



STAFF EXPERIENCE COMMITTEE

17 December 2019

Minute

- Present:** Sarah Smith (Convener)
David Argyle, David Gray, Wendy Loretto, Gavin McLachlan, Theresa Merrick, Dorothy Miell, Mark Patrizio and James Saville
- In attendance:** Craig Henderson, Antony Maciocia, Denise Nesbitt, Ashley Shannon and Jamie Tait
- Apologies:** Sarah Cunningham-Burley, Hugh Edmiston, Lee Hamill, Nicky Richards, Jeremy Robbins and Dave Robertson,

1 Welcome and introductions

The Convener welcomed everyone to the third meeting of the Staff Experience Committee (SEC). Craig Henderson, Head of Finance Systems, was welcomed to his first meeting of the Committee in place of the Director of Finance.

2 Minute

The minute of the meeting held on 22 October 2019 was approved.

3 Matters arising

There were no matters arising.

4 Purpose and approach

The Director of Human Resources introduced a paper that outlined a proposed approach for the agenda and operation of the Committee over the next 12-24 months. Members welcomed the table that outlined how the SEC might differ from the People Committee and the focus it provided. It was noted that although the results from the staff engagement survey helped provide clear targets for the Committee, these should not be seen as the only benchmark. The Committee also noted there should be a recognition that some scores may go down when the next survey takes place in 2021.

Other areas discussed included; community building and the role Heads of School can play in this; ensuring the right infrastructure is in place to help facilitate change; and alignment with the values from Strategy 2030 and the behaviours that can support this.

The Committee was supportive of the proposed establishment of a regular agenda supporting a strategic overview role, under the following headings (noting the two Task & Finish Groups were already undertaking work on Engagement and Communications and Talent and Performance Development):

- **Engagement and Communications**
- **Cultural Alignment**
 - Suggestions included celebrating best practice and articulating exemplars at different levels. It was noted that work currently being undertaken by Professor Alan Murray on good citizenship and collegiality would be useful to incorporate and extend on. It was also thought a different title to this area may be helpful.
- **Leadership and Team Development**
 - It was noted that significant work had recently been undertaken in this area.
 - Suggestions included line management capability, collaboration and team building, (self) identifying needs for a leader, a clear focus on support for senior leadership, and link to Strategy 2030 (in particular “We will be a destination of choice, based on our clear “Edinburgh Offer””).
- **Talent and Performance Development**
- **Staff Recognition and Wellbeing**
 - Suggestions included recognition of both physical and mental wellbeing, workload and job design, the setting of expectations, prioritisation and objectives, staff empowerment, vox pops from members of the Committee, further investment in staff experience to allow an increase in capacity and capability, and articulation/ownership from Heads of School (with potential discussion at Academic Strategy Group or Leaders Forum).

In advance of the next meeting, further thoughts on the other three areas could be sent to the Director of Human Resources.

5 Task & Finish Groups

The Director of Communications and Marketing gave an update on the work of the Engagement and Communications Task & Finish Group. Initial issues discussed included; visibility of senior leadership; engagement around Strategy 2030; two-way communications; the role of the staff experience champions; University networks; examples of good practice; and what does success look like and how are we going to measure this.

The Head of School of Biological Sciences gave an update on the work of the Talent & Performance Development Task & Finish Group. Initial issues discussed included; broader and earlier access to management & leadership training/coaching; better workload recognition; recruiting for management skills; processes and standards (as far as possible) being the same for academic and professional services staff; and limiting the number of manager’s direct reports.

The Committee discussed how best to get the views and opinions of staff in these areas, along with the others identified as forming the regular agenda. Suggestions included utilising existing networks such the Joint Unions Liaison Committee (JULC), the Technicians Strategy Committee and the staff experience champions.

6 Next steps

It was agreed that reports from the two Task & Finish Groups would be presented at the next meeting.

7 Any Other Business

There was no other business.

8 Date of next meeting

The next meeting will take place on Tuesday 3rd March, 15:00 – 17:00.