

# PEOPLE STRATEGY 2018-2025

*Working Together - Supporting Each Other*



# FOREWORD

Welcome to the University's People Strategy 2018-2025: *Working together - Supporting each other.*

This strategy builds on the significant achievements of *Working for our Future*, our People Strategy for 2013-17, and sets out how we will support the talent and aspirations of our staff to realise our University's strategic ambitions. As a supporting strategy, our key objectives will be underpinned by an implementation plan setting out clear actions, timescales and measures of success.

Our staff surveys continue to indicate that we are proud to be part of our University community both as a place to study and as a place to work. We want to continue to be an employer of choice for exceptional people and we are committed to creating a diverse and inclusive environment and caring about individuals' wellbeing. The continued ability of staff to lead, create and innovate, and the University's ability to attract, develop and retain teams of talented professionals, is critical

to our success. We want our staff to embrace their unique talents and grow in confidence and capability to enhance their roles.

All of our staff, irrespective of their role, are instrumental in achieving our University mission and vision. *Working together – Supporting each other*, places our staff at the heart of our plans, aligned with the University's key strategic themes and objectives.

We will continue to work in partnership with managers, staff and union colleagues to improve our people management practices and approaches to staff engagement and to promote inclusion of staff at all levels.

We only achieve what we do well because of our people and it requires each and every one of us to play our part in making the University a great and successful place to work. With your support, our People Strategy objectives will help us to realise this together.

Elisabeth Whitaker  
Director of Human Resources

# PEOPLE STRATEGY 2018-2025: *Working Together - Supporting Each Other*



**58% are academic staff and 42% are Professional Services**



**57% of staff are female, and 43% are male**



**96.7% of staff say the University is a good place to work (Staff Survey 2016)**



**The average length of service for an employee is 7.8 years**



**There were 1,500 attendees on professional development events during 2016-17**



**There were 2,422 job applications and 610 people interviewed for a role at the University during 2016-17**



**Our staff range from aged 20 to 82 years old**



**Staff turnover is 4.8% compared to an HE sector average of 8.4%**





# OUR APPROACH

The Human Resources team – HR Services, Professional Development, Health and Wellbeing and Equality, Diversity and Inclusivity – will champion the University’s core values and the shared motivations and beliefs that bring our community together.

We will strive to nurture and facilitate a working environment where all colleagues are equally valued, truly supported and duly recognised for their contribution.

The Human Resources team will deliver strategically aligned solutions in partnership with leaders, managers and staff.

We will provide professional and practical advice and support to meet the needs of the University, operating in strategic partnership with leaders, managers and staff to deliver our People Strategy objectives.

In particular, we will pay attention to developing career and progression opportunities, supporting personal and professional development, and helping to create a healthy, inclusive and engaged working environment in which staff will flourish and succeed.

# EXTERNAL AND INTERNAL CONTEXT

We are currently operating in a changing HE landscape, requiring all of us to remain adaptable and responsive to the challenges we face. A number of internal and external factors will focus the development of our People Strategy priorities to 2025:

- Increasing expectations in respect of flexible approaches to work and careers.
- A compelling need to maximise employee engagement and empowerment.
- A changing workforce demographic in relation to an ageing population.
- Technological advances requiring changing work habits and for all staff to embrace a digital world.
- Government policy and the political landscape - the new regulatory framework introduced by the Office for Students and the potential impact of Brexit.
- Financial sustainability and the need to maximise income and the efficient use of resources.
- Compliance with legislative requirements and new requirements affecting the way we work.



# KEY OBJECTIVE

*“We will provide an excellent staff experience based on the core values of the University community”* UNIVERSITY STRATEGY 2018-2025

## WE WILL ACHIEVE THIS BY:

- Enhancing our recruitment, selection and induction practices to deliver an excellent candidate experience at every stage of the engagement process.
- Creating the capability needed for future success by tailoring a programme of professional development opportunities to encourage and support innovative thought and activity in individual and team professional practice.
- Developing career progression routes and opportunities, recognising individual and team contributions that embrace and support the University’s core values and objectives.
- Reviewing our approach to performance management in order to support, motivate and engage individuals to take responsibility for their own performance and development and adapt to continuous change.
- Improving pay and reward mechanisms that align with the University’s objectives whilst remaining agile and competitive in the external market.
- Equipping our leaders with the skills and behaviours necessary to address organisational changes and empower staff to develop ideas and make them happen.
- Working in partnership with managers, staff and trade unions to improve our people management practices and approaches to staff engagement.
- Promoting inclusion of staff at all levels, demonstrating that a University community is enhanced by engaging diverse, talented individuals from many different heritages and backgrounds.
- Placing health and wellbeing at the heart of the experience of working at the University, offering relevant interventions and services.

The University’s People Strategy identifies initiatives and objectives under three interconnecting themes – **Recruit, Develop, Engage** – aimed at improving our ability to attract and retain the best and most talented people; providing support through professional development opportunities and engaging and looking after our staff.

# RECRUIT

Our vision is to be an employer of choice – we want the University to be sought out by top academics, researchers and professionals as a place that will enable them to succeed and thrive. All of our vacancies attract a great deal of interest and new recruits report that they feel valued and engaged from the very beginning of recruitment campaigns. We will actively promote the University as an employer of choice for exceptional people, seeing opportunities to align recruitment and selection practices with the University's drive to engage diverse, talented individuals from many different heritages and backgrounds.

Our future success will be dependent on our ability to continue to attract, develop and retain teams of talented staff. We will focus on enhancing the age profile of staff by offering opportunities to appoint apprentices and graduate trainees and for new academic staff entering into HE careers to be appointed into Lecturer roles. All of our recruitment and interview processes will indicate the qualities, values and characteristics expected of everyone working for our University.

We will continue to progress our links with the Armed Forces through their Employer Recognition Scheme, providing support for Reservists throughout their employment with the University. As a Mindful Employer, Disability Confident Employer and a Stonewall Diversity Champion, we will embrace and support the appointment of a diverse body of staff, taking positive action to appoint BAME staff into roles where under-represented.

## Actions

We will:

- Enhance our recruitment processes to ensure we deliver an outstanding candidate experience, tailored to meet the specific needs, remit and responsibilities of each role.
- Develop fruitful partnerships with executive search, media and job boarding agencies to support and maximise recruitment campaigns.
- Progress our Equality, Diversity and Inclusivity (EDI) website, HR induction materials and the EDI Staff Intranet pages, demonstrating the University's vision and values around EDI, both generally and across each of the nine protected characteristics.
- Support our Data and Barring Service requirements with automated and on-line processes to enhance efficiency.
- Develop our induction and mentoring practices enhancing support for staff new into their roles and for existing staff appointed into promoted posts.
- Deliver recruitment training for managers providing further guidance via Moodle and face-to-face activities.
- Encourage Apprenticeship opportunities for new and existing staff, combining work and study.
- Provide further guidance for all staff on UKVI requirements.



# DEVELOP

At each stage of our careers we can benefit from appropriate training and development – this might be formal or informal, structured or experiential, delivered in person, in groups or online. Our professional development programme is developed in partnership with managers and staff across the University, enhanced by many of our own staff who contribute to the successful delivery of learning events.

A wealth of opportunities is offered for staff in the professional development programme, providing support for individuals' aspirations and careers and to enhance the student experience.

We will continue to support the development of the skills and capabilities needed for future success through a diverse and blended range of structured and less formal initiatives, tailored to the needs of academic and professional services staff and aligned with our University priorities. We will continue to look at facilitating progression opportunities to enhance careers for academic and professional services staff.

Leaders and managers across all levels of the University must have the capability and commitment to model the behaviours and values that are critical to our success. Our managers play a vital role in realising the potential of staff alongside helping staff to adapt to new challenges and ways of working and to translate the University's vision into actions. We will develop tailored programmes to align with the needs of new or emerging managers, and promote excellence in HE management and administration enhancing links with the Association of University Administrators and other professional bodies.

The University is committed to delivering an outstanding learning experience where the student is at the heart of everything we do. We will continue to enhance our programme to support excellence in learning and teaching and offer opportunities for researchers and staff involved in enterprise and income generating activities.

## Actions

We will:

- Deliver a comprehensive professional development programme for individuals and teams.
- Broaden provision related to performance management, communication, mentoring and coaching, promoting a model of continuous feedback through guidance, support and training.
- Develop leadership and management provision to help managers at all levels to support the delivery of University priorities.
- Work with the Student Support and Wellbeing team to develop a programme of events for staff relating to enhancing support for our students.
- Promote apprenticeships as an opportunity for the development of staff, particularly in-house degree apprenticeships.
- Continue to support the Aurora Programme and a women's networking group to enhance opportunities for female progression.
- Enhance the EDI Provision and EDI initiatives to promote understanding in relation to equality and discrimination.
- With Information and Learning Services, support staff to increase confidence in developing digital literacy skills.
- Review the PRDP documentation to provide an opportunity to reflect on and engage with the University's key University priorities.
- Work with managers to identify potential career pathways and to identify potential routes for academic and professional services staff.
- Engage with proactive succession planning, ensuring staff are ready for emerging opportunities and/or to fill 'business-critical' positions.



# ENGAGE

Our staff choose to work for the University due to personal values and a desire to deliver the best quality services and support for our students, external partners, Academy Trust Schools and the many communities we are engaged with. In order for us to continue to create a successful and sustainable working environment for our staff and students, it is essential for us to nurture a healthy employee relations climate within a culture of diversity and inclusion.

Our aim is to support and maintain a progressive, collaborative and healthy working environment for all staff: caring and compassionate people make up our workforce and we are committed to placing wellbeing at the heart of individuals' experience of working at the University, encouraging people to look after their health and wellbeing.

We will engage with EDI focussed career and personal development opportunities both generally and in relation to specific protected characteristics such as the Aurora Programme and the Stonewall Flagship Leadership programme.

Work will be progressed to ensure equity across staff pay by engaging with and taking action on the Gender Pay Gap Reporting requirements through carrying out analysis on data for gender and other protected characteristics such as age, disability and ethnicity.

We will continue to build on established links to advance EDI generally and in specific areas requiring additional focus such as advancing race equality. Activities will be enhanced to ensure all staff recognise the value and enrichment that a diverse workforce brings to the University.

Mechanisms for staff to have their say, such as the staff and professional development surveys, will help to ensure staff are involved and feel able to contribute their experience and ideas to make the University an even better place to work.





## Actions

We will:

- Work with our health and wellbeing providers to provide a proactive, preventative offer that connects staff to high quality care and expertise.
- With the Institute of Sport, progress opportunities for staff to enhance their physical health and wellbeing.
- Support the mental wellbeing of staff by encouraging participation with interventions, building on our commitments in the Time to Change Pledge, and further through 'Thriving at Work – Promoting Mental Health and Wellbeing for Staff'.
- Progress an accreditation standard based on best practice and research linked to a workplace wellbeing charter.
- Engage with the Equality Challenge Unit and relevant organisations in relation to supporting our inclusivity agenda, providing further guidance to support awareness and understanding.
- Publish Gender Identity and Expression Guidance to help improve understanding of gender identity and to advance gender identity equality in the University.
- Progress and support specific schemes that support diversity including Stonewall and the Disability Confident Scheme.
- Undertake an Equality Pay Audit and enhance our reporting under the Gender Pay Gap requirements.
- Facilitate and feedback on a staff survey during 2019 and as required.

## SUMMARY

*Working together – Supporting each other* identifies objectives and actions that will be led by the Human Resources team in partnership with managers and staff across the University.

This strategy is intended to be a 'living document' providing the flexibility to be responsive to future changes, while maintaining a core focus on supporting our strategic priorities.

A number of key documents were reviewed in preparing this strategy including University strategies relating to learning, teaching and the student experience, research and enterprise, as well as our University Strategy for 2018-2025.

Stakeholders were also engaged with and listened to including members of the governing body, managers, staff, and members of the Students' Union.

