

Remuneration Committee

22/37 An additional meeting of the Remuneration Committee was held via teams on Monday 28 November 2022 at 1.15 pm.

Present: -

The Vice-President, Kate Owen (Chair)

The President, Helen Gordon

The Vice-President, Kevin Corrigan

By invitation: -

The Vice-Chancellor

The University Secretary

The Director of Human Resources

Head of Governance (Secretary)

Apologies were received from Sue Maple.

22/38 **Recruitment and Retention in DTS**

The Committee received a paper from the Director of HR in regard recruitment and retention challenges in the Professional Services with particular reference to key skilled and technical roles in DTS. The paper had been submitted to the University Executive Board (UEB) on 21 November 2022 who had approved the proposals for market supplements but given the costs involved the approval of the Remuneration Committee was required.

The Committee noted that:

- The current labour market was extremely competitive for professional services roles. Whilst this was affecting professional roles across a number of Functions, there were particular and acute challenges in DTS.
- The challenges within DTS were caused by a national shortage of digital skills and talent but were fuelled by the University's geographic location in the Thames Valley and competition with other sectors with more scope for additional remuneration.
- The Chief Digital & Information Officer (CDIO) had confirmed that the risk to business disruption was high with key roles not possible to fill without action taken on the overall package.

- The CDIO had completed an initial market analysis and further insight added from Korn Ferry.
- The University had a market supplements policy, however the extent of the current challenges in DTS and the implications on other professional services meant that the issue was being brought to the attention of the Board and Remuneration Committee.
- DTS had proposed the use of market supplements for a total of [Redacted, Section 43] within a Function of circa 120 staff. The total operating cost of adding these supplements to affected roles in DTS would be [Redacted, Section 43] per annum. Any Digital Strategy approved roles would be in addition to this.
- The Director of HR had recommended an approach to implementation which focused on very high-risk roles in the first instance. Further use of terminal bonuses in respect of successful completion of fixed term projects should also be explored, along with work already underway to review some grades and further work to attract a wider pool of talent and to address the working environment and colleague engagement within the Function. [Redacted, Section 43].
- It had been proposed that the funding for these supplements should come from within the DTS budget, which had been increased recently as part of the Digital Strategy.

It was noted that UEB had agreed that more radical thinking was needed as to how to address the current difficulties in recruitment, particularly in respect of the pension scheme offer – which was not attractive to colleagues on fixed term appointments, or those who moved between different sectors. UEB had approved the proposal for market supplements, funded from within budget already available to DTS, as set out by the Director of HR [Redacted, Section 43].

The Committee made the following comments on the proposal:

- The high degree of market competition for IT related posts was recognised across many sectors, particularly for those on fixed term contracts.
- The University was legally required to offer a pension scheme to its employees, but consideration could, as at other institutions, be given to employing colleagues through a separate company in order to offer different terms and conditions.
- The funding for the market supplements was within the DTS budget. The Director of DTS would work with the Director of Finance on the implications of this and what it would mean for projects in the Digital Strategy. The University Secretary suggested that it was likely that some projects would be pushed to later in the timeline.
- The principle around the use of market supplements was known to Heads of Function but details of the individual cases within DTS would be kept private.
- Challenges and their solutions varied across the Functions – in some there was difficulty to recruiting to certain grades e.g. G4 in Student Services, in others bonuses were being used to retain staff trained e.g. chefs at 6/12 months.
- Creative solutions to the recruitment challenges would be shared with the Heads of Function in the short-term.

- A separate longer-term piece of work would be undertaken around the contract of employment, terms and conditions, and how to increase flexibility for recruitment and retention. This would be submitted to Scrutiny and Finance Committee in due course.

The Committee thanked the Director of HR for the paper. The Committee, for its part, approved the market supplement cases as per the UEB decision.

22/39 **Dates of Meetings in Session 2022-23**

Thursday 2 February 2023 at 2.00 pm

Tuesday 6 June 2023 at 10.30 am