STAFFING COMMITTEE

GUIDE FOR HEADS OF SCHOOL / SERVICE

1.0   BACKGROUND

It is expected that going forward Schools and Services will determine their workforce requirements through effective workforce planning (to include any changes to the number of posts, grades, FTE) on an annual basis as part of the University Local Planning process.

However, the University recognises that it will need an efficient process to consider ad-hoc requests to respond to resignations or changes in business needs that were not foreseen as part of the Local Plan.

The Staffing Committee of the University will consider such ad-hoc requests. The Staffing Committee will oversee the intelligent shaping of the University and ensure that the workforce in our Schools and Services is of the right size, has the right skills, is structured effectively, is affordable, is organised and resources are fully and appropriately utilised.

2.0   PROCESS

The Staffing Request form must be completed in full by the relevant Head of School / Service and approved initially by the HR Business Partner and thereafter the relevant Executive Board member prior to submission.

The Staffing Committee will consider the following requests outside the Local Plan Process;

- replacement recruitment following the resignation of a substantive role holder
- new posts – whether of fixed term duration or open-ended (to include VHTs)
- proposed re-grades
- extensions of Fixed Term Contracts (to include VHTs)
- engagement of external / self-employed consultants
- new occurrences of overtime or other payment to salaried employees, unless previously agreed by the relevant Executive Board member*

Please note the Committee will not consider incomplete cases and no case will be approved outside of the Workforce Planning process (save for those exceptional cases where due to urgent business need, the President & Vice-Chancellor has provided written approval - where in such cases decisions will be noted and recorded by the Staffing Committee).

The Staffing Request form should be submitted along with the required supporting information to the Secretary via email no later than 3 working days before the Committee meeting at which the request is to be considered.

*any additional, one-off, non-contractual payments made to employees, such as overtime must be approved by the relevant Executive Board member or the Staffing Committee. It is important to ensure that any additional work does not impact on the employee's work-life balance or substantive role and that the responsible manager has worked with their HR Business Partner to determine an appropriate rate of pay.

The Staffing Committee will review each submission and review relevant metrics for the area – this will include staff student ratios, staff costs as a percentage of income, staff costs per employee, local level labour turnover and other appropriate measures.

The Committee will not consider any submitted case unless the relevant Executive Board member has considered it in advance or, consideration by the Staffing Committee of the submission without the relevant Executive Board member's support has the prior approval of the AVC (Resources) or HR Director.

The Secretary will arrange for the Head of School / Service to be advised on the decision within 2 working days of the Committee in writing.

Where further information is requested and provided the Committee will normally re-consider such cases virtually (i.e. Head of School/Service will not have to wait until after the next Committee meeting for a decision).

Please note that for new, extensions and renewals of VHT contracts, this process still applies, however, approval is devolved to the AVC (Academic) and the HR Director.

3.0   REQUIRED INFORMATION / DATA

In addition to a fully completed Staffing Request form the following information is to be provided in all cases.

3.1   Organisational Chart

Showing all employee names, job titles, FTE, grades and whether FTC (with end dates) or on permeant employment contracts. Please note Academic Schools should also include details of any Technician posts in the School.

3.2   Job Description and Person Specification

An up to date Job Description and Person Specification on the approved template (available from the HR department) should be provided. If the request is for an extension / or re-grade any changes/additions to the role as detailed on the Job Description and/or Person Specification should be clearly marked. Any key objectives / KPI's to be achieved should also be included in the narrative.

If HR have confirmed the proposed grade this should be included on the Workforce Planning Request form.   In exceptional cases where the role has not been subjected to analysis under the Higher Education Role Analysis (HERA) job evaluation process, any approval will be provisional and subject to confirmation of the grade by HR.

3.3   Annual Local Plan document

Relevant information from the Local Plan – if the request is not part of the annual Local Plan then a clear statement on what has triggered the request is to be included.

3.4 Department current situation

i) Academic School specific Information

Student Numbers

This will include student enrolment numbers in all Undergraduate and Postgraduate courses in comparison to previous years (minimum of last two years data) along with a narrative highlighting the any increases in student numbers / expansion of academic programmes resulting in increased need for staff capacity.

Work Load Allocation (WLA) model

Showing the capacity (i.e. hours) usage of all academic staff in the School for the whole year. Please note the Workforce Planning Committee will not consider information provided from any locally developed WLA. The information presented should include data on the usage of VHT (number of VHTs and total hours).

ii) Service specific information

Narrative should also include relevant information on;

- Relevant information from any SWOT and PESTLE analysis undertaken (e.g. as part of the Local Plan)
- Departmental performance/workload metrics (e.g. SLAs)
- Data on changing internal/external customer demands
- Assessment of current and future skills
- Anticipated changes to the area
- Plans in place to address any operational gaps

3.5 External Benchmarking Data

If the Heads of School / Service has access to any benchmarking data from elsewhere in the sector then this should also be provided.

3.6 Under Utilised Staff Capacity

If there are areas within the School/Service that are non-performing and/or where staff resources are underutilised (e.g. due to reducing student numbers and/or course closures) these should be clearly identified in the submission and information should be provided on the specific actions being taken to address any such underutilisation.

3.7 Impact on / link with other areas of the University

Consideration should be given to the extent there may be potential overlap or collaboration with other areas of the University. Where there is a link with the work of other department this should be clearly set out in the narrative along with confirmation of any discussion held with the relevant Head of School / Service.

3.8   Assessment of Alternatives

The narrative should set out the alternatives to the specific request to be considered that have also been considered and why these were deemed to be inappropriate e.g. in the event of a resignation, consideration of whether the role needs to be replaced at the same grade, hours etc. or if business requirements have changed an alternative proposal can be put forward.

4.0   COMMITTEE DATES

The dates for the Staffing Committee are published in advance on the HR A-Z under 'Staffing Requests'.

Heads of School/Service are expected to submit cases prior to the published deadlines. In exceptional cases and with the HR Director's approval, requests may be submitted after the deadline.

5.0   STAFFING COMMITTEE

The membership is as follows;

- Assistant Vice-Chancellor (Resources) – Chair
- Assistant Vice-Chancellor (Academic)
- HR Director
- HR Officer – Secretary to the Committee

Draft v3 June 2017