

Committee	HR&R		
Date paper prepared	15/05/2023	Date of committee meeting	24/05/2023
Subject	Staff Stress Report		
Author	Jane Lewis, Principal		
Action requested	For review and note		
Purpose of the paper	To present analysis of staff stress report and recommendations from working group to the Board.		
Brief summary of the paper	The analysis of the staff stress report is presented to the board alongside a list of recommendations from the working group. Actions indicated by the working group are in progress or under discussion as indicated on the paper. Board is invited to comment.		
Consultation	SMT, SMG, LNCC, Stress SLWG		
Resource implications	Staffing resource might need to be considered as recommendations are work through		
Risk implications	The wellbeing and support for staff is important for the college to ensure effective working.		

Link with strategy	Links to all parts of the strategy
<u>Equality, Diversity and Inclusion</u>	N/A
Island Community Impact	N/A
Paper status	<input checked="" type="checkbox"/> Open – The paper may be circulated to non-members of the committee and published online without restriction. <input type="checkbox"/> Restricted – The paper must not be circulated to non-members or published online until after the committee meeting. <input type="checkbox"/> Confidential - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below].
<u>Freedom of information</u>	Open If closed/ withheld, select date this will become 'open': Enter a date.

Context

Last summer a UHI Staff Stress survey was carried out using the Health and Safety Executive's (HSE's) Management Standards Indicator Tool (as approved by HR&R). Following receipt of results a short life working Group was set up to review the results and consider recommendations flowing from the findings. Due to loss of HR/OD lead work through this group was somewhat delayed. However, an analysis of the results has now been completed and accompanies this document. Following on from this and further discussion of the analysis the recommendations below were sent to SMG. We have reviewed these and initial responses are indicated in italics below each response.

The board is invited to consider the information provided and feed in any further thoughts and suggestions.

Short Life Working Group: Stress

Initial Recommendations:

Share Staff Survey Results with All Staff

The SLWG analysis of the last staff survey's results should be shared with all staff.

Newsletter 05/05/2023

Establish Appropriate HR Provision

The SLWG noted the lack of information about current and planned future provision of HR services and support within UHI Shetland. The SLWG suggests that an appropriately resourced HR service would provide UHI Shetland staff with additional support, including by providing an alternative avenue for staff to raise issues of concern (rather than going through the line management hierarchy); for dealing with complaints; and in mediating in disputes.

Post advertised

Establish a Staff Support System

The SLWG noted the contrast between the extensive system of support provided for students and the absence of any comparable system of support for staff. As well as the lack of support mechanisms for staff it was felt that the promotion of student support and the student experience could (albeit unintentionally) suggest that staffs' experience was a lower priority.

Staff guidance is being developed (has been to LNCC). We are also exploring whether Spectrum Life can be provided to staff (24/7 online support).

It was commented how a review of existing systems such as having all policies and procedures held centrally and in one place would be an effective resource for staff so that they know where to look. The effective communication of change would also assist as it was felt that sometimes staff are not aware of the implementation of new processes.

New intranet site and curated addition of up to date material to site.

Independent Audit of Staff Workloads, Skills & Resilience

The SLWG noted the concerns expressed through the staff survey about workloads and concerns about skills gaps and lack of resilience (only having one person with the knowledge or skills to do a

particular job). The SLWG felt that managers sometimes lack sufficient knowledge of the work that their staff are doing, particularly of the time or specialist knowledge required to undertake them.

To be further discussed – some work identified under Risk 4

Independent Audit of Processes and Procedures

The SLWG noted that there is no way for staff to question or challenge processes and procedures that cause unnecessary additional work and/or stress. An audit should aim to identify processes that could be streamlined and simplified, or that lack redundancy (for example, depend on a single person with no backup to prevent delays when that person is not available).

A process should also be established to allow staff to nominate processes or procedures for review and for such reviews to be carried out impartially and effectively.

Agreed, teams are encouraged to improve processes and staff should highlight processes to SMG that could be reviewed. Noted that independent reviews of many aspects of the college processes and procedures is being undertaken by the internal auditors

Improved Management of Staffs' Workloads

The SLWG noted that the apparent practice of expecting existing staff to take on more and more obligations and commitments is not sustainable in the long-term. It is suggested that any proposed changes or additions to staffs' work and commitments should be fully and openly discussed with the staff concerned in advance. Staff affected should have the opportunity to make comments or suggestions, or to express concerns, and managers should avoid taking on commitments that impose additional work on staff without prior consultation.

Agreed – for all managers to work on.

Facilitated Workshops

The SLWG suggests that facilitated workshops should be included in the next staff development day to discuss the results of the survey with staff and to discuss staffs' ideas for things that could be done to address the issues highlighted.

Consideration should be given to having the workshops independently facilitated. Notes of contributions would be taken but the Chatham House Rule¹ would apply to encourage open discussion. Sufficient workshops should be run to allow all staff who wish to do so to participate. Senior managers would not participate. A report summarising the results of the workshops would be prepared.

Included in plan for staff development day

Repeat Staff Survey

The SLWG believes that it would be useful to repeat the staff survey in the near future and on an annual basis. This should repeat the same questions used in the previous survey, to allow for analysis of trends, with some additional questions added to provide extra information and to facilitate more detailed analysis of the results.

¹ The Chatham House Rule is: "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed." The Rule helps create a trusted environment to understand and resolve complex problems. Its guiding spirit is: share the information you receive, but do not reveal the identity of who said it. See: <https://www.chathamhouse.org/about-us/chatham-house-rule>.

Agreed, plan has gone to ethics committee for consideration

Maintenance of Short Life Working Group

The SLW proposes that it should continue to operate for the time being.

Agreed.