

HR Key Performance Indicators Report: April - September 2012
(data extracted on 3 October 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:

The Court of Governors is asked to approve this report.

	Board/Committee	Date
Matter previously considered by:	HR Committee UEB	24 October 2012 23 October 2012
Further approval required	N/A	

Publication: Open

HEADLINES

HR Trends in Period 1 April 2012 to 30 September 2012

1. Significant increase in voluntary turnover overall, the highest for more than 3 years. Average hides continued low voluntary turnover in academic group, below sector average and still on a downward trend.
2. All groups show a slight increase of average days lost due to sickness absence with Professional Support staff figures now above the sector average. Continued low reporting of sickness absence within the self-certified period (up to 7 calendar days), particularly amongst Academic staff, is still a concern.
3. Average numbers of training days captured are in line with the sector average.
4. No significant change in overall diversity staff profile in this quarter.

Wider context within which trend information should be viewed

- Strategic focus 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 are fit for purpose and flexible enough to respond to income changes; performance management, and staff engagement.
- Key HR operational priorities – 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 Key Performance Indicators Report: 1 April–30 September 2012 (2nd and 3rd Quarter)

1. 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.

2. Strategic Context

- Other HEIs continue to respond to the changes in their funding by restructuring and cutting costs, albeit rarely with strategic goals in mind. While Westminster has reached a staff bill to income figure of 56%, the Sector trend is establishing itself at 52%. It is unlikely that the Tribal information will show any reverse in our benchmarking of our staff profile against other Universities.
- Many Universities are maintaining a cycle of reviews in professional support groups, and recent contacts with OD counterparts at other Universities have confirmed that current initiatives are focused on cultural change, capability development, staff engagement and performance management, which have been themes for Westminster since 2008/9. However, our progress in implementing new ideas and policies is slow, and there is still no real sense of urgency about changing our approaches to people management issues.
- While the voluntary severance scheme achieved an overall targeted reduction in the salary bill through a reduced headcount in Schools, a strategy needs to be developed to re-balance the mix of roles and grades in the academic structures (Tribal reports refer) and to identify the types and mix of contracts best suited to a variety of different delivery models. The adaptation of the existing academic structure and revised management roles, as recently outlined by the Vice Chancellor, together with the academic workload allocation model developed by a group working with the Deputy Vice Chancellor, provide immediate opportunities to begin this work.
- HR should finish supporting the implementation of the performance management policy in early 2012 however it is clear that further support will be needed to embed the activities to help managers gain the confidence to work with all parts of the process.
- Legislation continues to change and we regularly scan for updates to prepare in advance. Monitoring the implementation of regulations relating to the Single Equality Act 2012 is a particular focus to anticipate any additional requirements in the new Single Equality Policy being developed for the University.
- Developing responsive programmes of support for longer careers, investment in capability improvements and implementing and embedding managing performance processes, within a workforce planning strategy, remain strategic drivers for HR.

3. 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 not dissimilar to those in the 2012 EDI Report which is also now available.
- The continuing low voluntary turnover is an issue for changing the staff profile and grade mix in academic units. In order to create churn we may need to enhance voluntary turnover with other strategies, possibly linked to deliberate recruitment patterns, so that we can better predict the staff bill and manage the levels of staffing expenditure through vacancy and recruitment management or deliberately structured interventions to create churn, for example new contracting and support arrangements for academic manager staff that also enables greater 'churn' in the academic group and better career development opportunities.

4. Risks

All associated risks and controls are identified in the existing University and Corporate Services risk registers.

5. 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. 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. The turnover data are based upon a rolling 12 months average and do not include the Financial Challenge leavers (128) from Quarter 3 in 2011.
3. Data relating to training and development is now stored in, and will be extracted from the Learning and Performance Management system (LPMS), MyHR PPDR from January 2013.
4. The Service provider, Health Management, is now providing data relating to Occupational Health referrals in the form of a quarterly report based upon University quarterly reporting requirements.
5. Summary Key

↑	Positive current position Upward trend	↑	Negative current position Upward trend
↓	Positive current position Downward trend	↓	Negative current position Downward trend

6. Additional Information and Commentary on Table Summary

6.1. Turnover

- Overall turnover in quarter 3 shows an average decrease of 2.84% from quarter 1. A decrease in overall turnover was anticipated following the Financial Challenge.
- Voluntary turnover is on an upward trend, with the Professional Support group at 11.11%. This is the highest for more than 3 years and above the sector average for the first time, also for more than 3 years. In the academic group, voluntary turnover is at its highest for 12 months, however it remains low and significantly below the sector average.

6.2. Average Working Days Lost Per Employee

- Sickness absence rates in this quarter have increased to a level comparable with those reported in Q4 2010, but no cause(s) have been identified for this increase.
- Progress has been made in the categorisation of sickness absence data which should enable improved analysis and comparison with sector data.

6.3. Accident & Incident Reporting (AI Reporting)

The total number of significant accident/incidents (57) reported to end September 2012 is broadly in line with previous years (80 for 2011), however the level of over three day accidents (at five) is higher than previous years (there were three in 2011). No common root causes have been identified following investigation of these accidents. (Continued on P8)

7. Key Performance Indicator Table of Summary Information

KPI	Target	Status	Trend	B'mark	Action
Staff Turnover					
All turnover	Target for overall staffing bill - 54% of income by 2015		<ul style="list-style-type: none"> Average decrease of 2.84% since quarter 1. Significant downward trend for Academic staff from Qtr 2 to Qtr 3 2012. Stable results for Professional Support staff. 	None available	<ul style="list-style-type: none"> Continued from April 2012 See also 2012 Annual EDI report.
Voluntary turnover	As this turnover is <u>voluntary</u> HR does not anticipate setting a target		<ul style="list-style-type: none"> Voluntary turnover <u>average</u> is 7.36% Academic staff turnover remains low (3.75%) but at it's highest for over 12 months Professional Support staff turnover has increased significantly to 11.11% 	Sector ave 6.2%	<ul style="list-style-type: none"> Organisation design - focus effort and eliminate 'waste' Introduction of performance management processes accelerated for academic units Continued from April 2012 See also 2012 Annual EDI report.
Sickness/Absence					
Ave working days lost per employee	No target set		Slight increase in the average working days lost for all groups. The total figure remains below the Sector at 4.07 days.	Sector ave is 5.5 days	<ul style="list-style-type: none"> New monitoring protocols of key groups for sickness patterns and/or trends. Need to better manage transmittable illnesses in open plan environments.
Occupational Health Data	Target not relevant		<p>No trend yet established. Higher levels of referrals for Stress and marginally lower referrals for Musculoskeletal disorders than average data for other educational institutions provided by Occupational Health provider.</p> <p>Average monthly referral rate for Q3 is 0.4% of average University staff population (Q2 0.1%; Q1 0.4%).</p>	None available	<ul style="list-style-type: none"> 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. Data provided refers to Jan - Sep 2012 period. Introduction of referral rate measurement should help to identify trends in future. Improved sickness absence data will help to identify cases which could benefit from referral.

KPI	Target	Stat us	Trend	B'mark	Action
Mental Health Disorders	Target not relevant		No trend yet established. 35% of all referrals - was 36% in 2011. Rate impacted by non-work related conditions in addition to those which may be caused/impacted upon by work.	28% (all Education, not just HE) 35% in 2011	<ul style="list-style-type: none"> Additional manager support for follow up to stress management survey available. Planning for 2013 stress survey includes incorporating the questions into the staff engagement survey.
Musculoskeletal Disorders	Target not relevant		No trend yet established. 26% of all referrals, 19% in 2011.	29% (all Education, not specifically HE)	Many of the musculoskeletal referrals were upon return to work from non-work related accidents. It is planned to make greater use of telephone referrals for routine cases.
Disability Legislation Cases	Target not relevant		No trend yet established. 65% of all referrals, 50% in 2011. Higher rate than sector may be due to the high population of staff with a declared disability.	48% (all Education, not specifically HE)	<ul style="list-style-type: none"> Building on current equality and diversity training and awareness-raising. Working with E&F to ensure maintenance of equipment (e.g. refuge alerters, chairclimbers etc) is a priority.
Work related Cases	Target not relevant		No trend yet established. 24% of all referrals, 28% in 2011.	24%	Managers and HR advisors are taking a more cautious approach and referring employees to Occupational Health to ascertain the cause of the ill health and to reduce the risk of employees' ill-health being worsened by work.
Development and Training					
Average training days per employee	Current policy is 5 days min. Revised policy will seek 10 days min.		Slight upward trend overall, only downward for Professional Support (remains above Sector average) Almost equal to the Sector average.	Sector average is 2.25 days	<ul style="list-style-type: none"> Level of participation will not support long term capability development. JNCHES Training & Development Forum also sees poor participation in L&D an issue. Development of Professional Standards Framework for Learning & Teaching underway. HRD now responsible for supporting learning & teaching development. Developing technology-enabled options but initial evidence suggests this is not a preferred approach for staff.

KPI	Target	Status	Trend	B'mark	Action
Staff Diversity Profiles					
Staff Diversity reporting			See Annual EDI report 2012		<ul style="list-style-type: none"> Continued from April 2012 See also 2012 Annual EDI report.
Ethnicity/BME			Ave 22.70% continues to be double the sector ave of 11.3%.	Sector average is 11.3%	<ul style="list-style-type: none"> Ongoing impact assessments to ensure profile is maintained and all processes are fair and equal. Additional EDI support for REF selection.
Age			<ul style="list-style-type: none"> Small increase in the 16-24. Cont. downward trend 25-34. Small increase in 65+ <p>New Sector b'marks: 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%</p>		<ul style="list-style-type: none"> Continued from April 2012 See also 2012 Annual EDI report.
Gender			Female staff ave 53% is on a slow but continuing upward trend due to new appointments.	Sector b'mark 55.10% since Qtr 1 2011	Continued from April 2012
Disability			Disclosure figures have remained stable since Qtr 2 2011.	Sector b'mark is 3.5%	<ul style="list-style-type: none"> Review the impact of the Disability Equality Scheme and consider implications. Revisit the decision about Disability Two Ticks when report on scheme is available.
Religion & Belief and Sexual orientation			Insufficient disclosure levels so no trend established. 'Unknowns' account for more than 60% in both categories.	None available	Continued from April 2012

6.3. Accident & Incident Reporting (continued)

2008	2009	2010	2011	2012
104	98	129	80	57*

*Figure provided is for the period 1 January 2012 to 30 September 2012

6.4. Average Training Days Per Employee

- Quarter 2 (April to June) shows an increase in participation across all staff groups, notably in senior staff participation in the last two quarters. The increase is attributed to the mandatory Performance Management skills training in Corporate Services, participation in the Westminster Change Academy, attendance at the quarterly Leadership and Management Forum, and SEG Strategy events for 2 Schools.
- There is a welcome rise in participation in 'soft skills' and ICT training.
- There is a welcome increase in requests from managers for tailored programmes. There is strong evidence that focused development, designed to meet specific aims, is more effective than generic approaches.
- Quarter 3 (July to September) shows an increase in participation in the Academic group which is mainly due to the continued roll-out of Performance Management activities.
- The very small decrease in the Professional Support group for quarter 3 can be attributed to fewer learning and development interventions in the 2012 summer months. This is expected to increase in quarter 4 with the launch of the 2012/13 programme.

6.5. Staff Profiles by Selected Protected Characteristics

Quarterly reporting on the characteristics of the staff profile continues to show few significant changes, mainly due to continuing low staff turnover. The EDI report for 2011/12 refers.

8. Formal Case Work Summary

The summary table shows the formal cases concluded in the last four quarters. Against the steep national increase of formal cases these figures continue to be very positive.

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

9. 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 have continued with 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 were scheduled until December 2012. The purpose of these meetings is 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 VC and HR Director held the first informal meeting with UCU in March 2012, which, from their perspective, was both positive and useful. We continue to be committed to working with UCU although all parties recognise that there are significant issues to be overcome.

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