specific aims, is more effective than more generic approaches.

We anticipate a similar level of activity in the next two quarters -

- The roll-out of Performance Management continues with 645 Corporate Services staff attending a 1 day workshop and a variety of optional support activities, such as e-modules, drop-in sessions and focused briefings, available to them.
- The roll-out for Schools has started, with each one seeking tailored support.
- The residential for the second cohort of the Westminster Change Academy is scheduled for June.
- The new 'future leaders' programme will also be running in the next two quarters.

### Staff Profiles by Selected Protected Characteristics (Graphs 4-7 and Chart 8 refer)

Equality data on staff are stored in the Human Resources database (SAP) and regularly extracted and analysed for presentation and reporting. 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 continuing trend of a very low staff turnover (see Graph 1), quarterly reporting is unlikely to show any significant change to staff profiles.

### Graph 4: Staff from BME backgrounds

The picture remains stable and continues to show considerably higher levels of diversity than the Sector benchmark, with a very small overall increase of 0.25%. The Sector average has remained static since the first quarter of 2009. There are no statistically significant changes to note at this time.

### Graph 5 - Age Profiling

The 2011 age profiling in the Annual Diversity, Equality & Inclusion Report showed little change when compared to the 2010 report. The internal age profile remains a concern, as previously reported. Traditionally the University's early career academics have fallen into the 25-34 age category and, although low, this number remains relatively stable in this quarter (87 at the end of December 2011).

The reduced headcount in the 25-34 age category mirrors the University-wide reduction in headcount in the core staff category. The 16-24 age group is at its lowest for three years showing a 60.9% reduction, (46 members of staff in Quarter 1 2009, reduced to 18 in Quarter 4, 2011), however, the numbers of staff in this group are very small and leavers have a disproportionate impact. This remains a concern for succession planning and we are reviewing schemes like offering apprenticeships to see if they could be used as a way to attract younger people into the academic community.

In comparison to this, as a consequence of the removal of the default retirement age, we have the highest percentage in the 65+ category for the last three years and this upward trend is likely to continue. New benchmark categories will include a new age category, 65 to 74. The 60% increase in the 65+ age category is not statistically significant at this point due to very small numbers.

### **Graph 6 - Gender Profiling**

The University is gradually approaching the sector average with 52.3% female staff compared with the Sector average of 54.8%, which has shown no change since we started the trend analysis. The gender balance remains stable across all staff groups and on an upward trend. The slight increase over time can be attributed to numbers of new appointees against leavers.

### **Graph 7 - Disability Profiling**

Disability disclosure at Westminster remains higher, at just over 4.5%, than the sector average of 2.9%. There are no statistically significant changes to report in this quarter. This outcome appears to demonstrate that the financial challenge activity has had no detrimental impact on this group.

### **‘Chart’ 8 – Religion and Belief and Sexual Orientation**

This is only the second report on this data. The decrease in ‘unknowns’ is due to the fact that new starters are now asked to provide this information. A further data capture exercise has been re scheduled and will be completed by April 2012.

#### **Prepared by:**

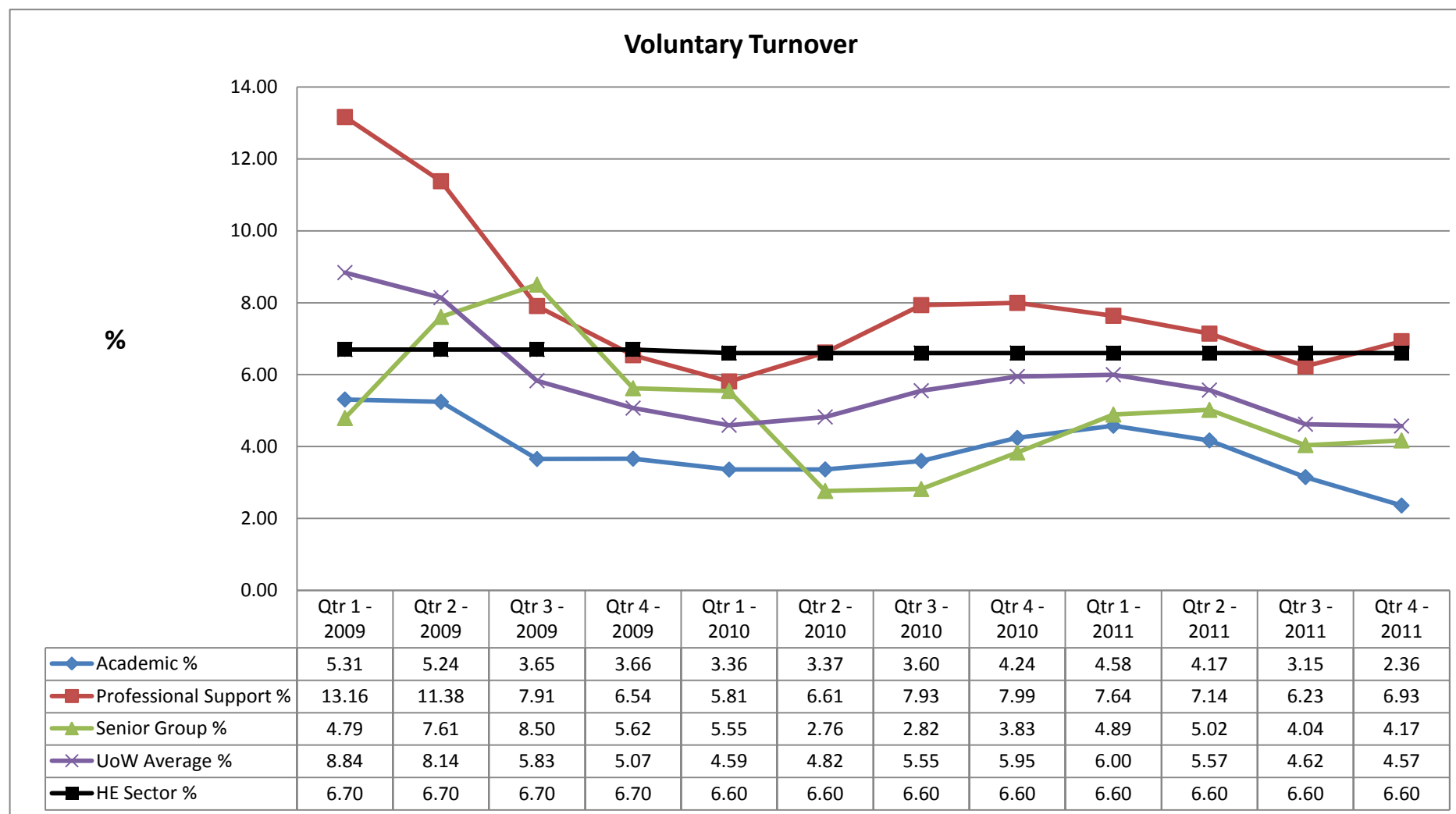
**Sarah Allen, HR Adviser - Information & Data**  
**Nicola Davies, Head – Resourcing and Reward**  
**Jean Harrison - HR Director (Strategy & Development)**

**13 January 2012**

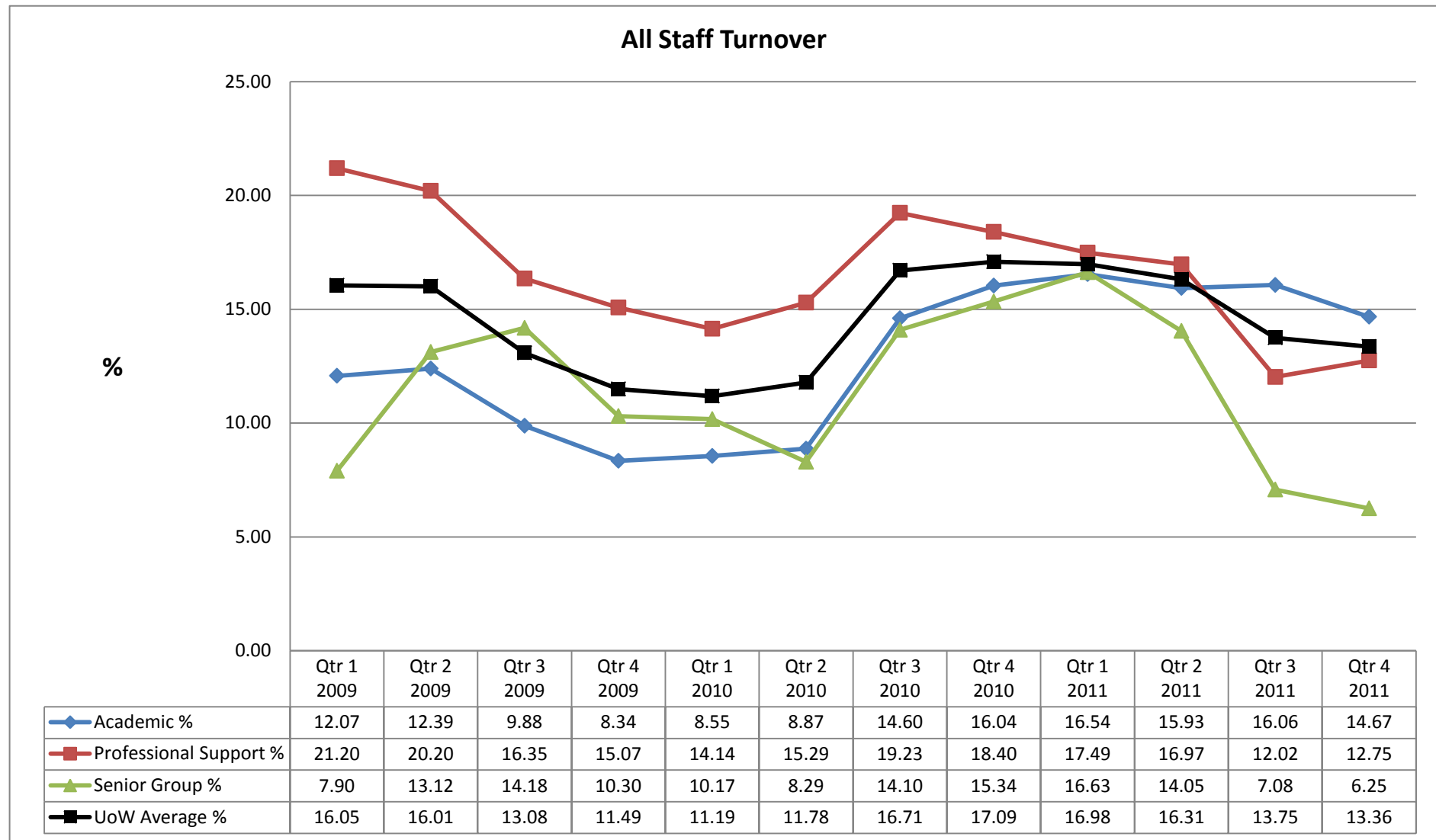


## Appendix 1: Staff Profiling Information – Graphs (and Charts) 1 – 8

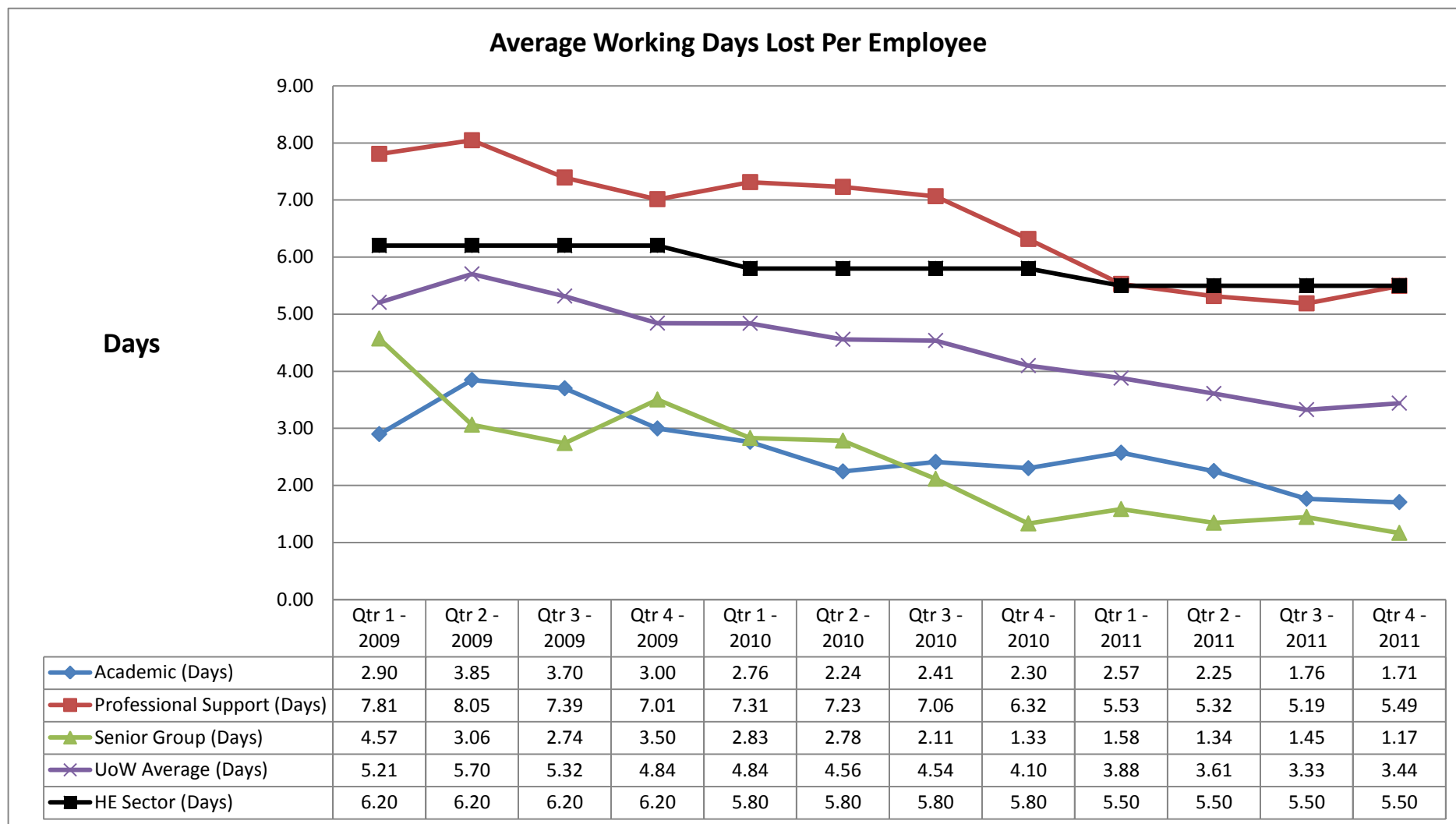
Graph 1 – Voluntary Turnover (Annual voluntary turnover: resignations only)



Graph 1a – All Turnover



Graph 2a – Sickness, average working days lost per employee

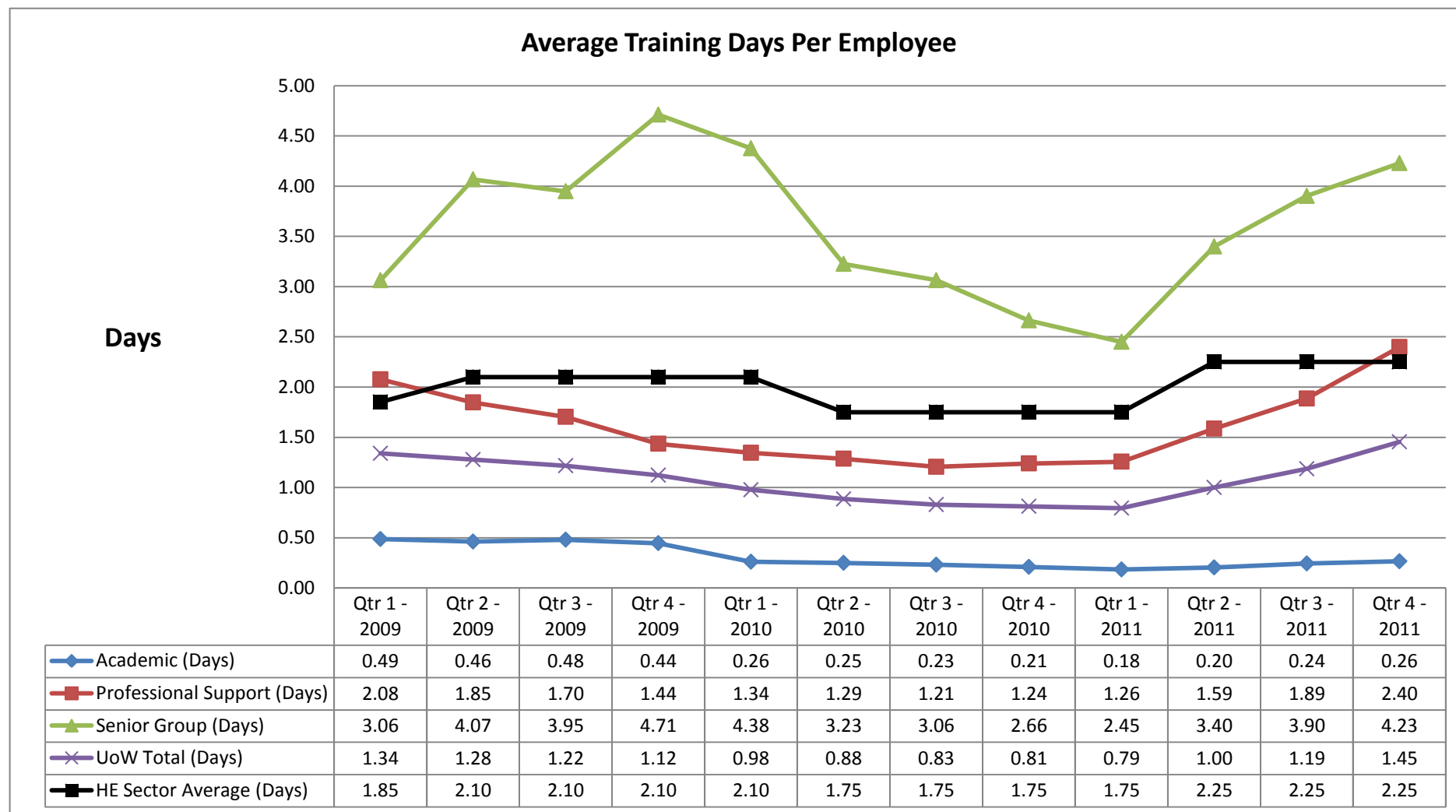


Graph 2b: Occupational Health Referrals

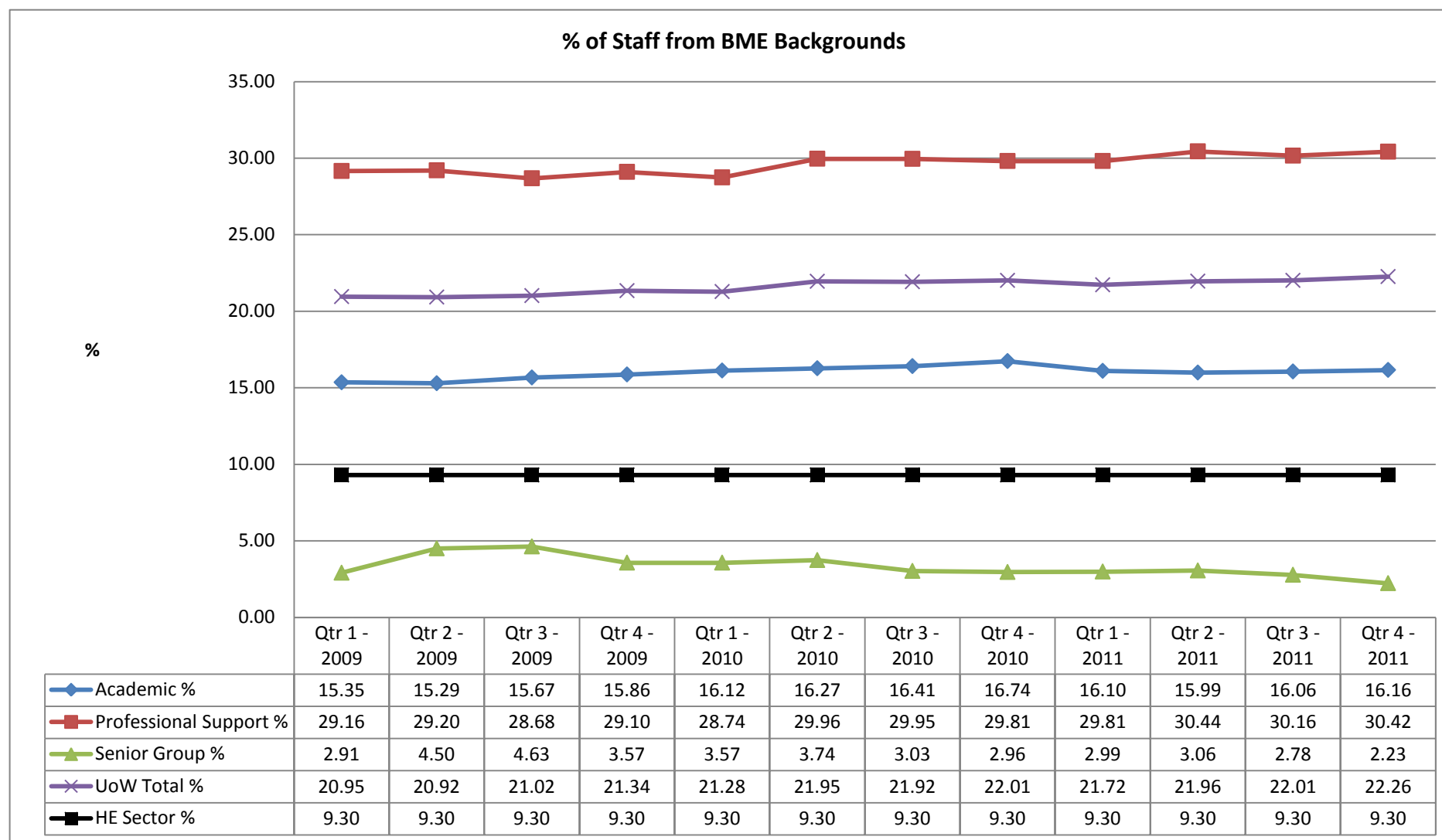
Totals	1 Infections	2 Cancer/Malignancy	3 Haematological	4 Endocrine/Metabolic	5.1 Stress	5.2 Psychotic Illness	5.3 Anxiety	5.4 Depression	5.5 Alcohol & Drug Dependence	5.6 Other Psychiatric / Mental Health	6 Neurological	7 Opthamological	8 Audiological	9 Cardiovascular & Cerebro-vascular	10 Respiratory	11 Gastro-Intestinal	11.1 Dental	12 Dermatological	13.1 Back Pain	13.2 Neck Pain	13.3 Fracture	13.4 Lower limb Disorder	13.5 Upper Limb Disorder	13.6 Arthritis	13.7 Rheumatism	13.8 Other M / Skeletal and Injuries	14 Genitourinary	15 Gynaecological / Pregnancy	17 Congenital Malformations.	18 Other	18.25 CFS / Fibromyalgia / ME	19 Injuries & Poisoning	20 Unspecified Surgery / Post Op.	21 Fit/Healthy	23 WSA	Total	
	1	1	1	1	4	3	3	1	0	0	0	0	0	1	1	0	0	0	1	0	1	1	0	0	0	0	0	0	1	0	1	0	0	1	0	0	23*
Subtotal (% of total)					11 (48%)																3 (13%)																
Work Related (% of subtotal)					8 (73%)																1 (33%)					*Six cases are open											
Covered by Disability Legislation (% of subtotal)					4 (36%)																1 (33%)					Two were cancelled											

\*Six cases are open  
Two were cancelled

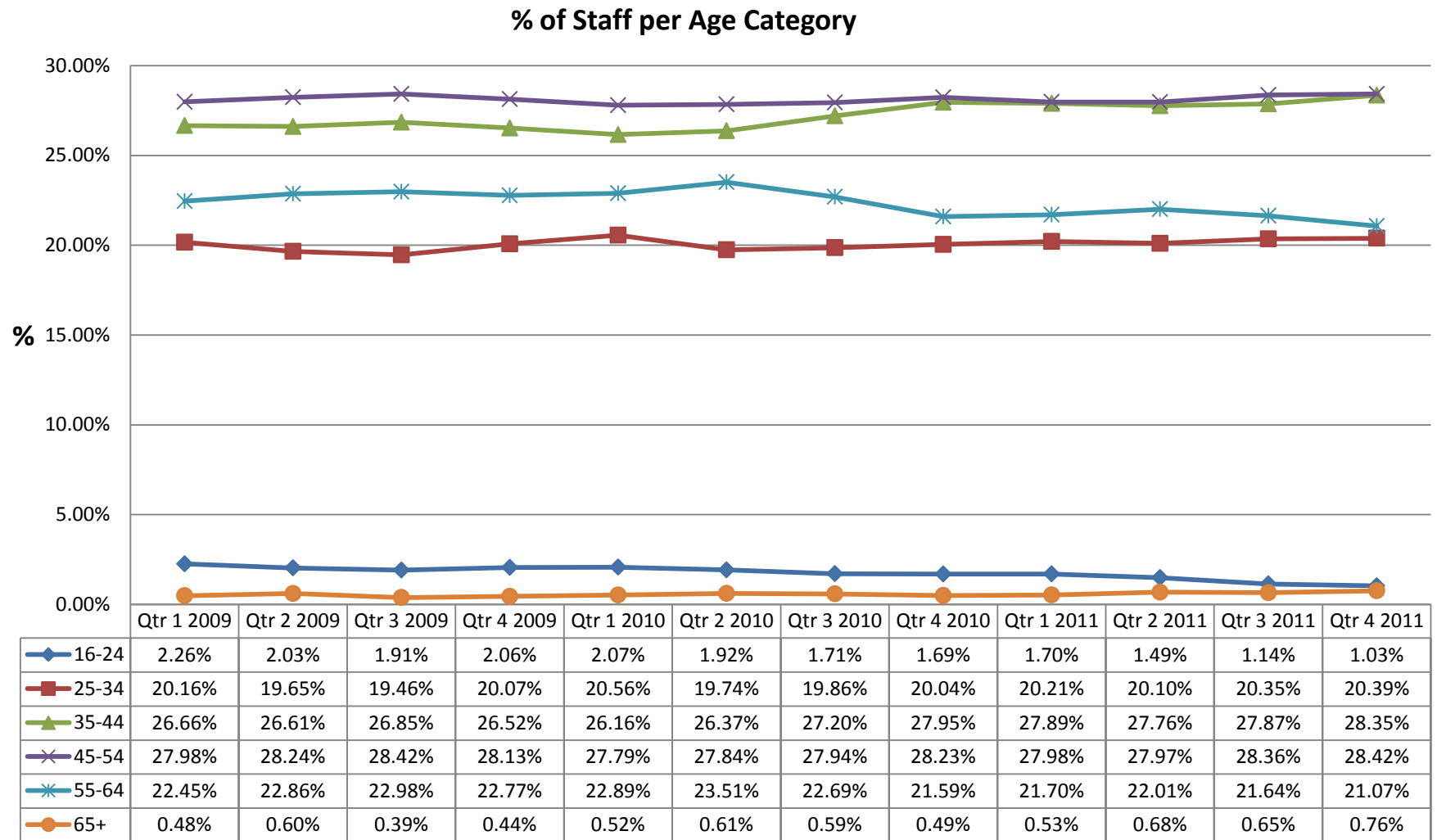
Graph 3: Average Training Days per Employee



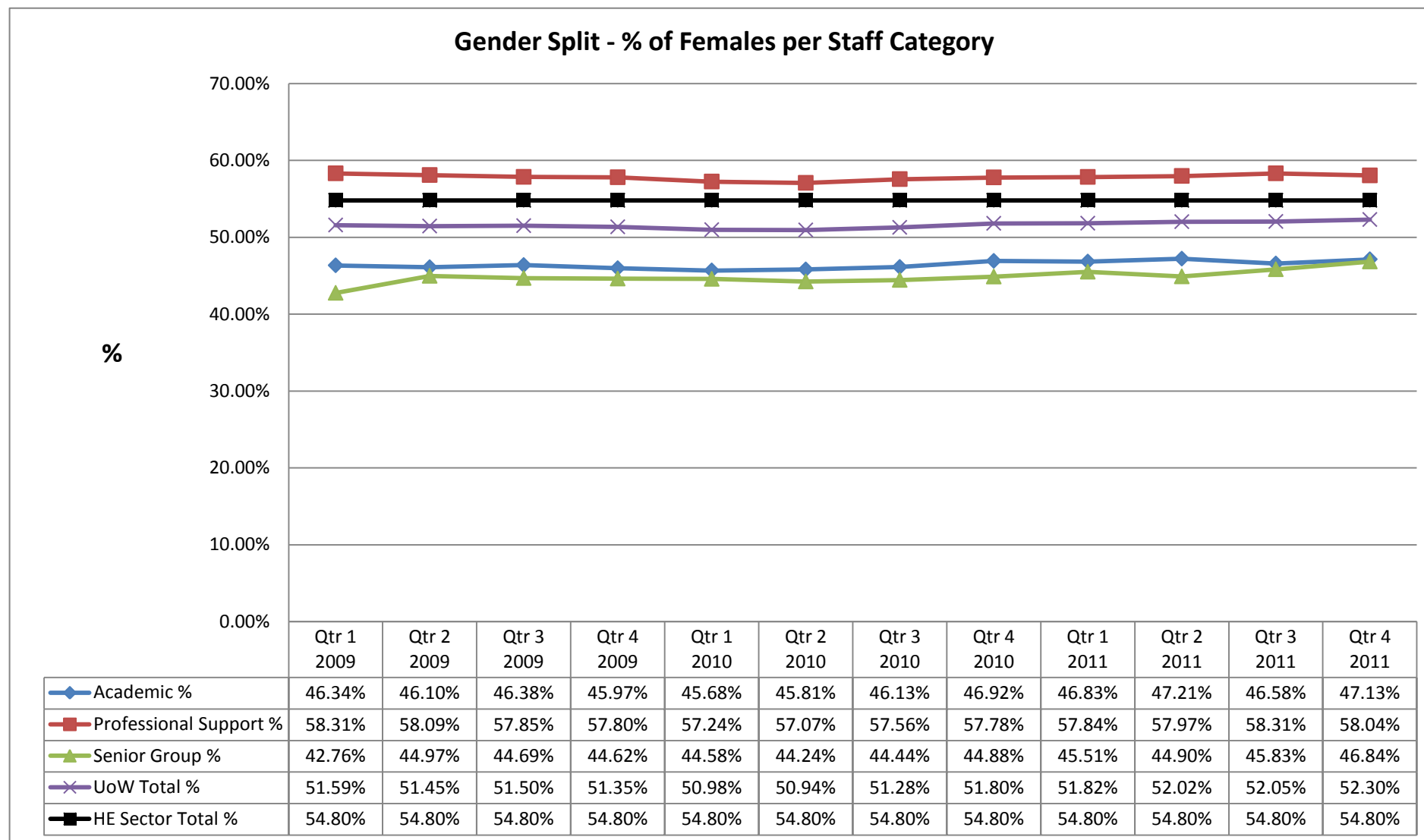
Staff Profile Information by Protected Characteristics: Graph 4 – Ethnicity of staff from BME backgrounds



**Graph 5 – Age % of staff per Age Category**

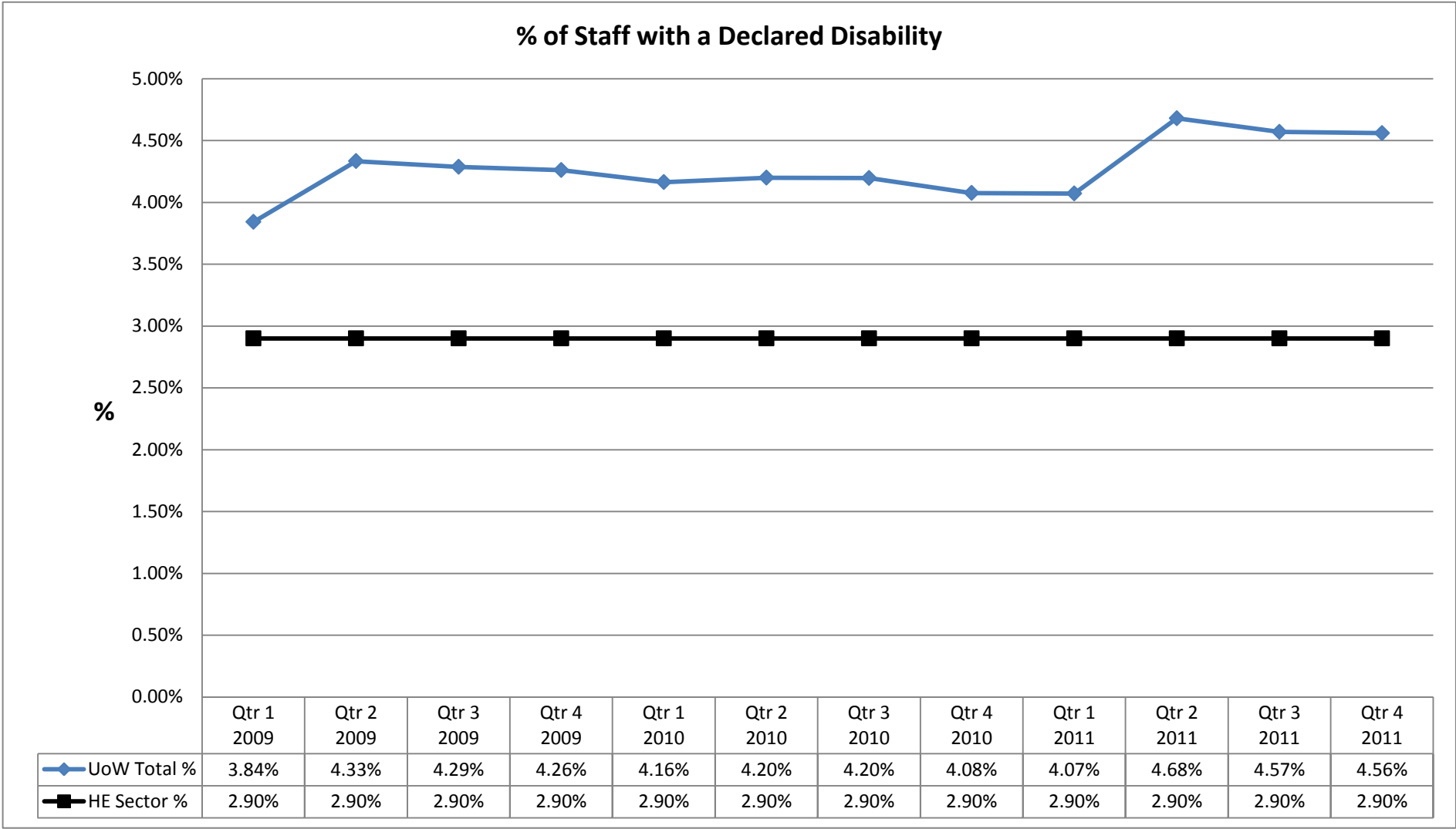


**Graph 6 – Gender % of Female per Staff Category**





Graph 7 – Staff with Declared Disability



**Chart 8: Update - Religion and Belief and Sexual Orientation**

	<b>Academic</b>	<b>Professional Support</b>	<b>Senior Group</b>	<b>Total</b>
Buddhist	0.23%	0.45%	1.12%	0.38%
Christian	7.26%	10.44%	19.10%	9.35%
Hindu	0.34%	1.25%	0.00%	0.76%
Jewish	0.57%	0.79%	1.12%	0.70%
Muslim	0.57%	1.48%	0.00%	0.97%
No Religion	7.15%	9.31%	19.10%	8.75%
Other	0.34%	0.45%	0.00%	0.38%
Prefer not to say	2.27%	2.61%	5.62%	2.59%
Sikh	0.00%	0.45%	0.00%	0.22%
Unknown	81.27%	72.76%	53.93%	75.90%

	<b>Academic</b>	<b>Professional Support</b>	<b>Senior Group</b>	<b>Total</b>
Buddhist	2	4	1	7
Christian	64	92	17	173
Hindu	3	11	0	14
Jewish	5	7	1	13
Muslim	5	13	0	18
No Religion	63	82	17	162
Other	3	4	0	7
Prefer not to say	20	23	5	48
Sikh	0	4	0	4
Unknown	716	641	48	1405
<b>Total</b>	<b>881</b>	<b>881</b>	<b>89</b>	<b>1851</b>

	<b>Academic</b>	<b>Professional Support</b>	<b>Senior Group</b>	<b>Total</b>
Bisexual	0.45%	0.34%	0.00%	0.38%
Gay Man	0.68%	1.36%	3.37%	1.13%
Gay Woman/Lesbian	0.11%	0.34%	0.00%	0.22%
Heterosexual/Straight	16.12%	23.72%	34.83%	20.64%
Other	0.11%	0.23%	0.00%	0.16%
Prefer not to say	2.38%	1.93%	5.62%	2.32%
Unknown	80.14%	72.08%	56.18%	75.15%

	<b>Academic</b>	<b>Professional Support</b>	<b>Senior Group</b>	<b>Total</b>
Bisexual	4	3	0	7
Gay Man	6	12	3	21
Gay Woman/Lesbian	1	3	0	4
Heterosexual/Straight	142	209	31	382
Other	1	2	0	3
Prefer not to say	21	17	5	43
Unknown	706	635	50	1391
<b>Total</b>	<b>881</b>	<b>881</b>	<b>89</b>	<b>1851</b>

## Appendix 2: HR KPI Reporting to Court of Governors: Progress on the Development of Reporting Information

The following chart provides an update of progress and comment to date against the reports requested currently. As the reporting process and content continues to evolve, additional information will be added to the existing and requested reports, as required.

Report	Progress and Comment
Quarterly staff turnover showing all turnover patterns, rather than voluntary turnover only, and linked to staff costs.	HR Systems team / SAP reporting now includes all other turnover information and as previously reported, 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. We are still considering how best to analyse and reflect this and we are considering looking at the costs of "All Staff Turnover" as compared to "New Starters".
Staff sickness absence and Occupational Health reporting (including workplace stress statistics).	Health Management Contractor has been briefed to isolate specific categories of Occ Health information for quarterly reporting and this should be available for 2012 quarterly KPI reports.
Development and training participation and Personal Development Planning information.	The roll out of the Performance Management framework is well underway, introducing the new PPDR scheme, attendance is mandatory as is engagement with the process, which will see a much higher return on the PDP information in 2012.
Staff profile information by selected protected characteristics (gender, age, ethnicity, disability, religion and belief and sexual orientation).	This information is reported annually and published in the "Equality, Diversity and Inclusion" report and monitored quarterly through the KPI reports.