

KCLSU Human Resources Guidance & Strategy

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1. Introduction

Effective human resources management is important to KCLSU as its staff team is a key factor in its continuing success and growth. Having achieved the 'Investors in People' standard in September 2005 we are now in a strong position, with established policies, procedures, and evaluation methods. The key now is to maintain standards and build on this good practice.

Strong human resources management ensures that we meet:

- a. legal requirements;
- b. business requirements - the organisation is only as successful as the quality of its staff team and there is a need for specific expertise, professionally qualified staff, and recognition of staff potential; and
- c. human resources policies and procedures as detailed in the KCLSU Staff Handbook – important to maintaining standards and consistency.

2. Aims & objectives

- 2.1. To aid in the development of a strong staff team.
- 2.2. Maintaining an effective recruitment and selection process.
- 2.3. Maintaining the ongoing management of staff performance and progression.

3. Recruitment & selection

- 3.1. The recruitment and selection process is designed to target and meet the needs of individual positions and to ensure the most appropriate people are recruited by KCLSU.
- 3.2. The recruitment and selection process often provides the first impressions of the organisation so it is important that it is professionally managed and reflects the culture of KCLSU.
- 3.3. All recruitment practices will be designed to meet the requirements of our Equality & Diversity Strategy. Positions will be advertised internally and existing staff members may apply for any vacancies that arise.

4. Induction

- 4.1. Upon commencing employment with KCLSU all staff will undertake a structured induction programme. This is designed to provide an introduction to the organisation, job roles, and the practices and procedures of KCLSU.

5. Probation

- 5.1. Employment at KCLSU is subject to a six month probationary period. This is intended to be a positive, constructive period during which any development needs or any improvements required in an employees work or behaviour can be identified and mechanisms established to address these.
- 5.2. During the probationary period there will be formal reviews at two and four months. Reviews will be carried out by the line manager and other managers may be present as appropriate. The purpose of these meetings will be to review progress and ensure staff are meeting the requirements of the job. Notes of these meetings will be made available to the employee and will clearly identify any areas of concern and the improvement required. Copies of these notes will also be placed on the central personnel file.
- 5.3. At the end of the six month period a further review meeting will be held. The manager who conducted the interview will then discuss performance with the Chief Executive. The Chief Executive will then either
 - 5.3.1. recommend that employment be confirmed;

- 5.3.2. extend the probationary period as it is felt that the performance and behaviour of the employee do not yet meet the requirements of the post, however, with further support, supervision and training, may be capable of doing so. The extension will be specifically time-limited and performance targets will be identified to be met within this time period. At the end of this extended period a further review will be held and again one of these three courses of action will be followed; or
- 5.3.3. conclude that the appointment is not confirmed and the employee will be dismissed as it is felt that they are not capable of reaching the required standards of performance and behaviour appropriate to the post.

5.4. In the case of the Chief Executive, an appropriate person(s) will review performance.

6. Ongoing performance management

6.1. Our aim is to ensure a consistency of standards across our management team through setting standards and expectations for our performance management.

6.2. The ongoing performance management of staff is monitored through:

- 6.2.1. regular one to one meetings;
- 6.2.2. team meetings;
- 6.2.3. line managers meetings;
- 6.2.4. Managers Development Programme;
- 6.2.5. training and development assessment; and
- 6.2.6. other performance management procedures.

7. Appraisal

7.1. KCLSU operates an appraisal scheme as a means of enhancing the performance of the organisation by facilitating the development of individuals in pursuit of the organisation's objectives.

7.2. Appraisals will take place every six months and will be carried out by the employee's line manager. During this review the following will be considered:

- 7.2.1. review of work and behaviour over the past six months;
- 7.2.2. review of performance against previously set objectives;
- 7.2.3. objectives to be worked on over the next six months. These will largely be developed from with the organisation's strategic objectives; and
- 7.2.4. training and development needs.

7.3. In the case of the Chief Executive, an appropriate person(s) will conduct the appraisal.

8. Training & development

8.1. KCLSU is committed to assisting staff in their personal development. This helps the organisation achieve its aims by having well-trained and able staff in post. It also helps individuals develop and progress their careers, either inside or outside of KCLSU.

8.2. KCLSU has Training and Development Policy (see appendix) and an annual Training and Development calendar, which it is committed to fulfil.

9. Support & guidance

9.1. The health and well being of our staff is of the utmost importance. A number of systems are in place to ensure the safety, well being and support for all staff members. These are detailed within the 'Occupational Health' section of the KCLSU Staff Handbook.

10. Work environment

- 10.1. KCLSU is committed to promoting and developing equality of opportunity for all KCLSU staff, students, members and visitors by prohibiting all forms of discrimination, harassment and incitement to discriminate or harass. KCLSU, through its Equal Opportunities Policy, aims to create an environment whereby students, staff, members and visitors are treated fairly and equally. It also informs them of the type of behaviour that is unacceptable in our environment and provides all users with a means of redress.
- 10.2. KCLSU has a Harassment Policy that should be understood by all staff and adhered to at all times.
- 10.3. KCLSU prides itself in promoting a safe and supportive culture.

11. Staff retention

- 11.1. Career Development
In line with our operational needs, KCLSU will attempt to align individual ambitions and preferences with the future skills requirements of the organisation.
- 11.2. Happy Fund
Financial resources are made available annually to facilitate both social events for staff members and other retention initiatives as appropriate.

12. Reward and recognition

- 12.1. Benefits package
A number of benefits are available to KCLSU staff members, as set out in detail in the KCLSU Staff Handbook.
- 12.2. Pension
KCLSU operates a defined benefit pension scheme, to which employer currently contributes 16.35% and employee 7.5% of salary.

13. Exit management

- 13.1. Policies and procedures for retirement, resignation and performance management are detailed in the KCLSU Staff Handbook.
- 13.2. All staff leaving KCLSU for reasons other than dismissal will be given the opportunity to take part in an exit interview. This will normally be held with the Human Resources Manager. An exit interview is an opportunity for staff to comment upon the structure, role and supervision of their post and general experiences at KCLSU. This provides us with an opportunity to learn from employees' experiences of their time at KCLSU.

14. Communication

- 14.1. It is important that this document and other human resources policies and procedures are communicated to all staff. This will take place
 - 14.1.1. at staff meetings;
 - 14.1.2. by email;
 - 14.1.3. on the intranet; and
 - 14.1.4. at development days.

15. Key reference documents

- 15.1. For more information please refer to
 - 15.1.1. KCLSU Staff Handbook;

- 15.1.2. Training & Development Policy
- 15.1.3. Training & Development Calendar; and
- 15.1.4. Training & Development Evaluation.