

HR policy briefing

8 February 2023

Agenda

- **CIPD survey**

(Lois May, Senior HR Communications Manager & Jonathan Roger, Departmental Administrator for HR)

- **Policy team updates**

- **Grading Service review**

- **Wellbeing**

(Jo Mason, Head of Wellbeing & Childcare Services)

- **Apprenticeships**

(Helen Johnson, Senior Appointments & Apprenticeship Manager)

Reminder: these slides will be available to download from the HR website (in About/HR Communications/HR Briefings)

CIPD's People Impact Tool

Lois May
Jonathan Roger



The People Impact Survey

- **What is it?:** Online survey that gathers perceptions of the People teams
- **What does it do?:** Provides a high-level HR and business perspective of the teams
- **Outputs:** Visual summary report and input into the strategy and future of the People teams

Who takes part?


- The People Teams
- Non-People colleagues:
 - Senior Leaders
 - Line Managers
 - Academic
 - Non-academic
- Everyone answers the same questions
- Confidentiality – anonymised and no personal data collected

Progress so far

	Central HR survey (no. responses)	%	Divisional HR survey (no. responses)	%
HR staff	92	62%	78	28%
Non-HR staff	34	35%	52	25%
Total	126	51%	130	27%


Accessing the survey

- Survey opened: Monday 30 January
- Deadline: Sunday 12 February
- 15 minutes to complete the survey

 **CIPD**
Championing better
work and working lives

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University of Oxford - Central HR

Welcome to the CIPD's People Impact Tool

The survey you'll complete has three sections – **People, Business and Future**; please complete all questions. Please respond based on your knowledge and experience of the People Team/ HR Function as a whole, and **not** specific individuals you may interact with.

No personal data is being collected; the results are aggregated for use by your management teams.

Online information sessions

- Last session: tomorrow, Thursday 9 February
- Join us for more information and to complete the survey

Questions?

Industrial Action – Feb/March



- **UCU** - 18 dates for strike action between 1 Feb and 22 March
- ASOS continuing until no later than 20 April 2023
- See the [Industrial Action webpage](#) for full list of dates and further details
- **National Education Union** – [7 days of strike action](#) Feb and March
- Cascade message 18 Jan re: staff who are unable to make alternative childcare arrangements for strike days
- Advised to talk to their manager in advance and discuss alternative arrangements which are:
 - work from home (if poss)
 - annual leave
 - unpaid leave
- NB children should not be brought into the workplace for reasons including safety, safeguarding and insurance cover.

EJRA

- Reminder of changes:
 - only academic staff, RSIV and equivalents (eg E62 and E82) are now required to retire
 - Wef 1 October 2023 retirement age moves to 30 Sept preceding 70th birthday
- All those immediately affected have been contacted
- Departments should now include all other academic-related staff (inc ALC6) when they write to staff to remind them of retirement options (from age 55 every 5 years)
- NB The PeopleXD report has NOT been updated yet with new scope - update will be made soon

**Work
with
us?**

HR development opportunity?

- Working on a regular review timetable for HR Policies
- Are you interested in taking on an individual policy review, as a development opportunity (CIPD project)? Contact ruth.kinahan@admin.ox.ac.uk
- This would involve:
 - Basic updates (checking links, references, etc remain up to date)
 - Consider any more wide-reaching changes needed
 - Helping with consultation and redrafts
 - Timetable to fit around you

Policy updates

Policy team communications

- No longer using circulars, just cascade and admin-personnel mailing list
- Please make sure there is robust departmental process to ensure prompt cascading within dept
- Briefings and Newsletter
 - From next term just HR policy
 - Watch out for other comms routes for updates from other teams

Coming soon

- Revised staff student relationship policy



Revisions to the support staff disciplinary process



- Updating language to make it more inclusive
- Clearer drafting (who does what, clear chronology)
- Removing option of pay in lieu of notice
- New section on harassment (instead of 'unacceptable behaviour')
- Outcomes to be given in writing after the disciplinary meeting
- Specifying that 2nd written warning is live for 2 years
- Provision to take account of expired warnings in some circumstances
- Improved drafting on medical capability

Support staff disciplinary revisions



- To take effect from next week (15 February)
- The website will be updated next week
- Where cases already underway use the old process (this will remain available as downloadable PDF pro tem)
- Information included in the [Updates for Staff](#) document for circulation within departments

Coronation Bank Holiday



- Additional BHs usually announced well in advance
- Therefore usually built into calculations at start of year
- Coronation BH is exception
- Holiday calculations had already been done (38 days)
- Depts use multiple holiday systems
- Therefore the original calculator is unchanged but extra version added to be used for mid-year calculations
- Depts using Time Management (PXD) will be contacted by HRIS team

Reward – grading triage



- Grading triage process **opened on Monday 6 February**
- Following the Grading Service review this is first phase of an implementation plan aimed at improving turnaround times and efficiencies
- No action is required at this stage:
 - departments should continue to raise staff requests as usual
 - but should see an increase in communication about staff requests submitted for grading.
- Staff requests which don't require job evaluation are **not** subject to the triage process

Holiday Pay – Harpur Trust v Brazel

- Supreme Court judgement last summer: significant implications
- Summary: WTR mandated 5.6 weeks holiday entitlement **cannot** be pro-rated for part-year workers
- So employers should:
 - Give all part-year workers 5.6 weeks holiday
 - Calculate rate of holiday pay by looking back at the last 52 weeks in which work was done (up to 104) and averaging for week's pay
- Extreme example: worker engaged for 3 weeks across the year still entitled to 5.6 weeks leave, paid at average of the 3 weeks worked. Hugely disproportionate
- Glimmer of Good News – Gov consultation
- Bad News – won't deal with all the problems and won't be an immediate fix

Harpur Trust V Brazel

- Complexities for Oxford:
 - Focus on 'weeks' does not map onto our methodology for leave for any part-timers (hours)
 - Range and complexities of roles affected in particular
 - Casual teachers
 - TTO
 - Casual examiners
 - Variable hours workers working intermittently
 - Lack of consistency in holiday booking arrangements
 - Lack of any central sight of departmental processes
- To date focus has been to find ways to offer longer-term contracts for intermittent work, due to onerous on-boarding process –now potentially high risk

Current activities

- Responding to Government consultation
- Reviewing contract templates (casual, variable, casual examiners, TTO)
- Working out implications of changing holiday pay calculation methodology
- Potential mitigations:
 - Only paying accrued, untaken holiday in lieu at the end of an appointment/contract
 - Promptly closing down casual appointments
 - Only issuing casual contracts for minimum periods
 - Seeking advice before issuing new term-time only or variable hours contracts

Menopause and the workplace workshop 7 February

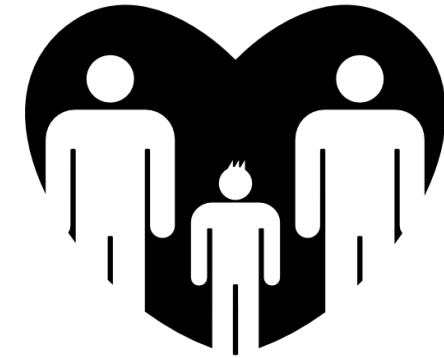


- 260 booked, 167 turned up, 100% rated it good or excellent
- 2/3 of attendees were 'line manager'/'colleagues'
- 33% said they were quite or extremely knowledgeable at start of the session - 88% by the end, with 85% quite or extremely well equipped to support someone (from 26%)
- Very few were men (ideas for engagement welcome!)
- Recording available for 28 days from [Menopause guidance](#)
- Please encourage departmental colleagues (particularly male) to watch the recording
- Join the conversation! Network (private MS Teams channel) set up within the Wellbeing (staff) Team
- Case studies – keep looking out, keep coming forward!

General updates

Shared Parental Leave- the basics

- Online training
- 14 February 2-3pm
- For HR teams
- Places still available



HR Audit (self-assessment and data collection)

- Delayed to avoid clash with CIPD survey
- More news soon
- Questionnaires are available on request



Thriving at Oxford – University staff wellbeing programme





THRIVING AT OXFORD



Jo Mason – Head of
Wellbeing



Lara Hayward – Programme
Manager



Frances Parkes – Skills
Programme Manager

Wellbeing headlines

[Wellbeing: Thriving at Oxford](#) website launched in October 2022

Wellbeing survey launched in November 2022

Wellbeing Champions Network created

First Being for Beginners course completed

Workshops and Events

Financial wellbeing webinars – 26th January and 14th March

Wellbeing for managers – 25th January, 16th March and TBC
16th May 2023

Being for Beginners – 1st and 8th March (in person)

Thriving at Oxford event – June 2023



Wellbeing Services

Pilot staff counselling scheme

Mental health support services: Able futures; Maximus; Togetherall

Being for Beginners – 1st and 8th March (in person) [old Being for Beginnners | Roddy Bray](#)

Explore your wellbeing workshops



Wellbeing the future

Wellbeing event – June 2023

Employee Assistance Programme

Whole University approach to wellbeing

Training for expanding network of wellbeing champions

Explore the potential for future workshops and webinars





THRIVING AT OXFORD

UNIVERSITY APPRENTICESHIP UPDATE FEB 23



VISION

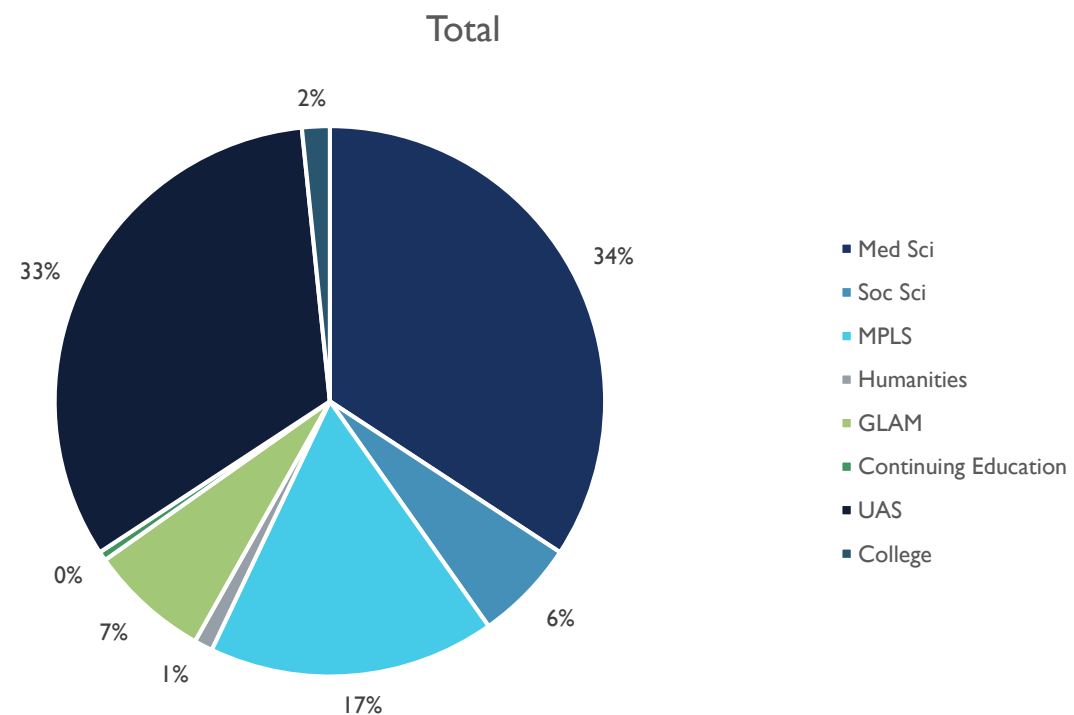
“To increase apprenticeship opportunities for new entrant and existing employees by offering high-quality apprenticeship programmes across all of the University that are linked to career pathways supporting career development.”

HEADLINES

- Apprenticeship Strategy Implemented in July 2021
 - Targets implemented across all Divisions
- Cohort Recruitment implemented from September 2022
- Apprenticeship Awards – September 2022, 2023
- Ranked Top 100 Apprentice employer for the third year running
- Agreed levy transfers over £1million

TOTAL APPRENTICES ON PROGRAMME

Row Labels	Count of Status
Med Sci	63
Soc Sci	11
MPLS	31
Humanities	2
GLAM	13
Continuing Education	1
UAS	60
College	3
Grand Total	184



Data accurate as of 27/10/2022

APPRENTICESHIP TARGETS – 2.5% OF STAFF BY 2024

Division	2020 Staffing Figs		2021/2022	2022/2023	2023/2024
			1.5%	2.0%	2.5%
MSD	2436		37	49	61
SSD	910		14	18	23
MPLS	993		15	20	25
HUM	324		5	6	8
GLAM	1091		16	22	27
Con Ed	161		2	3	4
UAS	1884		28	38	47
Colleges	0		0	0	0
Total 'New Apprentices'	7799		117	156	195

Aim is to have 2.5% of Professional services staff on Apprenticeships by 2024.

As a proposed model this was broken down year on year to achieve this.

2024 we would have c.47 apprentices on programme in UAS to reach 2.5% target

2021 – 2022 TARGETS SUMMARY

	Apprentices Starts 2021/2022	Targets 2021/2022	Shortfall
MSD	22	37	15
SSD	5	14	9
MPLS	9	15	6
HUM	1	5	4
GLAM	8	16	8
CONT ED	0	2	2
UAS	31	28	-3
Totals	76	117	41

UAS Recruited 3 above target

Data accurate as of 30/07/2022

2022 – 2023 TARGETS OVERVIEW

Feb-23	Current apprentices on programme	App 22/23	Targets 2021/2022	Shortfall 2021/2022
MSD	63	27	49	22
SSD	11	15	18	3
MPLS	31	11	20	9
HUM	2	0	6	6
GLAM	13	4	22	18
CONT ED	1	1	3	2
UAS	60	15	38	23
Totals	181	73	156	83

To reach targets we need to recruit 83 for April cohort.

Please note the deadlines for the April cohorts as below:

New entrant & trainee – adverts must be advertised in February with a closing date no later than Friday 3 March to allow for the offer and new starter paperwork to be completed during March

Existing staff – Friday 3 March to be in contact with us

Data accurate 27/10/2022

2023/2024 TARGETS

Division	2023/2024
	2.5%
MSD	61
SSD	23
MPLS	25
HUM	8
GLAM	27
Con Ed	4
UAS	47
Colleges	0
Total 'New Apprentices'	195

Advertise	Cohort*
April	September
September	January
January	April

*Please note that recruiting managers can start Apprentices and Trainees earlier than the cohort start date but the technical element of the apprenticeship and induction will commence on the above cohort dates.

EXPO

University Apprenticeship Expo 2023

From 6-10 March, the Apprenticeships team will be hosting a variety of sessions focused on apprenticeship training opportunities for University employees

Who were these sessions for?

- Employees who want to progress their professional development through funded training
- Managers who are looking to support their team with training opportunities
- Departments who have identified skills gaps in their team and are hoping to recruit new employees
- HR to understand the apprenticeship routes available to support development within departments



ANY QUESTIONS?