

Secretary's Board Bulletin

Creating
opportunities
for two-way
communications

Promotion and
career progression

Staff Induction
review

Changes to
the Employee
Engagement Forum



Welcome to the November edition

A key theme from this month's Board was the importance of employee engagement and improving two-way communications at Heriot-Watt. We have listened to your feedback from the Employee Engagement Survey and are committed to providing more regular and genuine dialogue between you and your managers.

Our first feature focuses on how we can create more opportunities for two-way communications and we will be introducing Team Briefings across the University in the new year. Other features include: an update on promotion and career

progression, the staff induction review and an update on the changes to the Employee Engagement Forum.

Summaries from the Services and a video are also included to make it easier for you to access the latest news from the Board.

Please continue to send your ideas and comments to ProfessionalServices@hw.ac.uk.

Ann Marie Dalton
Secretary of the University

We appreciate your feedback so please send your ideas and comments to
ProfessionalServices@hw.ac.uk

Creating opportunities for two-way communications

As part of our internal communications strategy we will be looking at ways to improve the quality and frequency of two-way communications at Heriot-Watt.

Effective two-way communication is driven by genuine dialogue and we want to find out whether there are enough opportunities for you to make your views and questions heard. We also want to know how we can help managers to improve the way they communicate with their teams.

The results of the Employee Engagement Survey and the Internal Communications review confirm that regular and responsive dialogue between colleagues and their managers is valued and perceived as a key source of information and a driver for engagement.

Sharing, learning, listening, and stimulating engaging conversations are key to the success of the University and we all play a key role in shaping effective two-way communications at Heriot-Watt.

To help with this we will be reintroducing Team Briefings across the University in the new year. For more information, please contact [Martyn Spence](#), Director of Marketing and Communications.

Promotion and career progression

The University aims to develop and support all of our colleagues in their careers, while recognising and rewarding achievements and retaining excellent staff.

We have adopted a single job evaluation scheme to ensure consistency and fairness when assessing the jobs of all colleagues, across all grades. There is no automatic entitlement to promotion based on a person's grade or length of service.

Our promotion and reward process takes into account a number of factors including role profiles, responsibilities associated with each grade, career progression and the overall Performance and Development Review (PDR) process.

The PDR process is at the centre of every Manager's relationship with their team members. It is not just a meeting but an ongoing process to manage the performance, development and the careers of colleagues.

The annual PDR meeting provides the opportunity for your manager and you to review:

- Performance including a performance rating, taking into consideration the Expectations for Performance Excellence
- Strengths and areas for development
- Potential and future career aspirations
- Individual objectives and Forward Job Planning (FJP)

We also offer a competitive pay and reward package plus a range of Employee Benefits which you can view at [Reward and Employee Engagement](#).

Staff Induction review

One of our key aims is to 'Enable our people to be the best they can be' and to achieve this successfully we need to ensure that our staff induction is both consistent and inclusive.

Induction can mean different things to different people, and while there is great feedback from some areas, this is not consistent across the University and we need to build on the positives.

We need to review the induction process, making sure that colleagues are welcomed, supported and equipped to carry out their roles as quickly as possible. Induction is an integral part of the recruitment process and offers a real opportunity to engage and enthuse our new colleagues and to get things right from the start.

Our next step is to create a working group made up of representatives from across the University to input into this review and give recommendations for an action plan. We will keep you updated on our progress.

Changes to the Employee Engagement Forum

You and your views are important and this is why the Employee Engagement Forum (EEF) was set up as a panel of employees from across our Schools and Services. Its purpose is to provide support to the University's employee engagement strategy, 'Creating Pride and Belonging'.

It's a place to engage colleagues, bounce ideas and encourage two-way communication on matters relating to our strategic priorities, while giving our colleagues a voice as we develop key policies.

To make sure this Forum is fit for purpose it is being refreshed to include a larger, more diverse number of people from across all areas of the University and we will be looking for new members shortly.

For more information on any of the HR updates, please contact [Mark Adderley](#), Director of Human Resources.

1. REPORT FROM THE DIRECTORS OF ADMINISTRATION IN THE SCHOOLS

EGIS will host the annual Infrastructure and Environment Scotland Postgraduate Conference on Wednesday 9 December. This is a joint event with the University of Edinburgh, which will enable postgraduate students from both institutions to share their research via posters or presentations. It also provides an excellent opportunity for networking and is considered a valuable component of the Edinburgh Research Partnership in Engineering, the research collaboration between Heriot-Watt University and the University of Edinburgh. The School's Research and Knowledge Exchange Support team is leading the organisation of this event.

The Institute of Petroleum Engineering, one of the four research institutes in EGIS, held its 40th Anniversary dinner on Friday 30 October. This was the inaugural event of the anniversary celebrations and celebrates 40 years of education and research in the international oil and gas industry.

The NERC Centre for Doctoral Training (CDT) in Oil and Gas ran its annual conference and induction week at the start of November. Students from across the UK attended a series of events representing each of the academic partner institutions.

MACS was awarded the Athena Swan Bronze award after a successful submission in April this year. More information can be found at: <http://www.hw.ac.uk/news/macs-wins-athena-swan-award.htm>



2. CAMPUS SERVICES

Cycle Stores and Cycle Route Signage

During the August to October period various works were undertaken to improve facilities for cyclists at the Edinburgh Campus, which have included four new cycle stores and cycle route signage across the campus. These improvements were made possible thanks to a grant awarded to Transition Heriot-Watt by the Cycling Scotland's 'Cycle Friendly Campus' programme.

Community Sport Hub

The Hub is working in partnership with South-West Edinburgh HE/ FE institutions to develop student coaches. Over 30 students have been engaged, with the project with the provision of coaching qualifications and deployment in community clubs and schools to follow.

Heriot-Watt University Football Club is running a Walking Football pilot session at the Sports Academy, Edinburgh Campus on Wednesdays between 12:30 and 1:30pm from 4 November to 9 December.

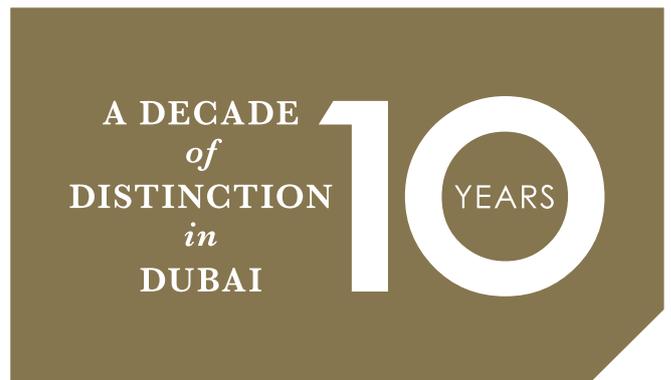
Estates Capital Plan

The Estates Projects Team is progressing the next phase of the five year Capital Plan which will deliver further improvements to student study spaces, particularly around the Elements catering area. Work also continues as part of the rolling programme of refurbishing learning and teaching rooms.

3. DUBAI CAMPUS

10th Anniversary

The Dubai Campus is holding its 10th Anniversary dinner on Monday 23 November. It is hoped that the event will attract up to 100 alumni and a further 70-80 industry guests and academic staff.



Memorandum of Understanding - Wilo Middle East FZE

Professor Ammar Kaka, Vice-Principal Dubai Campus, welcomed Dr Amer Mokbel, Managing Director Wilo Middle East FZE, to the campus on 12 October.

The visit was to finalise the signing of an agreement to give students practical laboratory experience, industry links and internships in building services and water management. The MoU will also see the supply and installation of WILO pumps in the Fluid Mechanics section of the Heriot-Watt Mechanical Engineering Laboratory. More details can be found at: <http://www.hw.ac.uk/news/dubai-campus-signs-agreement-with-leading.htm>

The International Psychology Conference Dubai

The third International Psychology Conference Dubai (IPCD) was held on 30 and 31 October at the Campus. The event was organised by the School of Life Sciences and industry partners. Approximately 250 attendees took part, including students, counsellors and psychologists.

4. GOVERNANCE AND LEGAL SERVICES

Genetic Modification Procedure

In consultation with relevant Schools and the University's Occupational Health Physician, Health and Safety Services have developed a new procedure and associated processes for the approval and monitoring of genetically modified activities at the University. This procedure was noted by the University Health and Safety Committee in October and is now available on the Health and Safety Services SharePoint site at: <https://intranet.hw.ac.uk/ps/gls/safety/Pages/Genetic-Modification.aspx>

Shield^{HSMS}

Health and Safety Services continue to develop further functionality within Shield, the University's Health and Safety Management System. Contractor site monitoring visits and health and safety inspections in Schools and Services are now recorded within the system, providing the University with auditable evidence of the inspection and contractor management process.

Emergency Planning and Management

Health and Safety Services have now been allocated responsibility for emergency planning and management processes at all campuses. This is being expedited to introduce modern consolidated systems which will meet the University's current and future needs to protect its population, assets and reputation and enhance its resilience capacity



5. HUMAN RESOURCE DEVELOPMENT

IllumiNations – Scottish Closing Ceremony for the International Year of Light

2015 is the UN International Year of Light, a global initiative highlighting the importance of light and optical technologies. The University will be hosting IllumiNations, the Scottish closing ceremony of the International Year of Light on Wednesday 2 December.

Professor Jim Al-Khalili will give a talk to school children in the afternoon and to the general public, including guests from the Heriot-Watt Research Park, in the evening. The talk will be live-screened to other locations in Scotland and simultaneously translated into other languages. An important part of the event will be an exhibition of light-based research from Heriot-Watt and collaborative institutions. The Campus will also serve as a backdrop for a light installation and show, a laser Christmas tree and two photography competitions.

Local schools will be invited to design science-inspired lanterns that will form part of the light design for the event. To book your place, visit <http://www.hw.ac.uk/events/illuminations.htm>

National Pay Review

At its Higher Education Committee meeting on Friday 23 October, the University and College Union (UCU) decided not to pursue its dispute over the employers' final pay offer for 2015-16 and to 'note' the final offer. The Universities and Colleges Employers Association (UCEA) await resolution from the two remaining unions in dispute, Unite and the Education Institute of Scotland (EIS), on the results of their consultations, with EIS proposing they go to a ballot. The 1% uplift is one part of the overall reward package at Heriot-Watt that includes pay, pensions, generous policies and holidays and other related benefits (parking, childcare vouchers, 'Cycle to Work' and 'Give as You Earn' schemes).

Employee Engagement Survey

The Employee Engagement Survey results are now with Schools and Services for managers to work with colleagues to prepare action plans. The resulting outputs will be consolidated and presented back to the University Executive, Staff Committee and Court.

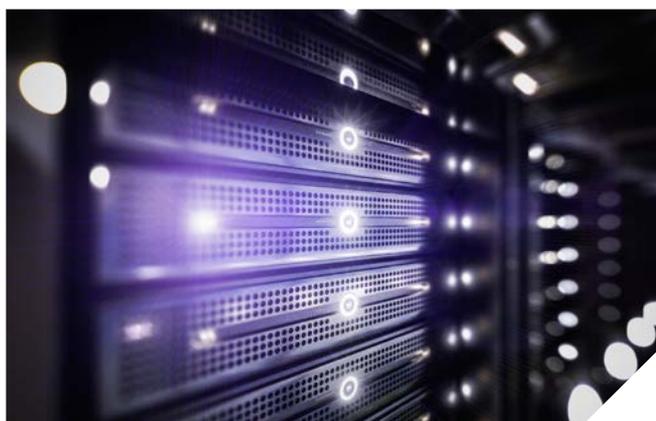
6. INFORMATION SERVICES

November is a very busy month for Information Services as usage of libraries, systems and learning and teaching facilities all build towards the end of semester submissions and examinations. The Edinburgh Campus Library is occupied around the clock and approaching full capacity at peak times.

The agreement of the University Executive to invest £1m in various information system projects including the modernisation of the Student Administration System, the replacement of our online prospectuses, the library management platform as well as fine-tuning of the iHR system, is driving preparatory work across the Directorate.

Office 365

As we approach 100% staff migration to Office 365 email and calendar by the end of 2015, the Directorate is investigating and preparing to support the roll-out of other Office 365 facilities including 1 Terabyte (1,024 Gigabytes) of shareable storage per user and Skype for Business.

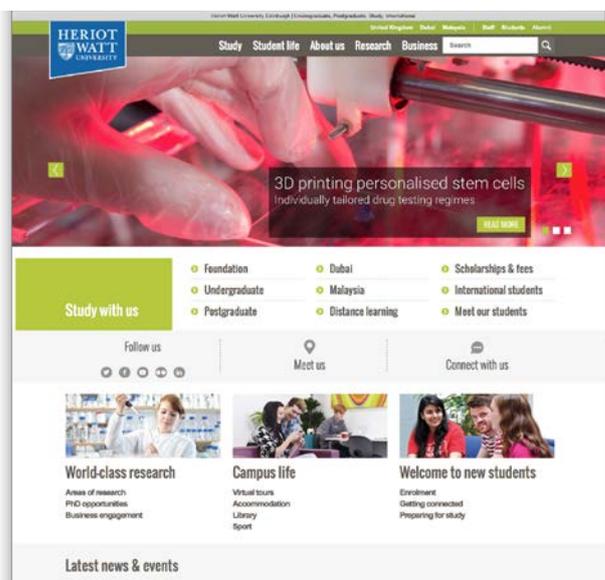


7. MARKETING AND COMMUNICATIONS

Work continues to refine our brand, with many groups and individuals across the University engaging with the process and providing valuable feedback to help us develop a new 'boilerplate' or brand personality, the cornerstone of our future development.

This month we also successfully led engagement with the SNP Annual Conference introducing the Principal to a range of influential politicians and their advisers, including the Deputy First Minister.

Social media reach significantly increased compared to last month, boosted by postings related to our open day, league table results, research and student stories.



Changes to our homepage have been well received with a 3% decrease in the visitor bounce rate since it went live. The new 'China friendly' search facility (Funnelback) is also paying real dividends with a 58% increase in visits compared with the same time in 2014.

Year-on-year improvements in website performance continue with a 50% increase in visits to our Malaysia landing page. Visits generated from Twitter also increased very significantly (+95%) reinforcing the importance of social media channels as drivers of traffic.

We have begun to host videos for internal audiences on Vimeo rather than streaming these from a local server. This should significantly improve the load time and user experience especially for colleagues in Dubai and Malaysia.

8.

REGISTRY SERVICES

New functionality to enable students to pay online for resit examinations has now gone live.

In response to concerns raised by the Student Parent and Carers group, new arrangements are being made for disbursing childcare funds to ensure payments can be made for additional childcare costs which arise over the exam diets.

The next poster in the series of the student-facing poster campaign and accompanying website (www.hw.ac.uk/ltmatters) will focus on 'mentoring matters'.

The revised Welcome Survey was trialled on the Edinburgh Campus, with the intention that future versions will become a University-wide survey. Some early figures were encouraging for the University's welcome, recruitment and marketing activities:

- 97% overall satisfaction
- 99% students chose Heriot-Watt for the quality of teaching on offer
- 76% of students were interested in studying abroad

Relevant Professional Services are reviewing the responses and actions will be identified to further improve the welcome week for 2016/17.

The rollout of the Programme Approval Management System (PAMS) to Schools has begun with temporary staff populating PAMS with programme and course data for the School of Textiles and Design. It is expected that it will be fully populated and live for all staff by February 2016.

The Advice Hub at the Student Union has seen an increase in the number of PhD students accessing the service and is creating tailored materials to provide specific support to this group of students.

9.

STUDENT RECRUITMENT

Scottish Campuses – Open Days

The Open Days held on Friday 25 September and Saturday 31 October attracted over 4,000 visitors to the Edinburgh Campus. The number of attendees has continued to grow over the last three years, up by around 50% from 2012. Consequently the Open Day has spread further around campus to accommodate increased demand, with the Sports Centre and Students Union being additional centres for the event in addition to the James Watt Centre.

The Scottish Borders Campus recorded increased numbers at the first of two Open Days held on Saturday 10 October. The second SBC Open Day will be held on Saturday 28 November.

The Postgraduate Open Day was held on both campuses on Wednesday 4 November and also featured an on-line 'virtual' event running simultaneously.

Global Recruitment and Marketing Conference

The 2016 Global Recruitment and Marketing Conference has been scheduled on Tuesday 19 and Wednesday 20 January.

Colleagues from School and Professional Services at the Scottish, Dubai and Malaysia Campuses, and the China and India In-Country Offices are being invited to attend the event.

The conference will consider key issues relating to global marketing and recruitment. Topics to be included in the agenda will include:

- Horizon scanning for key markets in international student recruitment
- Perspectives from Malaysia, Dubai, UK campuses
- Digital marketing development
- Go Global Campaign for inter-campus transfer
- International Partnership Development

Ideas and feedback on agenda items are particularly encouraged from Schools and can be sent to [Mike Bates](#), Director of Student Recruitment.

The School and Professional Service representatives of the Board are:



Ms Ann Marie Dalton,
*Secretary of the University
(Chair)*



Mr Darren Cunningham,
*Director of Administration
(MACS)*



Mr Derek Penman,
Director of Administration (EPS)



Ms Sheelagh Wallace,
*Director of Administration
and Registrar (Dubai)*



Mr Mark Adderley,
Director of Human Resources



Mr Malcolm Deans,
Director of Campus Services



Mr Campbell Powrie,
Director of Administration (SML)



Mr Tony Weir, *Head of
Research and Legal Services,
Research and Enterprise Services*



Mr Mike Bates,
Director of Student Recruitment



Ms Maggie Dunn,
Director of Administration (SLS)



Mr Mike Roch,
Director of Information Services



Ms Vivienne White,
Director of Administration (TEX)



Ms Philippa Burrell,
Director of Administration (EGIS)



Ms Morag Heggie,
Director of Administration (EBS)



Mr Martyn Spence,
*Director of Marketing
and Communications*



Ms Janice Yew,
*Chief Operating Officer
and Registrar (Malaysia)*



Ms Sue Collier,
*Director of Governance
and Legal Services*



Mr Andrew Menzies,
Director of Finance



Mr Paul Travill,
Academic Registrar