

THE UNIVERSITY OF BATH STUDENTS' UNION

Human Resources Action Plan 2011-12

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Introduction

The BUSU HR Strategy 2011-12 is based on feedback from the following:

- BUSU Three Year Strategy 2010-13
- University Capita Staff Survey 2011
- BUSU Employee Survey 2010-11
- Investors in People Review Report 2011
- SUEI Report July 2011

One of the three **Prerequisites** underpinning BUSU's Three Strategy is to recruit and retain high quality staff. Furthermore BUSU's **Risk Register** has a section on Human Resources underlining the importance of enhancing the performance of staff, recruiting and retaining high quality staff and the adherence of employment legislation. Intrinsic in BUSU **values** is the need to further develop:

- **Transparency** – ensuring staff know what BUSU is trying to achieve, why and how they can get involved
- **Respect** – staff feel their views are valued
- **Accountability** - staff know that all areas of BUSU are accountable to the members and are answerable to them
- **Social Conscience** – staff need to take account of ethical and environmental concerns in all areas of their work
- **Equal Opportunities** - staff will be treated equitably and will be free from discrimination, harassment and intimidation
- **Professionalism** – all staff to be well trained to ensure they are efficient, effective, informed, reliable and competent
- **Innovation** – staff are encouraged to develop and to work together to create an environment where ideas are able to flourish
- **Enjoyment** – all staff to foster fulfilment and enjoyment within a safe secure environment
- **Support** – all staff to feel that BUSU nurtures a team environment and that they have confidence to offer, request and receive support and advice
- **Student-Led** – staff trained sufficiently to empower and support students to lead their own activities and groups

By taking into account staff views through the surveys, staff meetings and through improvement tools, such as Investors in People, as well as the regular SDPR process, this strategy sets areas of human resource management that needs further development over the next two years (the remaining lifecycle of the current BUSU Three Year Strategy). It is intended that the Human Resource Strategy will be reviewed alongside any major review of the Three Year Strategy.

A Human Resource Working Group has been set up to monitor and oversee the development of this strategy and the main areas for development were identified by this group having reviewed all the feedback available.

The main areas identified for further improvement include:

- Continue to develop communication channels for all staff including ways of increasing staff awareness of the work of other departments (SUEI Report, SU Employee Satisfaction Survey, liP Review)
- Improve change management practices (Capita and SU Employee Satisfaction Survey, liP Review) Staff Training (Employee Satisfaction Survey, liP Review)
- Work to enhance working conditions, including E & E practices (SU Employee Satisfaction Survey)
- Identify issues around work/life balance (Capita, liP Review)
- Identify and review unnecessary bureaucracy (Capita)
- Ensure staff receive feedback on their work and introduce six monthly SDPR meetings with staff (Employee Satisfaction Survey)
- Improve induction, training development and communication for student staff (SUEI)
- Increase the visibility of the Senior Management Team (liP Review)
- Ensure all staff are aware of the main actions from Employee Satisfaction Surveys and are updated on monitoring the action plans (SUEI Report)

Priority areas for 2011-2

- Further develop communication channels
- Improve change management practices
- Work to enhance working conditions, including E & E practices
- Identify issues round work/life balance
- Research processes and procedures for employing Student Staff
- Increase visibility of the Senior Management Team
- Improve the processes around staff training

Priority areas for 2012-13 (Action Plan to be developed Aug 2012)

- Identify and review unnecessary bureaucracy
- Review SDPR process including 360 degree reviews
- Review staff training allocation/budget/sharing information
- Undertake another Employee Satisfaction Survey
- Review SU HR Strategy alongside the new BUSU Three Year Strategy

Alongside these priorities there will be regular staff updates at the Staff Forum on the HR Strategy action plan. Staff, wishing to attend, will be invited to the HR Working Group.

Communication

Issues include:

- Departments not being aware of what each other were working on
- Lack of communication between areas
- Not receiving the right information in a timely manner
- More central communication on changes/new areas of work
- Staff not using the staff web pages
- Need to improve cascade of information in team meetings

a	Action	Date	Lead	Work to date
Communication				
Staff Forum	Continue to develop the Staff Forum (to include the use of focus groups to facilitate feedback on issues, communication of information from Senior Management/Sabbaticals to staff, and celebration of success)	Sept – Aug 2012	IR/MWG	Staff Forums scheduled though out 2011-12 Focus group held on staff issues
Information sharing across departments	Investigate ways of sharing information across departments to ensure staff are aware of what other departments are working on	Feb 2012	MWG	
Staff Newsletter	Continue to develop the Staff Newsletter. Undertake a six monthly review – staff feedback	Feb - July 2012 July 2012	CB/HF CB/HF	Staff Newsletters sent out fortnightly
Biannual Extended Staff Forums	Develop biannual staff forums – January and July Undertake a staff review of the two forums and schedule two further forums for 2012-13	Jan 2012 and July 2012	MWG/IR	First Strategic Planning Forum held. Feedback requested
Develop staff web pages	Develop, review and update staff web pages	April – July 2012	RSG/HF/CB	Web pages in place
Further improve team meetings	Develop team meetings to ensure that there is cascade of information from the Sabb/Line meetings and from Line Manager 1:1s and other meetings with the DCEs/CEs, as appropriate. Discussions held in team meetings about the best way in each department to pass on information from external meetings.	Feb – July 2012	MWG	

Change Management

Issues include:

The need for timely communication

Explanations for any major changes

Some involvement of staff at a certain stage in any planning/changes that may impact on their areas

Area	Action	Date	Lead	Work to date
Change Management				
University Change Management Practices	Ensure BUSU Senior Staff attend any training/meetings regarding the work the University is undertaking on improvements in the way they manage change	March – July 2012	IR/MWG	Meeting with HR to request feedback
Improve communication around major changes	Utilise team meetings, Sabb/Line meetings and the Staff Forum to discuss/give details and reasons for changes at an appropriate time in the process	Ongoing	IR/MWG/CB/JRM	
Ensure all staff are involved in the Strategic Planning process	Utilise the extended staff forum, regular staff forums, Sabb/Line meetings and team meetings to discuss the Strategic Plan and the area plans. Ensure new staff have information on both their area plan and the BUSU Three Year Plan during their induction	Jan – May 2012	IR/MWG	One extended staff forum held on strategic planning

Working Conditions (including Green Impact)

Issues include:

Heating and lighting conditions in some offices need to be reviewed

E & E initiatives are not embedded in all areas

Improve kitchen facilities

Area	Action	Date	Lead	Work to date
Working Conditions				
Continue to work on all aspects of Green Impact	Embed E & E practices in all areas as part of the Green Impact initiative Team meetings to discuss their own areas practices regarding Green Impact	March/April 2012	MWG	E & E team in place – working on Green Impact. Meetings have taken place with University on recycling, plasma screens, lighting, poorly fitting windows Green Impact (Silver)
Improve kitchen facilities (as is possible within current space)	Discussion at Staff Forum	Feb 2012	MWG/IR	

Work/Life Balance

Issues include:

Lack of time to take on additional/new work

Use of 1:1s to ensure staff welfare/issues are discussed in areas

Development, implementation and communication of new strategies – need to ensure staff involvement

Area	Action	Date	Lead	Work to date
Work/Life Balance				
Ensure BUSU Senior Managers attend any training/talk to HR about the University work on work-life balance	Invite HR to attend the Sabb/Line meeting to outline any revised new policies. Ensure details are cascaded.	March – April 2012	MWG	Initial meeting with HR has taken place
Efficiency/Capacity Review	Areas to review the Efficiency/Capacity plans from 2010- 11 Undertake 2011-12 Efficiency/Capacity review	March – April 2012	IR/MWG/JRM/CB	Efficiency/Capacity Review took place in 2010-11
Strategic Planning to review capacity	Ensure there is sufficient capacity for any new areas of work as part of the strategic planning discussions	Feb – May 2012	IR/MWG/JRM/CB	
Further develop meetings between staff/Line Managers	All Line Managers to ensure they meet regularly with staff. Discussions on workload/time management	Feb – July 2012	MWG	
Ensure staff training includes areas such as time management	Ensure Line Managers are aware of training on offer, both on line, and staff development sessions	Feb – July 2012	MWG	

Student Staff

Issues include:

Improvement of HR processes such as induction, training, review, performance feedback

Improve communication i.e. area plans, BUSU Strategic Plan

Area	Action	Date	Lead	Work to date
Student Staff				
Research current practice in areas where student staff are employed in the SU	Meetings to be held with Line Managers in Bars, Joblink, Enterprise, SA, ARC	July – August 2012	MWG/RSG	
Collect student feedback on practices/areas for improvement	Develop a student staff survey for SU student employees	July – August 2012	MWG/RSG	
Ensure student staff area aware of BUSU strategic plans and area plans	Line Managers to ensure students staff have access to the relevant plans	Feb – April 2012	MWG	

Chief Executive/Senior Managers

Issues include:

Lack of visibility

Improve communication

More awareness of areas Senior Managers are working on

Area	Action	Date	Lead	Work to date
Senior Management Team				
Improve visibility of Senior Managers.	Senior Managers to attend at least one of each of the team meetings each academic year. Line Managers to invite them to attend	Sept – July 2012	IR/MWG/CB/JRM	Several meetings have been attended
Improve communication	Senior Managers to contribute regularly to the Staff Newsletter Regular update from CE at the Staff Forum	Ongoing	IR/MWG/CB/JRM	Regular staff newsletter contributions Regular updates at the Staff Forum
More awareness of areas of work undertaken by Senior Managers	Senior Manager updates on areas of work they are undertaking given at Staff Forum	Ongoing	IR/MWG/CB/JRM	CB Presentation on Marketing and Communications Strategy

Opportunities for Development

Issues include:

Some staff feel they do not have access to any training
 SDPRs need to be more effective in identifying and following up training needs
 Staff need to have a greater awareness of training on offer in the University and in-house
 Learning from training/conferences needs to be shared

Area	Action	Date	Lead	Work to date
Staff Training				
Research current staff and the training they have attended over last two years	Use Staff Development information and financial information as a baseline on which to ask staff to add any other training they have received	April – July 2012	MWG/RSG	
Undertake a Training Needs Analysis (SU/individual)	During the Strategic Planning process undertake an organisational TNA During SDPRs undertake individual TNAs	Feb – May 2012 April – May 2012	IR/MWG MWG	
Increase staff knowledge of training available in-house and in the University	Regular updates in the Staff Newsletter, via Line Managers	Ongoing	MWG	
Undertake a staff skills analysis	Work with Line Managers to undertake a skills analysis in each area, with a view to identifying staff that would be willing to help develop other areas' staff skills	May – August 2012	MWG	
Contribute to development of NUS Staff Competencies	CE to join NUS working group on SU staff competencies. DCE to continue to attend University CPD meetings	Jan – June 2012	IR/MWG	