**Affinity Health at Work (AHW) recommended actions, progress to date and further work to do**

The left hand column outlines the actions recommended by Affinity Health at Work (AHW) consultants to address the priorities highlighted from their work at Queen Mary. In the right hand column we have outlined progress to date, some of which were already underway at the time of the report and some built on AHW suggestions and recommendations.

<table>
<thead>
<tr>
<th>Recommended actions</th>
<th>Progress to date</th>
</tr>
</thead>
</table>
| 1. Develop a comprehensive health and well-being strategy and build a culture where staff health and well-being is prioritised. | - A wellbeing strategy has been drafted and will be consulted with stakeholders across Queen Mary in January 2019, prior to implementation. Members of the Wellbeing group, Human Resources, Equality Diversity & Inclusion and Occupational health will be involved to implement and help embed.  
- The membership of the Wellbeing group has been revisited and representation from Students Union, Communications and academic colleagues is being strengthened.  
- The Wellbeing group will report to the Health and Safety Committee in future and an update report provided to the Health and Safety Committee as a standard item on the agenda.  
- The Principal has asked to be a regular attendee at the wellbeing group and agreed to nominate a Wellbeing Champion at Queen Mary.  
- Members of the Wellbeing Group are being encouraged to champion wellbeing matters within their areas- to feedback instances of good practice and what needs addressing to the group and take back key discussion points back to their respective faculties/departments. |
Discussions are taking place at the Wellbeing group meetings as well as other forums about putting in place more robust mechanisms to measure the impact and effectiveness of our wellbeing and equality, diversity and inclusion initiatives and interventions.

The new HR structure has additional HR Partnering resources who will be working closely with Heads of Schools and departments to cascade information related to health and wellbeing and implement any action plans.

A number of training sessions are available on raising Mental Health awareness for managers. We have trained 198 Mental Health First Aiders who meet regularly to discuss and share best practice.

A Wellbeing fortnight and Fair has been arranged to take place from 5 – 16 November. The fair will be launched on 12 November.

2. Set and communicate clear strategic priorities with full consideration of resource requirements associated.

Wellbeing and Inclusivity are key objectives within our People and OD strategy and delivery plans are currently being developed.

A number of sessions were arranged across Queen Mary to engage and involve people in the review of Queen Mary’s Strategic plan.

The Principal has a range of meetings arranged throughout the year with Schools and departments. Other members of QMSE also have a number of regular meetings/sessions where colleagues have an opportunity to discuss matters informally and these forums help staff understand the key strategic drivers and priorities from members of QMSE and for the QMSE members to take on board staff suggestions, concerns and perspectives.
| 3. Embed a behavioural culture change across the University | ➢ Increased resourcing has been agreed for an Academic Lead for EDI and this postholder will have increased capacity to progress EDI and wellbeing matters.  

➢ A Behavioural framework has been developed as part of the Professional services’ ‘Working better together’ programme. Professional Services Leadership Team have been consulted and are signed up to this and currently discussions are underway with academic colleagues about the approach and key principles.  

➢ Once the framework has been agreed, it is expected that these will be communicated to all, focus groups will be held to generate shared understanding of the ‘behavioural model’ and subsequently embedded in recruitment, induction and performance management activities.  

➢ The key principles of the behavioural framework and soft skills would also be embedded in all training and development programmes reinforcing positive behaviours, inclusivity and fairness in all we do. |
| 4. Empower schools and departments to make decisions | ➢ The roles of Faculty HR Strategic Partners (FSHRPs) have been introduced as part of the new HR structure to ensure Faculties and Schools have more support with their strategic people management matters. As they will be part of the Faculty Executive groups, the FSHRPs can more proactively advice on the impact of initiatives which can help with expediting decision making processes or enable quicker decision making processes.  

➢ In addition to publishing our new and revised HR policies, we will communicate, engage and implement them meaningfully by sharing and briefing our colleagues in their use to support and inform on management decision making. |
5. Address communication and change management practices

- Building in regular informal meetings with Unions and JCF sub-committee meetings so that discussions about changes in the horizon can be discussed at an early stage.

- Increased HR Partnering resources will help with supporting staff and managers in the management of the change and smooth implementation processes.

- Discussions underway with Communications team about more regular and proactive information regarding QM wide/HR initiatives and encouraging staff to be involved in these programmes/initiatives.

- HR web pages to be reviewed

- Policy review and development strategy will include a communication plan to enable us to communicate, engage and implement policies meaningfully with our colleague’s university-wide to ensure that they become familiar with them and on how to apply them appropriately. This includes initial briefings, use of relevant internal media and training workshops (as/if appropriate).

6. Improve decision making authority, accountability and empowerment of staff

- HR is working on a ‘This is your new HR Department’ information/leaflet with a list of who is who and where to go for support in the new HR structure.

- The Working better together Function leads are looking at a number of ways to ensure that there are smooth interfaces where there are possible crossovers, to avoid duplication and to help streamline processes.

- Project groups are formed to ensure there are joined up thinking when looking at service enhancements (e.g. HR, ITS and Planning...
| 7. Develop and implement a robust performance management system that is supported by appropriately skilled staff | Working together on some data quality enhancement projects, HR/Finance working together on Relocation Policy, changes to One off payments etc).

- The introduction of Faculty EDI Group means that additional opportunities are available to discuss and address local awareness raising and other concerns relating to this agenda.

- Education of internal and external staff groups in understanding and use of revised and new policies as once agreed by QMSE which will give staff members/groups knowledge and confidence to interpret and apply policies coherently and consistently.

| 8. Address the disconnect between Professional Services functions and academic faculties | Appraisal guidelines for academic staff have been revisited. Feedback from the recent Academic promotions review process however shows that more work may be needed.

- Areas requiring further work are objective setting, timing of the appraisals, completion rates, linking to the overall objectives of the Organisational and Professional development team etc.

- Consideration to be given to make appraisals mandatory/are there any consequences for non-completion? How can appraisal be deemed meaningful to both staff and managers?

- The remit of the Appraisal monitoring Group will be explored.

- More support will be available to managers by HR going forward to help manage performance going forward.

- Faculty HR Strategic Partners to be part of the Faculty Executive groups will help build relationships and develop more collaborative working and joint problem solving. |
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Provide management training for all those with line management responsibility</td>
<td></td>
</tr>
<tr>
<td>10. Develop a robust bullying and harassment policy, supported by appropriately skilled staff</td>
<td></td>
</tr>
</tbody>
</table>

- Discussions are underway for more PS Function leads to attend School/Faculty level meetings on a regular basis to discuss their areas of work/specific projects to build a understanding of each other’s perspectives and rationale for certain actions/decisions.
- There are a number of Forums where PS and academic colleagues meet such as QMSE, Council, EDI related meetings, various Strategy Boards. Explore the possibility of developing more joint forums?

- A number of management development training sessions are available via the Organisation and Professional development team. A programme is in the pipeline aimed at Heads of Schools and academic management.

- The Dignity at work statement and Procedure is available on the Human Resources web pages
- Dignity Disclosure officers (DDO) have received initial training. A project manager is to be appointed to develop the Dignity Disclosure network and develop processes for recording and sharing information on disclosures.