

People **Insights** 2022

What our Employee Engagement Survey tells us about the **employee experience** in students' unions.

Introduction from NUS Charity

I'd like to extend a special welcome to everyone reading this year's NUS Employee Engagement Insights Report. As we know, research shows happy, engaged staff experience higher levels of wellbeing, job satisfaction and retention, alongside improved performance. The NUS Employee Engagement Survey enables students' unions/associations to measure the engagement and satisfaction of their staff and benchmark results against previous years, peers in the sector, and also against wider charity sector trends.

Through this survey we are committed to providing our members with a high quality platform, data and insights through the power of the collective. We are really excited to be able to share with the movement this year's Insights Report from our NUS Employee Engagement Survey, compiled by our partners Atkinson HR Consulting.

This year we saw our highest engagement to date, providing a rich and valuable data set from which we can reflect, learn and improve. It has obviously been an incredibly uncertain two years in the wider world as both employers and employees, no matter your sector. We've seen 'The Great Resignation' with individuals reassessing their priorities and career paths; we've had to understand and accommodate various post-pandemic expectations including hybrid working and new technology; and we've needed to reframe our offer as excellent and inclusive places to work to compete in a very competitive market for excellent and diverse talent.

What used to drive people may not drive them today. People have re-evaluated their lives - including their careers - and a great starting point to understand what employees want and need is asking them. It is important to keep listening to your employees. Despite the difficulties in the last two years, there is so much to celebrate in this year's NUS Employee Engagement Survey - not least that 84% of survey participants would recommend their union as a good place to work, up by 4% from 2011. We hope that this SU wide information, along with your organisation's personal engagement survey results, will help you consider the strengths and opportunities for the employee experience in your SU. The highlights identified this year around flexibility, trust and respect are really encouraging to see across our movement, especially through such a turbulent and uncertain period in history. We'd like to give a special thank you to our trusted partners in this work, Atkinson HR Consulting & Agenda Consulting.



Sam Harris

NUS Charity Deputy Director

Introduction from Atkinson HR Consulting



ATKINSON
HR consulting

Our mission is to help values-led organisations to become even better employers. We do this by creating change, building capacity and driving quality people management, performance and leadership.

A significant part of our work is achieved through listening and understanding the experiences that people have in our client organisations, so that we can help leaders take focused action that leads to meaningful, strategic change.

Understanding the experiences that people have in our organisations is more important than ever. Throughout the last 2-years of unprecedented change, staff in all types of businesses and sectors have experienced significant challenges, including job security worries, adapting to remote and hybrid working, health challenges, grief, burnout and reduced financial security. Employers are under increasing amounts of pressure to create outstanding experiences for employees in order to compete in an extremely tight labour market, and resignations have been at a record high. Therefore, if we want to attract, develop, retain and get the most out of our people right now, we have to make sure that we're offering a working environment that's healthy, rewarding, compassionate and purpose-led. The first step towards achieving this is to listen to our people, and understand what can be done to make their experience at work even better.

We are delighted to have had the opportunity to work with NUS Charity and Agenda to help paint a picture of what it's like to work across the student movement in 2022. We really hope that the information within this report, along with your own engagement survey results, will help you consider the strengths and opportunities for the employee experience in your own students' union, whether you're a CEO or senior leader, HR Professional or someone responsible for the development of elected officers.

We hope that you find the information useful, and would really love to hear your feedback.

NUS Charity Partnerships



Agenda Consulting

Agenda Consulting is our trusted partner who helps us deliver the annual Employee Engagement Survey. Agenda specialise in helping not-for-profit organisations develop and sustain high levels of employee engagement.

Agenda's involvement offers external expertise and latest thinking on engagement and employee voice.

The following information has been extracted from Agenda's Movement-wide analysis of the overall results for the 38 participating Students' Unions.



Atkinson HR Consulting

Atkinson HR Consulting is another trusted partner, who have been helping us support member organisations in ensuring they get the most out of participating in the Employee Engagement Survey.

Their involvement includes helping member organisations to analyse their individual results, as well as looking at results across the Movement to identify trends, share insights and make recommendations.

This report has been created by Atkinson HR Consulting, on behalf of NUS Charity.

What is employee engagement?

Agenda Consulting describe engagement as **“when staff give of their best each day. It is when they are committed to their organisation’s goals and values and when they are motivated to contribute to its success.”**

Agenda’s research suggests that engagement with the work is often very high in not-for-profit organisations, but that satisfaction with the organisation itself is more variable. This has led Agenda to conclude that the question *‘I would recommend this organisation as a good place to work’* is the most discerning measure of engagement in the not-for-profit sector. This year, participating unions scored an average of **84%** in this question, which is **9% higher** than the Third Sector Benchmark.

Although the answer to this question provides us with a highly useful temperature check on overall engagement within our organisations, it’s important that we don’t get distracted by making ‘improving’ engagement scores the goal. Engagement is simply an output, and whether or not we *‘feel engaged’* depends on our experience as an employee. That experience is made up of the combined interactions, thoughts, feelings, challenges and successes that we face in our day to day roles – or, what it *feels* like to work in our organisation.

It is those experiences that drive engagement, and therefore have an impact on motivation, retention, performance, wellbeing and our employer brand. As employers, if we focus on understanding as much as we can about what it feels like to work in our organisations, we have a much better chance of being able to create meaningful change, that in turn leads to an outstanding employee experience and high levels of engagement and performance.

Don’t forget that employee experience is not restricted to the office. Many of our teams are now spending more time working from home, so it’s important that we consider the experience people are having across the varying aspects of their role and working environments. No matter where they are, our people should expect to feel valued and recognised, have clear expectations, feel a sense of purpose, be treated with compassion and as an individual.



Snapshot



would recommend their SU as a good place to work (up from 80% in 2021)

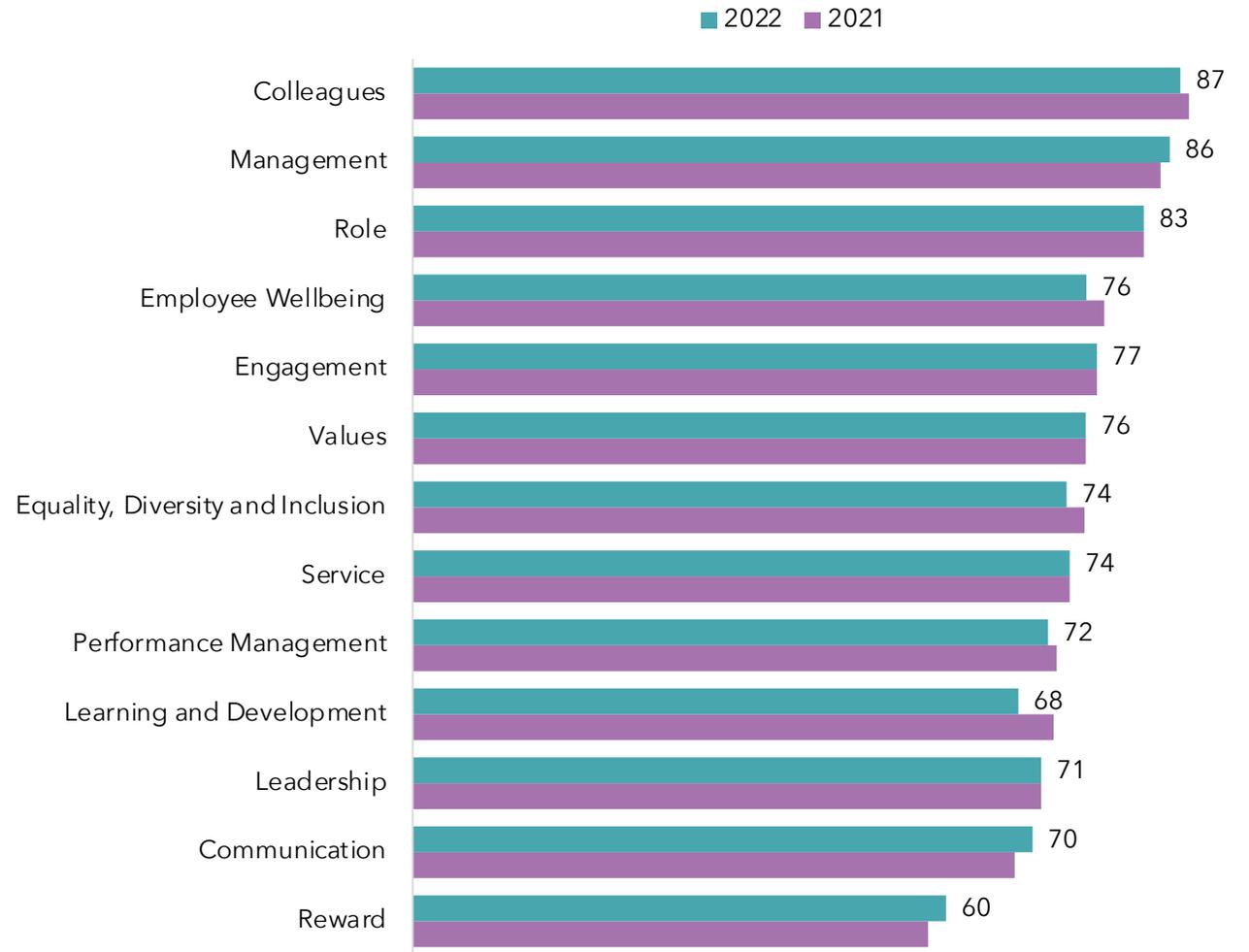
The NUS Employee Engagement Survey is made up of **71 core questions** that fall into **13 categories**. These categories are helpful in enabling us to paint a picture of the overall employee experience across the Movement.

This chart shows each category and the overall **positive** score (percentage) based on the data across **38** students' unions that participated in the 2022 Employee Engagement Survey between 17th January and 18th March 2022. **2371** people responded to the survey out of a possible 4204 - a response rate of **56%**.

The overall picture suggests that the majority of people across the Movement feel positively about their day-to-day **roles**, the **people** they work with and the **managers** who empower them to succeed in their roles.

It also suggests that we may need to spend some time considering **reward** and **communication**, whilst providing better opportunities for people to **learn** and **develop**, leading to better standards of service and performance.

Remember that every union is different, and whilst comparing your own results to the overall picture can be a good indicator of how you're doing, it's important to look for the stories in your own data to have the best chance of making change that has a meaningful impact on the employee experience in **your unique** organisation.





Snapshot

Highlights

I am able to work flexibly when appropriate	91%
Colleagues trust and respect each other	90%
I am treated with fairness, respect and dignity at work	90%
I receive support and encouragement from colleagues at work	90%
This organisation would forgive an honest mistake on my part	90%

Lowlights

My pay is competitive compared with other similar organisations	49%
I am rewarded fairly in comparison with others in the organisation	58%
I am kept informed of what is happening elsewhere in the organisation	58%
I am rewarded fairly for the contribution I make in my job	61%
The leadership group creates a compelling vision	61%

Key Drivers of Engagement

Agenda complete a correlation analysis between each question and the engagement index, which helps us to identify the most important factors associated with engagement.

The following questions are those that had the strongest link with overall engagement.

I am treated with fairness, respect and dignity at work	90%
This organisation cares about its employees	82%
This organisation has strong values and operates to high ethical standards	82%
I trust and respect the leadership group in this organisation	80%
I am confident that the leadership group can make the organisation successful	78%
I feel that I belong in this organisation	78%

Clearly, there is lots to celebrate here. The overall data paints a picture of trust, respect, support and compassion, which is one that the Movement should be very proud of.

We can also see some clear opportunities for Unions too; particularly around leadership, communication and belonging, which are key drivers of engagement for the group as a whole, and explored in more detail throughout this report.

How do we compare to the third sector?

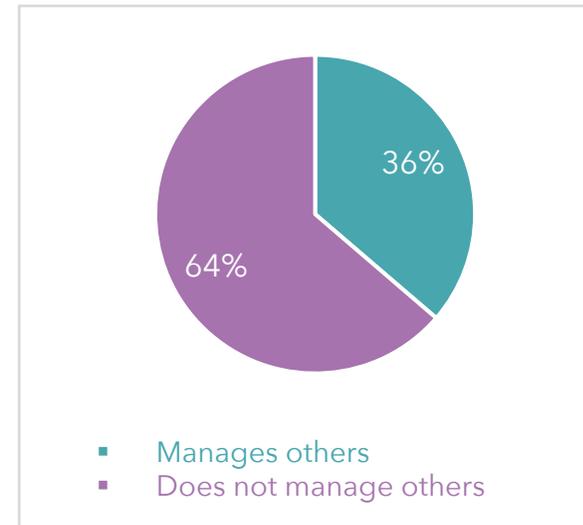
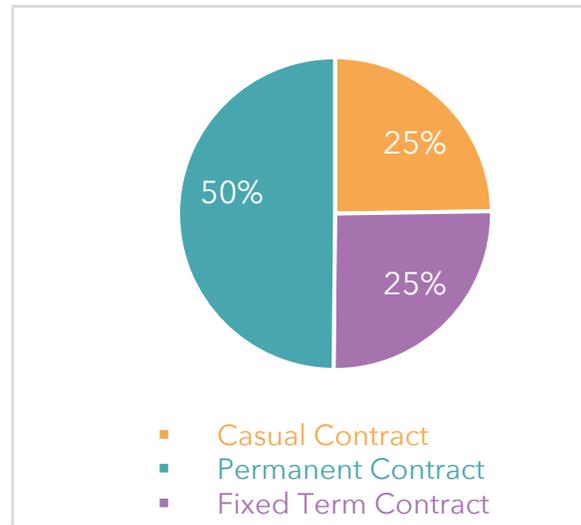
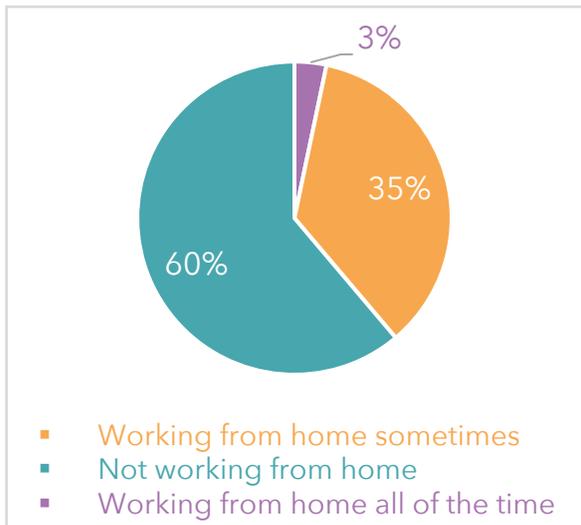
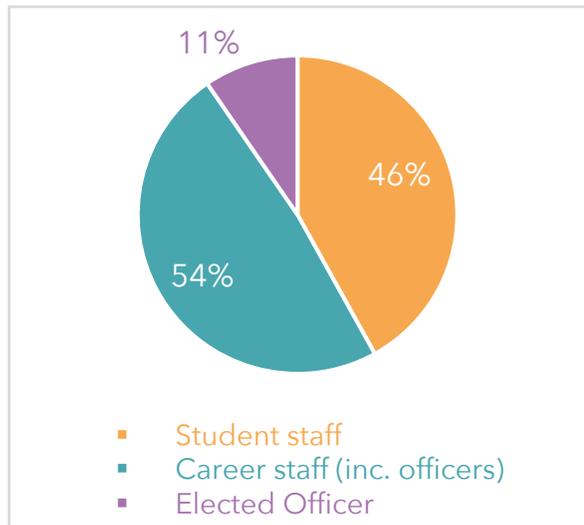
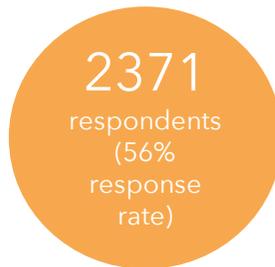
The Third Sector Benchmark median figures are based on data collected within the last 4 years from **54 organisations** participating in Agenda Consulting's Employee Engagement Surveys. Participating students' unions scored more highly than the third sector benchmark in **all 13 categories**, particularly in Equality, Diversity and Inclusion (+16), Employee Wellbeing (+16), Colleagues (+13) and Reward (+12).

Some of the highest performing questions in relation to the third sector benchmark are around Equality, Diversity and Inclusion; where participating unions scored **30%** higher for *'this organisation has a culture that nurtures and encourages those from an under-represented group to pursue their chosen career'*, and **29%** higher for *'the organisation works to attract, develop and retain people with diverse backgrounds.'* It is important to note, however, that it is widely recognised that the third sector has lots of work to do in this area, and although this a positive indicator that unions are ahead of the wider sector in breaking down barriers to inclusion, we also know that we still have a long way to go.





Who took part?



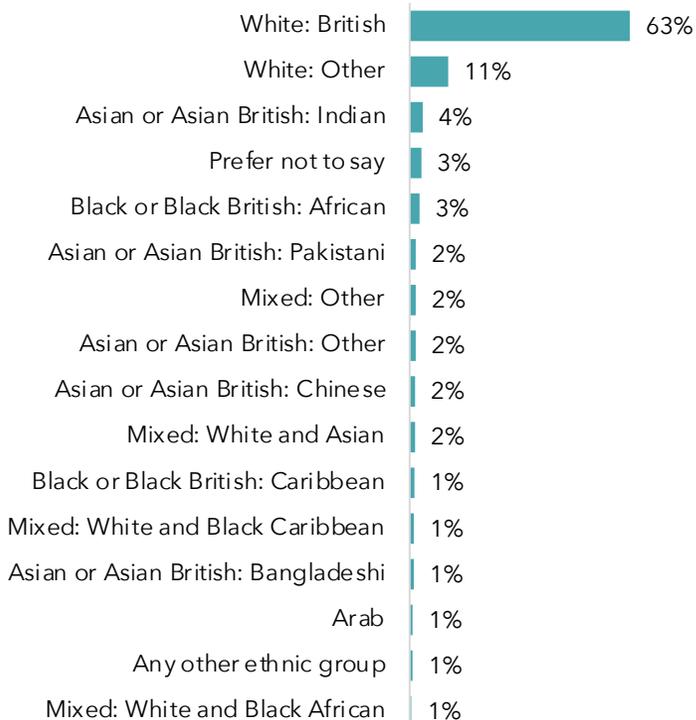


Demographics

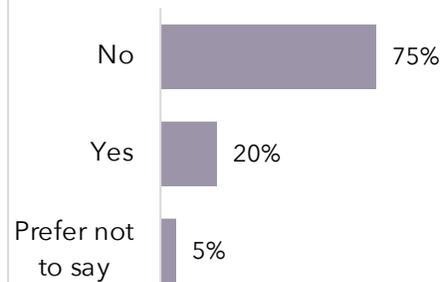
The data shows that nearly **three quarters** of the employee population amongst participating SUs are from White: British or White: Other backgrounds. **Less than a quarter** of employees are disabled or have a long-term health condition, and **over half** of SU employees are within the 21-30 age range.

Over **60%** of employees identify as Women (including transwomen).

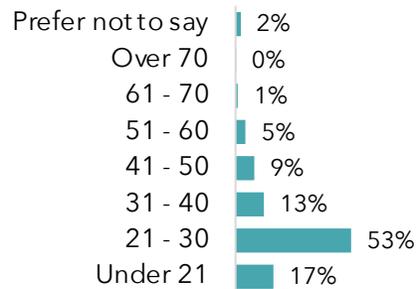
Ethnicity



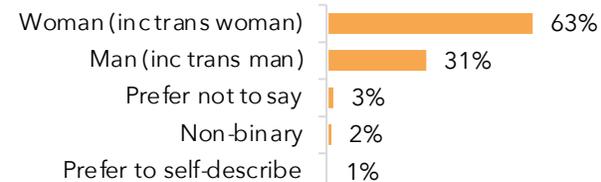
Are disabled or have a long-term health condition



Age



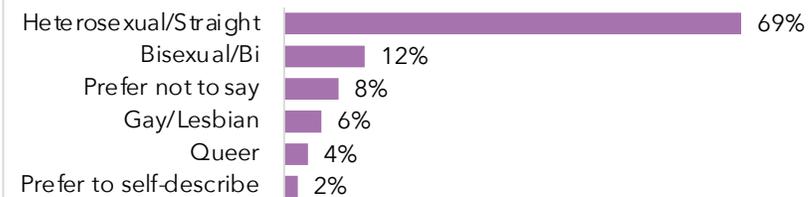
Gender



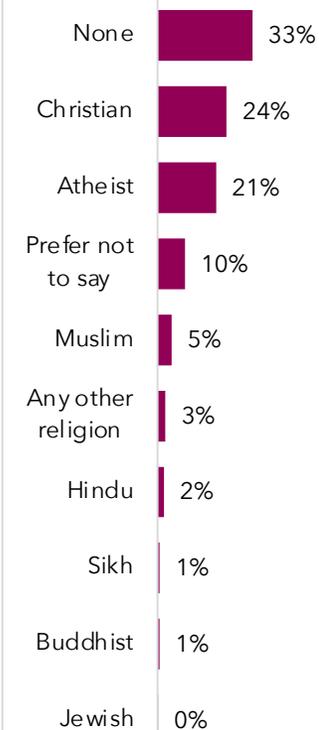
Gender Identity



Sexual Orientation



Religion / Belief



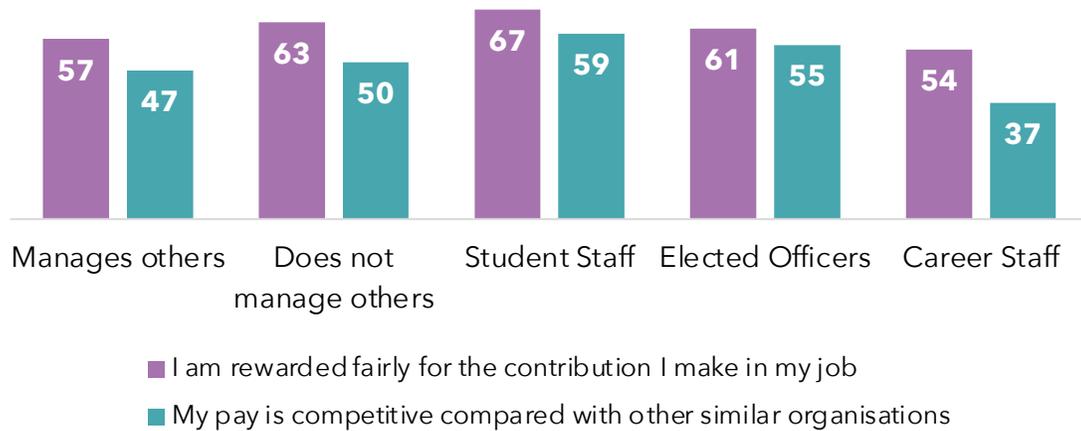


Reward

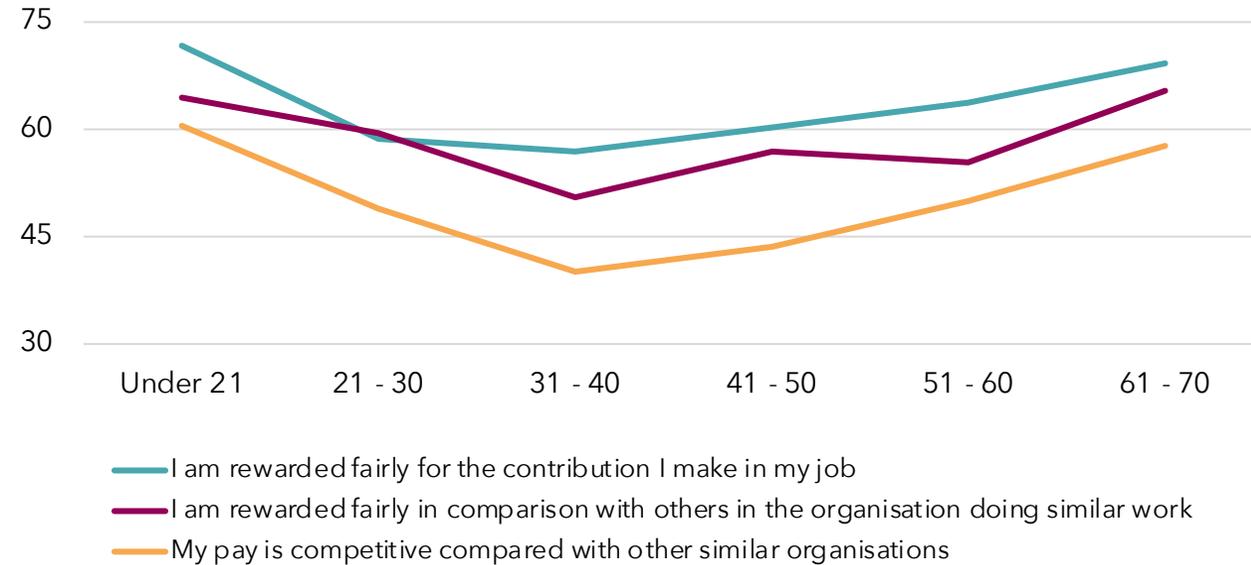
Reward was the lowest scoring area across the entire results, with 3 questions from this category appearing in the bottom 5 scoring questions.

Less than 50% of people think that their pay is competitive compared with other similar organisations, with only **61%** of people saying that they are rewarded fairly for the contribution they make in their job.

Managers are **less likely** to say that they are rewarded fairly for the contribution they make in their job and that their pay is competitive, whilst student staff are generally the **most satisfied** with pay. NUS Charity's Big SU Survey in 2021 found that **62%** of participating SUs pay at least the Real Living Wage (rather than the national minimum), which is likely to contribute to positive perception of pay in this group.



There is a dip in the perception of fair pay between the ages of **31 to 40** (51% believe they are paid fairly in comparison with others in the organisation doing similar work).



What do we mean by fair pay?

Employees were asked whether they feel that their pay is **fair**, both in comparison to others in the organisation and relative to the contribution they make in their job (in other words, am I paid **enough** for what I do and the **experience** I'm having at work?)

Creating clear, fair and transparent pay practices, making sure they are well understood and fairly applied is the most effective way to ensure that people feel their pay is fair in comparison to others. The second area is much more likely to be about the overall **employee experience**.

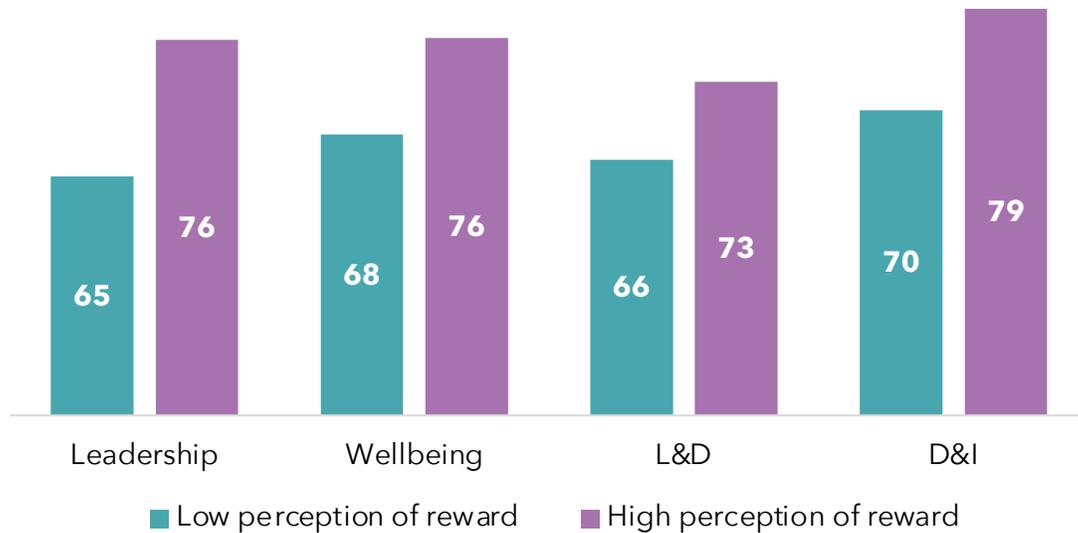


Reward

The impact of poor pay perception

Unions with the lowest scores around perception of pay and reward also saw lower scores in several other important areas such as Leadership, Wellbeing, Learning and Development, and Diversity and Inclusion.

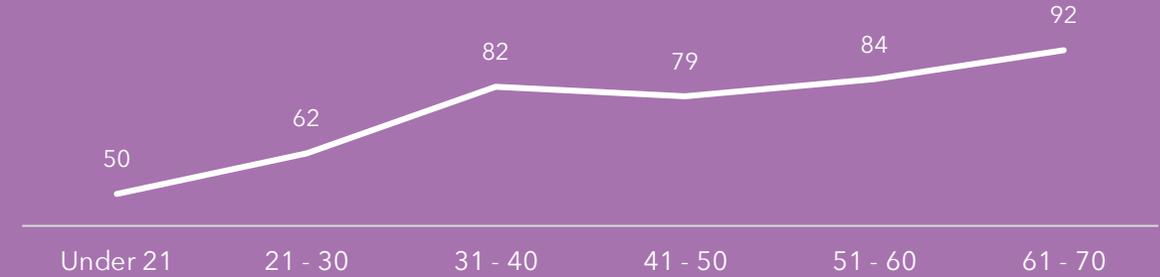
Employees whose organisations place greater emphasis on Wellbeing, Inclusion and Development are **more likely** to have a positive perception of reward - that is, their **overall experience** makes up for the slightly lower pay rate they may experience working in the sector.



Positive perception of benefits increases with age

65% of respondents were satisfied with their organisation's overall benefits package (holiday, sick pay, pension etc.) Employees between the ages of 61-70 reported the highest levels of satisfaction, with under 21s being the least satisfied.

This organisation offers a good benefits package



Student staff are less satisfied with benefits

Whilst **80%** of career staff (including elected officers) were satisfied with their benefits, only **49%** of student staff responded positively to this question.

Financial Wellbeing and the Cost of Living Crisis

According to the 2022 State of Financial Wellbeing Report from Wagestream, 12 million UK workers describe **financial insecurity** as their biggest concern - topping mental health issues (34%) and work-life balance (32%) struggles. In addition, over a quarter of employees (26%) **run out of money** before payday, 24% worry about money every single day, and a third (31%) don't have any savings at all.

It's worth taking the time to consider how organisations can help to address their employees' financial wellbeing through their **reward and wellbeing strategies**, especially when significant salary increases aren't an option.



Wellbeing

How does wellbeing impact engagement?

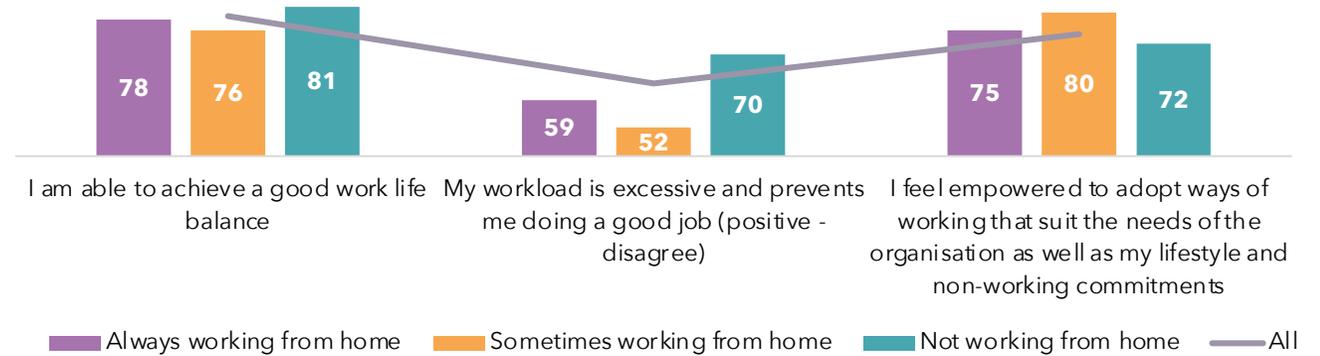
Employees who are **healthy** and **engaged** are most likely to **stay** working in our organisations for longer, put in extra effort, champion our work and be **ambassadors** of our employer brand.

Unions that scored most highly for their overall wellbeing also score higher in questions relating to advocacy, loyalty, motivation and engagement.



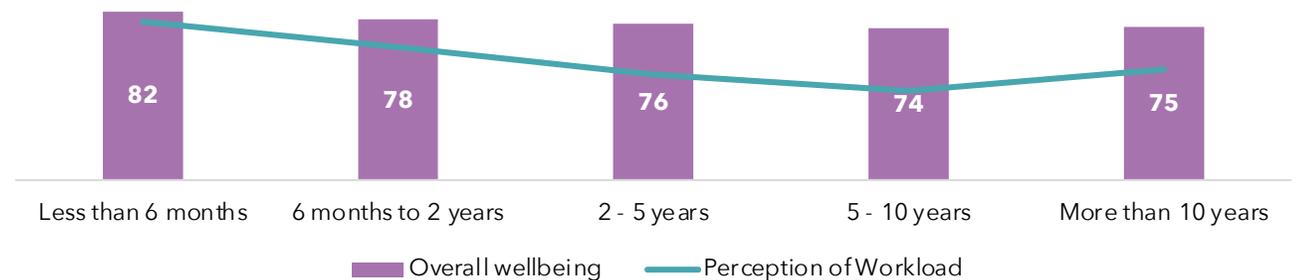
Is work-life balance better for homeworkers?

The data suggests that those who do not work from home have **more positive** perceptions of their workload and work-life balance, however, they are **less likely** to report feeling empowered to adopt ways of working that suit both the needs of the organisation and their non-work commitments. Overall wellbeing scores are slightly lower for those working from home all of the time than they are for staff working from the office some or all of the time.



Wellbeing over time

Satisfaction with wellbeing reduces slightly with length of service. The most noticeable contributor to this is perception of **workload**, which is lowest (43% positive) amongst those who have been with their SU's for 5-10 years, compared with 77% for those newest to their organisation.





Wellbeing



Feel that their workload is excessive and prevents them doing a good job (compared with 18% in 2021)

How does workload impact wellbeing?

Research by [CIPD](#) shows that the top cause of stress at work is excessive workload, followed by management style.

The responses demonstrate that more than **1 in 6** people think that their workload is excessive and prevents them from doing a good job.

This is worst among elected officers, with more than **1 in 3** officers describing their workload as excessive, compared to **17%** of non-elected staff. In addition, over **25%** of those with management responsibility feel that their workload is excessive.

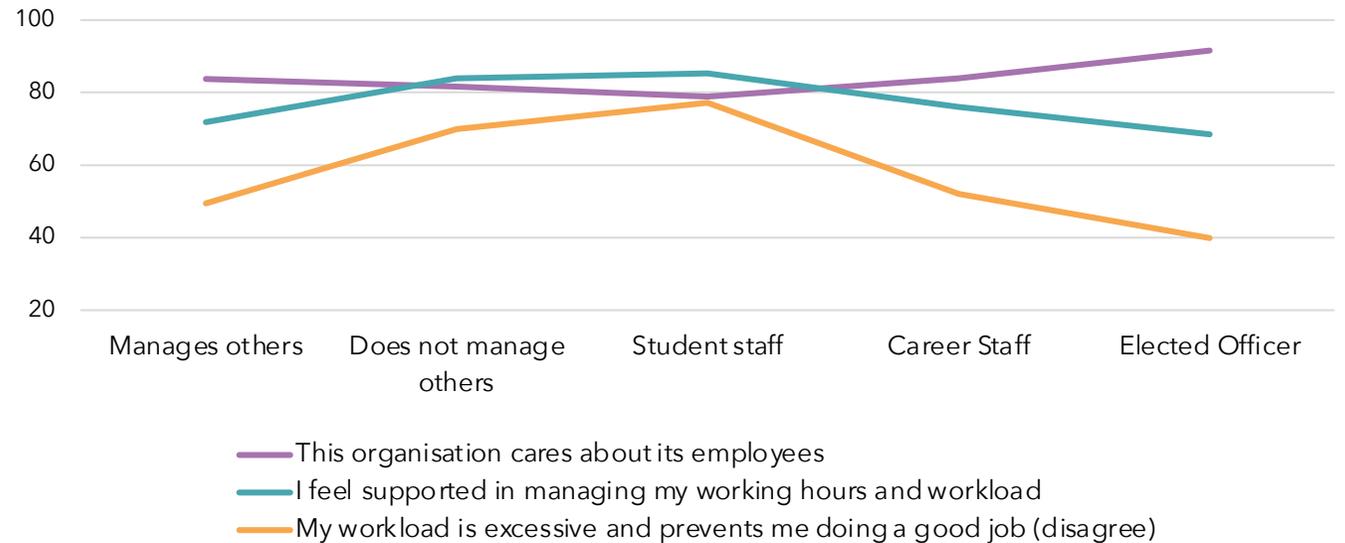
Whilst it's positive to see that, generally, employees agree that their organisations care about them and offer support in managing work, there is also a clear area of opportunity for SUs to translate this into action, particularly in relation to workload.

The most effective organisations will ensure that they are able to be both reactive and proactive in supporting wellbeing. This includes equipping line managers to spot potential causes of stress so that they can provide individualised support, as well as careful job design, ensuring clear goals and priorities are shared and understood, and that healthy behaviours are promoted and supported.

"Actions Speak Louder than Words"

Typically, respondents believe that their organisation **cares** about its employees, and generally feel supported in managing working hours and workload. However, this isn't necessarily reflected in how they perceive the organisations' **actual efforts** to prioritise workload and **resolve** capacity issues.

Overall, managers and elected officers are **less positive** about the support they receive in managing their work and hours, and we also see a significant dip in their perception of their workload.

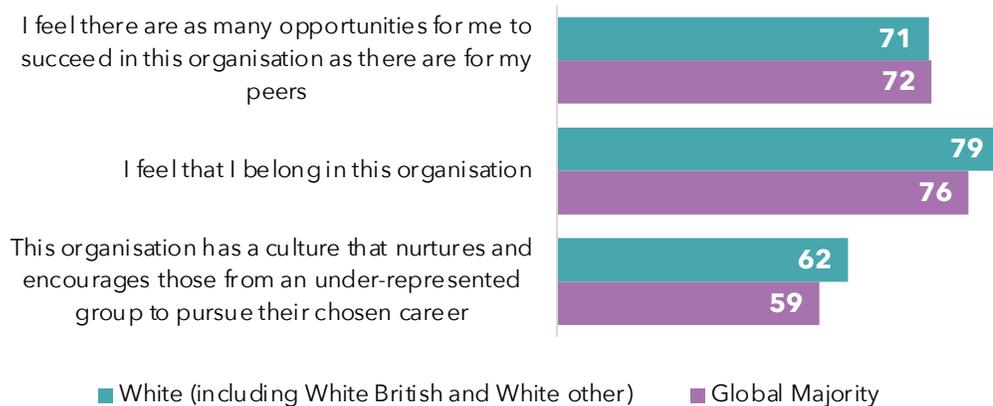




Inclusion & Belonging

The Employee Engagement Survey data shows that there is very little difference in the perception of belonging between employees based on their ethnic groups, however those from White backgrounds (including White: British and White: Other backgrounds) do report a slightly **higher sense of belonging** and higher satisfaction with inclusion than those who are part of the Global Majority.

It is of course important to note that, with **74% of staff in participating unions being from White backgrounds**, there is clearly a huge amount of work to be done around prioritising race equity across the sector.

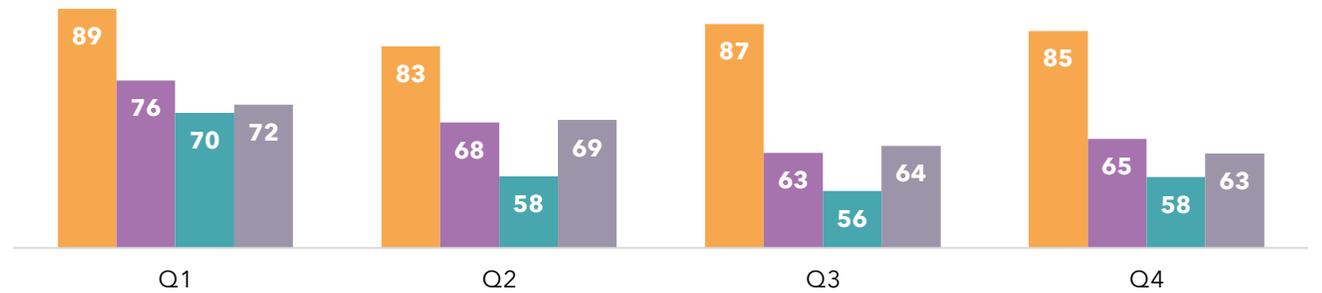


Although the majority of respondents across all participating unions generally agree that their organisation values diversity, the data also shows that **organisations with greater levels of racial diversity score more positively** in Equality, Diversity and Inclusion overall.

The main contributing question is 'This organisation has a culture that nurtures and encourages those from an under-represented group to pursue their chosen career', with organisations in the upper quartile for racial diversity scoring **12%** more positively than those in the lower quartile. We also saw more **positive** responses from these organisations regarding their efforts to attract, retain and develop people with diverse backgrounds and for providing equal opportunities to succeed.

The data has been arranged into the following four quartiles, based on the % of respondents within the SU who are part of the Global Majority:

- Upper Quartile (31% - 42% belonging to the Global Majority)
- Upper Middle Quartile (15% - 30% belonging to the Global Majority)
- Lower Middle Quartile (6% - 15% belonging to the Global Majority)
- Lower Quartile (0% - 6% belonging to the Global Majority)



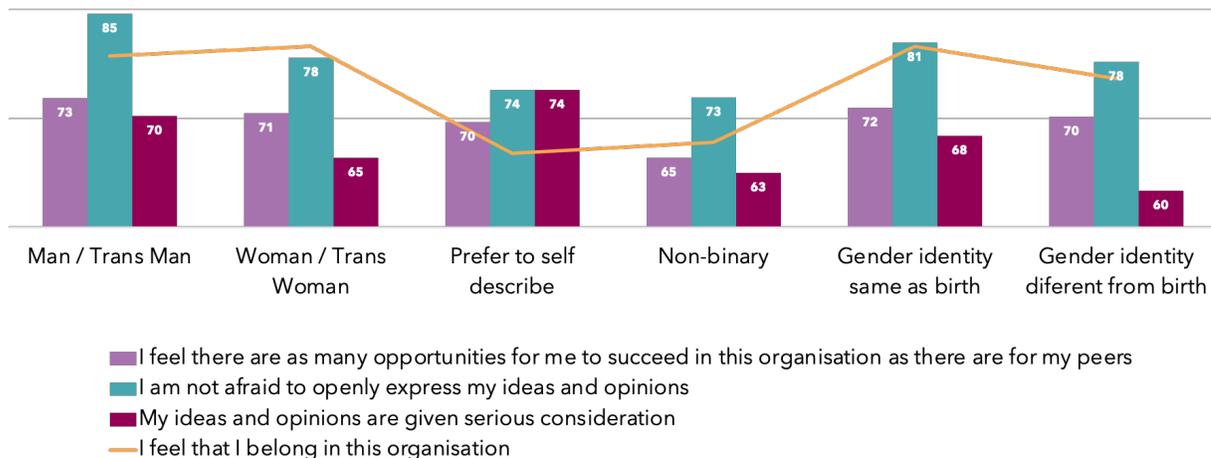
- This organisation values diversity
- This organisation has a culture that nurtures and encourages those from under-represented groups to pursue their chosen career
- This organisation works to attract, develop and retain people with diverse backgrounds
- I feel there are as many opportunities for me to succeed in this organisation as there are for my peers



Inclusion & Belonging

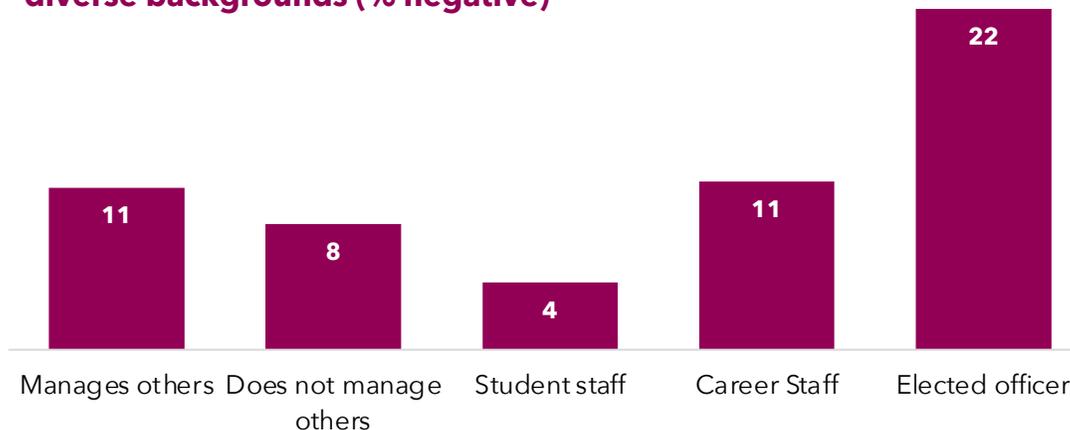


Men (including trans men) report slightly **higher confidence** in openly expressing their ideas and opinions, whilst women (including trans women) are more likely to feel that they **belong** in their organisation (Women/Transwomen make up **63%** of the population in participating unions). Across a number of areas relating to inclusion and belonging, those who describe their gender as non-binary or self-describe their gender appear to report **lower levels** of belonging and inclusion.



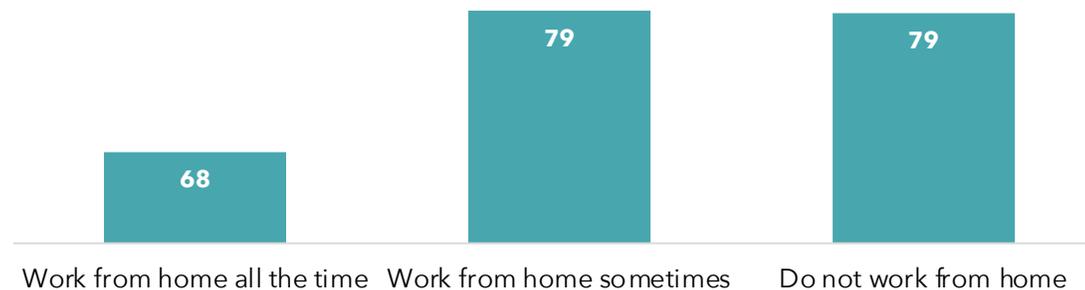
Elected officers are **more likely to disagree** that their organisations' work to attract, retain and develop people with diverse backgrounds.

This organisation works to attract, develop and retain people with diverse backgrounds (% negative)



People that work from home all of the time are less likely to feel belonging

Although remote opportunities for remote working are an effective way to broaden our options for talent and diversify our workforce, organisations must pay attention to the experience of remote colleagues to create a sense of belonging to the organisation and its work.



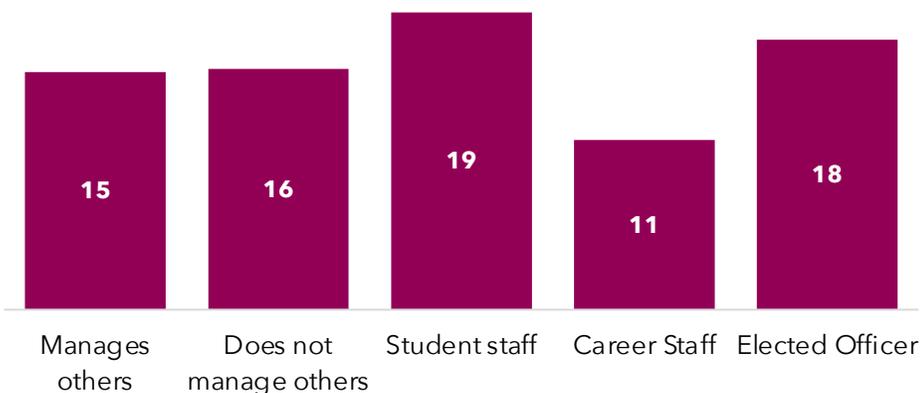


People Development

The chart below shows the percentage of people who said that they **do not receive regular, timely feedback** that helps them to improve their performance.

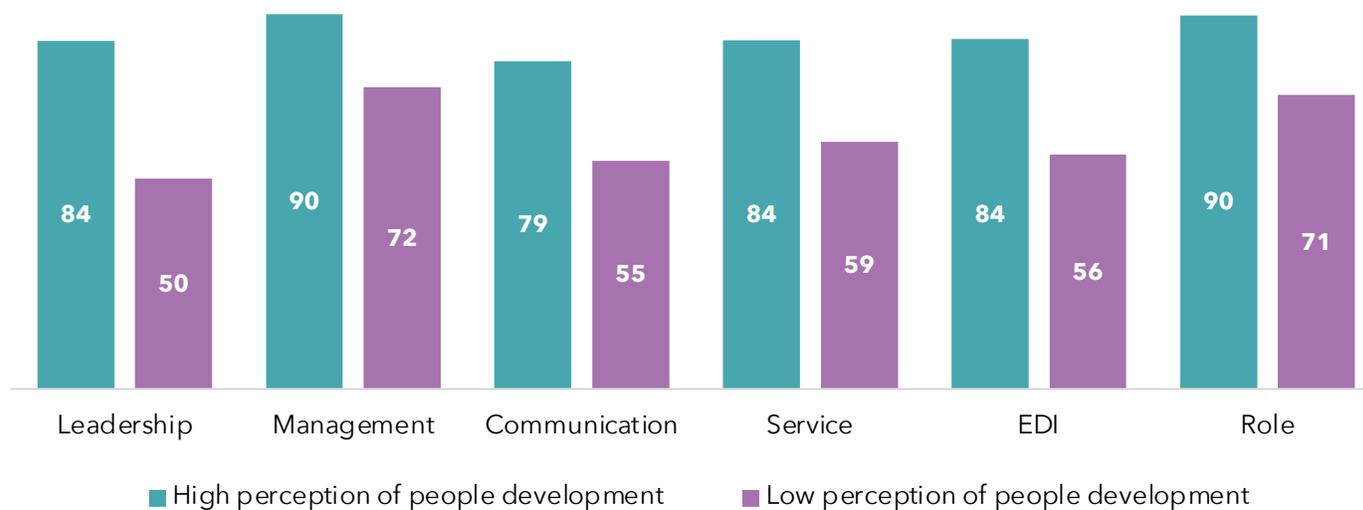
Although these numbers are relatively low, **1 in 6** people overall claim to not receive regular feedback. This is even higher among **elected officers** and **student staff**.

% that do not receive regular timely feedback that helps improve my performance



The Business Case for Investing in People Development

Unions that received the top 5 highest scores for questions relating to people development, feedback and learning unsurprisingly scored higher in almost every other area than those that received the lowest 5 scores; demonstrating a positive correlation between a **commitment to people development** and overall engagement, as well as leadership, management, communication, service and EDI.





Leadership & Management

Overall, respondents are **more positive about management** than they are about leadership (which usually refers to the CEO and Senior Leadership team, but will depend on the size and structure of the organisation).

83% of respondents agree that their manager seeks their input and involves them where appropriate, but only **63%** agree that the leadership group is in touch with the views and opinions of staff.

Typically, this suggests that **first-line managers** are effective at communicating with and involving people in team decisions, but that people feel less involved with what is going on in the organisation as a whole.

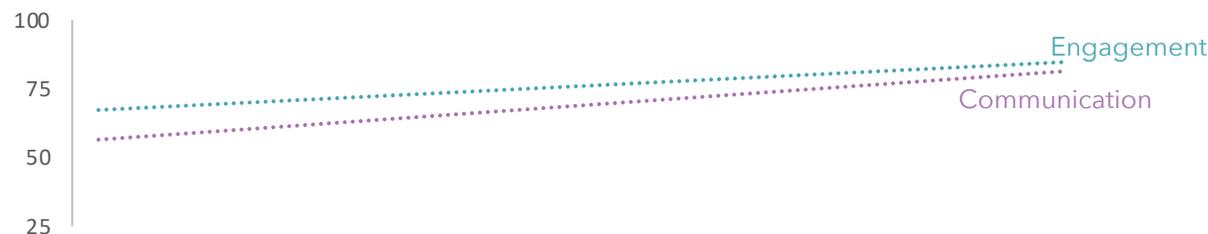


It is unsurprising to see that the organisations that score most positively for **Leadership** also score significantly more highly than organisations with the lowest leadership scores in a number of areas, most notably Values (+32), Learning and Development (+28), Service (+26) and Communication (+25).

Could this suggest that organisations that **role model** their values, communicate well and invest in learning development are more likely to foster a positive perception of leadership, whilst also delivering a **better service** to members?



The data also shows that, the more people believe that the leadership group is in touch with the views and opinions of staff, the more positive their scores are for both **Communication** and overall **Engagement**.



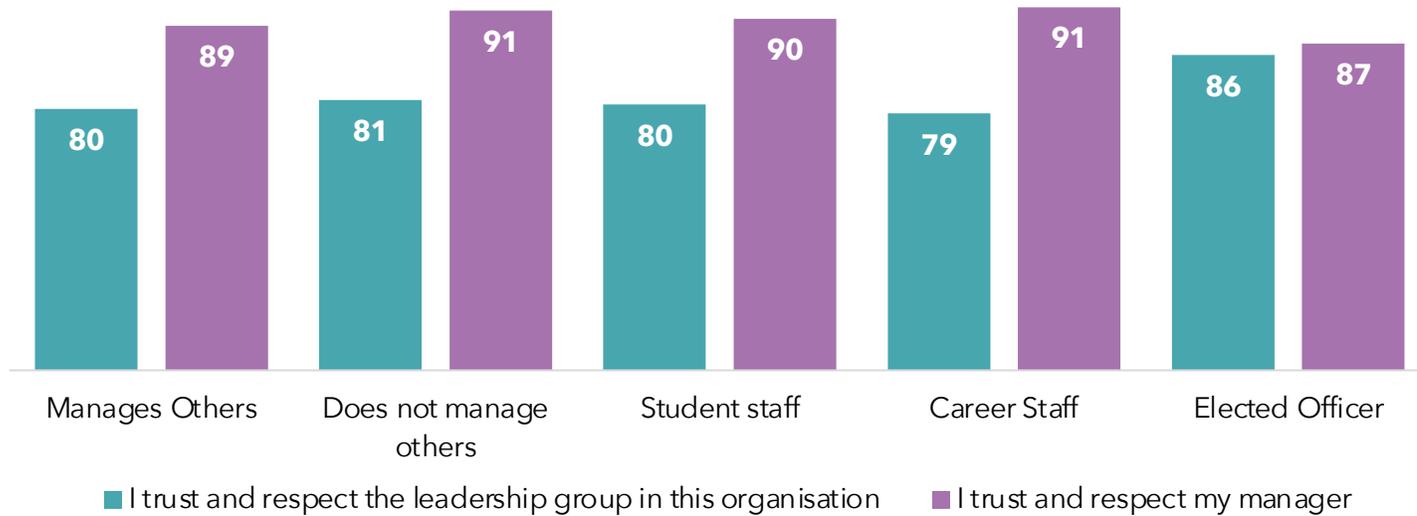
The leadership group is in touch with the views and opinions of staff →



Trust

We see higher levels of **trust** and **respect** for **immediate managers** than we do for Leadership, with the highest levels of trust for the leadership team among elected Officers.

Line managers are particularly **important** for helping to **develop trust** in leadership and the organisation’s vision. It is their role to cascade organisational priorities and champion the strategic aims of the SU. **Developing line managers** to communicate confidently, have direct and honest conversations and ensuring they are aligned with the leadership vision is essential for fostering a culture of trust and transparency.





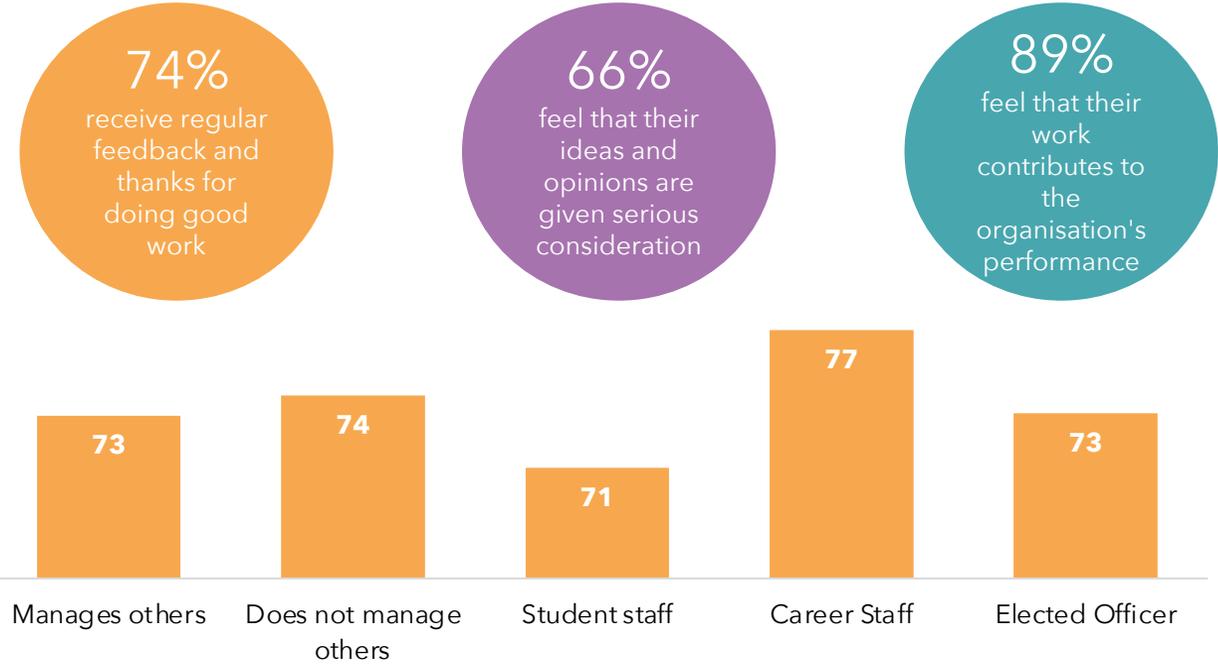
Recognition

Employee recognition can have a large, positive impact on performance outcomes. Many studies have shown that employee recognition and positive feedback leads to **greater motivation than financial reward**, and can have a positive impact on performance, attendance and overall morale. (CIPD, 2022)

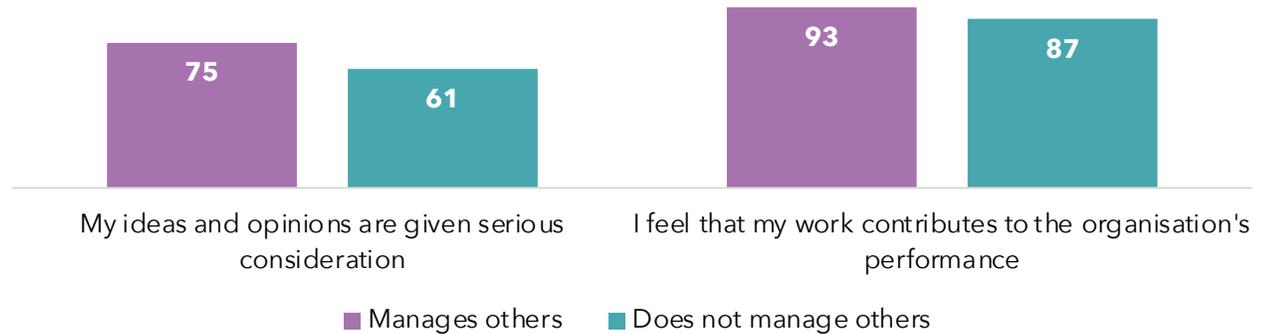
Employees that feel recognised will usually:

- Feel appreciated and valued through **recognition** of their work
- Recognise the **impact** of their work on the organisation's performance
- Feel that their ideas are **valued** and recognised

The data shows that **74%** of respondents receive regular feedback and thanks for doing good work. This is slightly higher among career staff than elected officers and student staff.



The data also shows that managers are **14% more likely** to feel that their ideas and opinions are given serious consideration, and 6% more likely to feel that their work contributes to the organisation's performance.



Staff in SUs with the highest scores for recognition are **16% more likely to recommend their organisation** as a good place to work.

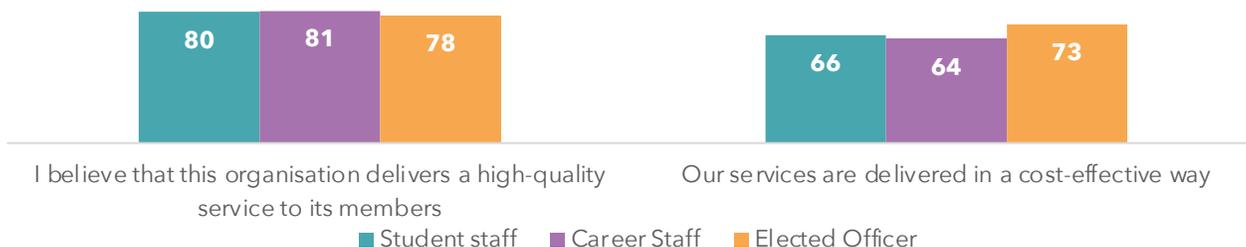
Recognition Level	Percentage
High Recognition	86%
Low Recognition	70%



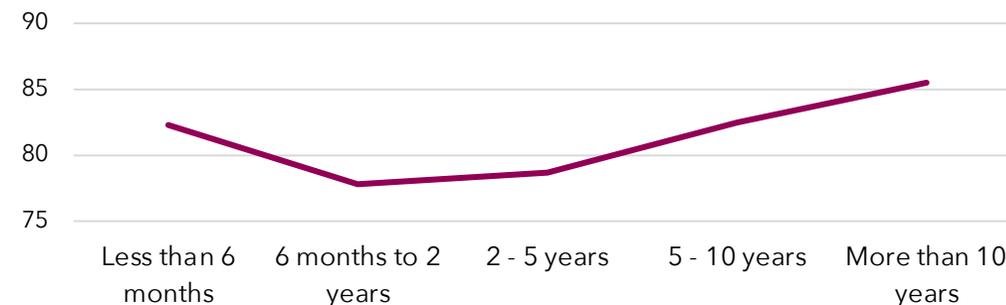
Service

81% of respondents agreed that their organisation delivers a high-quality service to its members, and **73%** feel that they themselves receive a good service from other departments within their SU. A slightly lower amount (**66%**) believe that their SU's services are delivered in a cost-effective way.

We see similar scores across the service category from student staff (who are also members), elected officers and career staff, with officers and student staff only 1-2% less likely to agree that their organisation delivers a high-quality service.



We see a **slight dip** in perception around service quality amongst colleagues that have been with their organisations **between 6-months and 5-years**. Given that perception of service seems to have a significant correlation with **retention**, it's important that organisations explore this if they want to retain good employees.



Better Performance Management = Better Service to Members

Unsurprisingly, organisations with the 5 highest scores for performance management scored **23% higher** in the Service category than the organisations that scored lowest for performance management, suggesting that a robust and consistent approach to **performance management** has a clear impact on the service we provide for members.



Organisations with the highest overall scores in the service category had higher scores for **engagement** overall. Their staff were also 18% more likely to want to still be working for the organisation in 12-months' time.

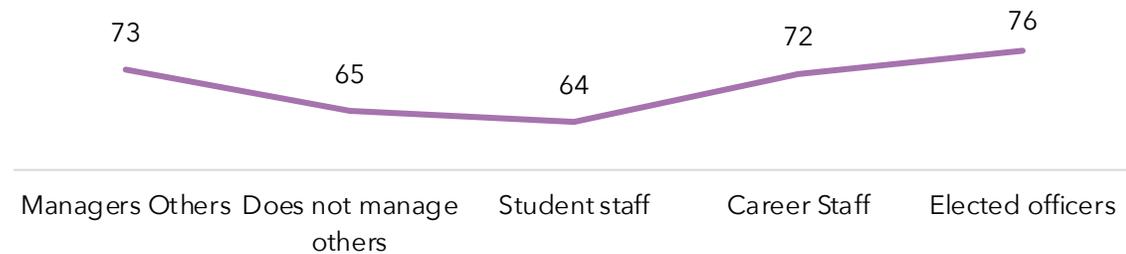




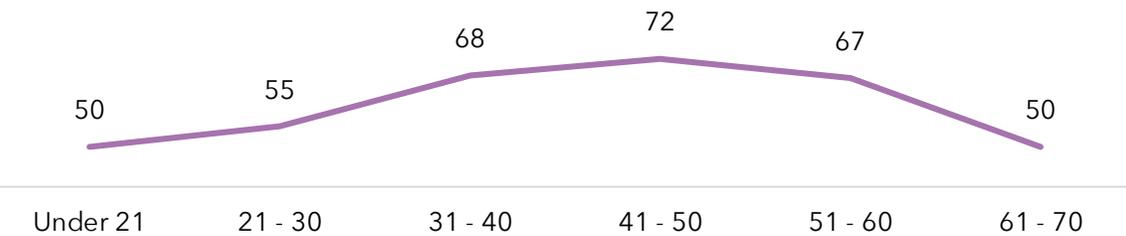
Communication

Communication was the second lowest scoring area within the movement-wide data with a score of **68%**.

Student staff and non-managers are the least satisfied with their union's communication. The poorest performing question in the Communication category was "I am kept informed of what is happening elsewhere in the organisation."



The youngest and oldest staff members feel the least informed

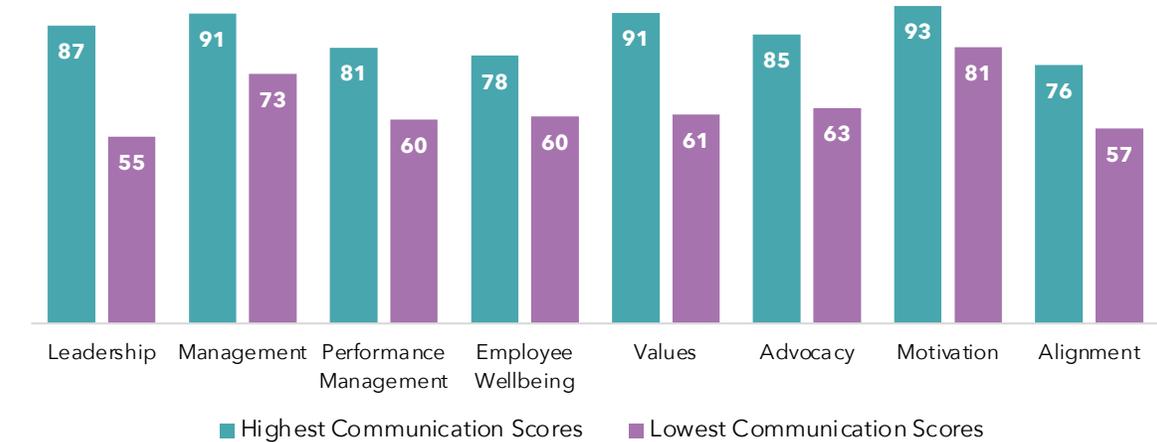


Hybrid workers have a more positive perception of communication



SUs that score the highest in communication have higher scores in all other areas (an average of **20%**), making Communication a key factor for engagement and therefore a **key opportunity for improving the employee experience**.

The biggest differences were seen in scores for leadership (32% higher for the highest scoring SUs) and values (30% higher). Employees in Unions with high communication scores were also 22% more likely to recommend their SU as a good place to work (advocacy), 12% more likely to put in **extra effort** to help the organisation (motivation) and 19% more likely to feel a strong sense of **identification** with the organisation (alignment).





Engagement

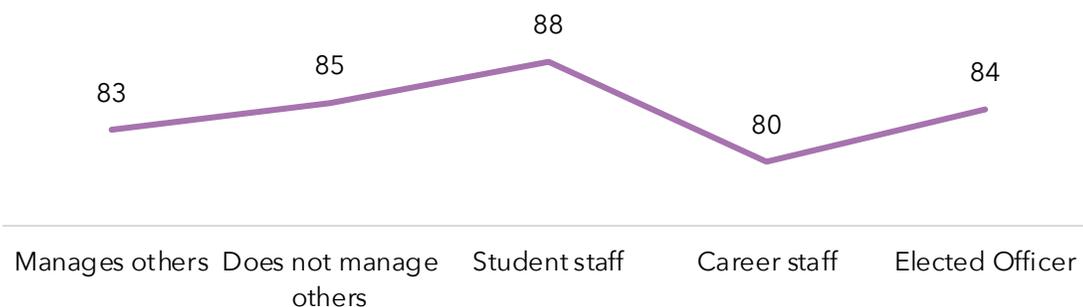


Engagement vs Satisfaction

In the not-for profit sector, we're likely to see much higher levels of staff being engaged with the work that they do, than for the organisation they work for. It is possible for staff to 'be engaged' (i.e., put in extra effort, feel motivated to achieve, and care about their work), without being satisfied with the experience they have at work. This is what led Agenda to conclude that the question 'I would recommend this organisation as a good place to work' is the most helpful measure of engagement in the sector.

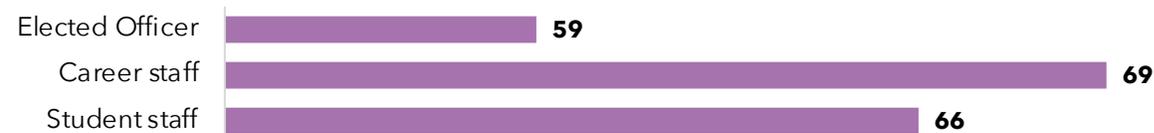
Student staff are the most likely to recommend their organisation as a good place to work, however this question scores above **80%** in all role groups.

I would recommend this organisation as a good place to work

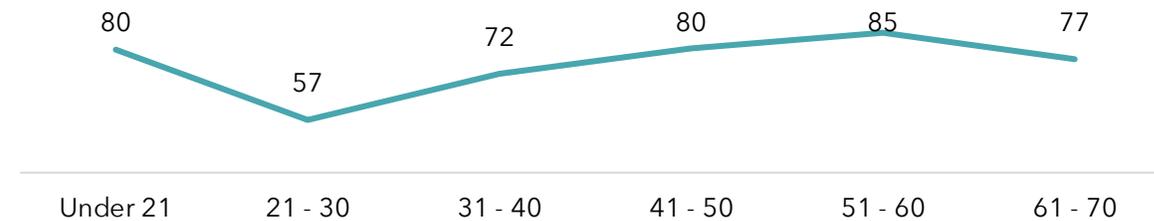


The data shows that most people would willingly put in **extra effort** in order to help their SU, and are proud to tell people that they work for their organisation. However, over one third of employees would like to leave the organisation within the next 12-months. Although the majority of these responses are likely to have come from student staff and elected officers, over **30%** of career staff do not see themselves being with their organisations in 12-months.

I would like to still be working for this organisation in 12-months' time



Employees between the ages of 21 and 30 are least likely to say that they still want to be with their organisations in 12-months' time.



Summary

We know that all participating organisations are thinking critically about the experience they provide for their staff, officers and volunteers, and therefore the environment they create for their members. It's therefore pleasing to see that so many staff members feel positive about their colleagues, their role and their line manager. This demonstrates a real effort by unions to create welcoming, collaborative organisations where people feel supported and, ultimately, enjoy the work they do.

There are also some key opportunities for us to work on and improve which include:

- **Communication**
- **Leadership**
- **Reward**
- **Learning and Development**
- **Performance Management**

We also need to continue to focus on attracting, developing, retaining and championing the advancement of staff from more diverse backgrounds, as well as keeping a close eye on **workload** and **wellbeing**.

In the current climate, it is perhaps more important than ever to listen to your people to understand what they love about your organisation, as well as what makes their job difficult, so that you can take action and improve their experience.

Both NUS Charity and Atkinson HR Consulting are privileged to be able to support a number of students' unions in turning their data into action and creating more effective organisations that achieve better outcomes for students. Please get in touch if you would like to explore how we can help you.

3 things to think about for...

Chief Executives / Senior Leaders

1. Consider how your senior leadership team communicates with the wider organisation. What works well? What could be better? What do staff think?
2. Are your line managers champions of your vision and strategy? If not, why not, and how can you help them?
3. How 'in touch' are your leaders with the views and opinions of staff? What opportunities are there for them to listen and understand more about the challenges staff face and the ideas they have to share?

HR Teams

1. How can HR support leadership communication? What frameworks are in place for line managers? How can they be improved?
2. Are your pay policies and frameworks clear, fair and transparent? What opportunities are there to improve them?
3. How do your frameworks (recruitment, selection, performance, talent and succession planning) contribute to the advancement of diverse employees?

Officer Mentors

1. How can the SU better support Officer workload and wellbeing?
2. What opportunities are there for Officers to share their ideas around how the SU can better attract, develop and retain employees from diverse backgrounds?
3. What structures and frameworks can we put in place to ensure that all Officers receive regular support and feedback that helps them in their role?

