INTRODUCTION

In its Strategic Plan 2012–2015, the university has set out its vision, ambition and plans for 2020. The university has chosen a high quality research-strong trajectory, to be delivered in a global context with transformational technological capacity.

At the core of the strategic plan is the intention to:

- deliver a transformational student experience founded on research informed learning communities of staff and students
- expand the volume and quality of high impact research
- underpin both strategies with sector-leading digital technology

The Strategic Plan is founded on a recognition that central to the university achieving its ambitions is the capability and capacity of its workforce. The plan therefore includes an inherent commitment to develop staff, build capacity and give individuals the necessary support to deliver the university’s strategic priorities.

As part of its strategic ambitions, the university has made a commitment to build the capacity, skills and motivation of its staff, whilst creating a rewarding and engaging place for people to work. This Human Resources (HR) Strategy aims to bring that commitment to life. Whilst the strategy will focus on the issues that need to be addressed as part of the current Strategic Plan, it will evolve and develop to take account of new priorities and the university’s developing ambitions. Development of this strategy will happen formally on an annual basis and via the university’s usual governance arrangements, and also by involving trade union colleagues and other key staff. This HR Strategy is driven by three strategic priorities:

1. To bring to life the commitments made in the current strategic plan and its next iteration, particularly with regards to staff development, performance and career opportunities which, in turn, will support the achievement of the university’s ambition. Specifically these include:
   - Providing staff with the opportunity to develop their capacity and skills through a process of personal development planning which is both robust and effective;
   - The attraction, recruitment and retention of high caliber and motivated staff who, in turn, attract high caliber students at all levels of study;
   - Developing arrangements where expectations of staff are made clear and performance is regularly reviewed and developed;
   - Ensuring arrangements and an experience whereby staff engage in their own learning, development, support and research ambition where appropriate;
   - Ensuring that both individually and collectively, all staff seek to provide students with the best possible experience whilst studying at the university.

2. To develop identified areas on which staff provided very clear feedback in the 2013 Staff Survey.

3. To provide a pathway of step-change to a culture that realises and maintains the ambitions of the university reorganisation. At the heart of this is the intention to create an excellent student and staff experience which will require both a common set of values and a culture of collegiality, accountability, responsibility, clarity and trust.
HUMAN RESOURCES STRATEGY 2015–2020

THE HR STRATEGY

Given the aspirations contained in the current Strategic Plan, the results of the 2013 Staff Survey and the cultural shift required to facilitate a successful reorganisation the university’s HR Strategy focuses on four strategic themes.

These are:
- Developing high quality leadership and management
- Developing individual and collective performance
- Attracting, recruiting and retaining talent
- Developing staff communications and engagement

The four themes are explored in more detail within the following pages of this strategy. Each theme details a vision which outlines our aspirations for the theme, a summary of those areas that we will focus on to realise this, and a range of impact statements/key performance indicators by which we will measure success. The latter will be refined during the life of this strategy and in particular with the development of the university’s new strategic plan. Furthermore, where applicable, a number of KPIs indicate the level of improvement that is being sought in the next staff survey and these are based on the results of the 2013 survey. To complement the strategy, a detailed action plan will be developed which delivers the themes and key priorities, and provides timescales for implementation.

The successful implementation of the HR strategy will be based on a partnership approach between leaders, managers, staff and trade unions. However, a change of emphasis will also be required for the HR service and we have therefore developed a supporting strategy around Developing Excellent HR Services. Furthermore, the HR Strategy aims to drive change by integrating with other enabling strategies such as those relating to Finance, Information Technology, Strategic Planning, Equality and Diversity, Research, Health and Safety, Estates and Marketing and Communications.

EQUALITY AND DIVERSITY

Inherent within this strategy and its implementation is a commitment to ensure the highest standards of equality and diversity.

The university aims to provide an experience of higher education that is challenging and enjoyable for students and staff, embodies equality of treatment and equips our students to be socially purposeful professionals and citizens.

We believe that equality of opportunity is essential for the successful and innovative development of both the university and its community. We are committed to promoting equality of opportunity, eliminating unlawful discrimination and valuing the different contributions and experiences of all our students and staff.
DEVELOPING HIGH QUALITY LEADERSHIP AND MANAGEMENT

VISION

To ensure the university has a community of trusted leaders and managers who, together with all staff, facilitate the achievement of the university’s Strategic Plan and aspirations. This recognises the university’s goal that leadership within the organisation is a collective endeavour of shared responsibility which goes beyond that of college, school or department to the university as a whole.

We will:

• Build management capacity through clarifying and making explicit those individuals who hold management responsibilities within the university and what these responsibilities are.

• Identify current leadership and management hierarchies in order to define who and how decisions are made, where accountability and responsibility lie, and what autonomy is granted. This will also include evaluating how leaders and managers are currently utilised on cross-university programs, assessing the suitability of these arrangements moving forward, and developing these appropriately.

• Develop a core set of leadership and management competencies which underpin the skills, qualities and behaviours of the university’s leadership and management community.

• Establish arrangements to build capacity in the areas of strategic leadership & management and leading & managing people.

• Develop capability in the area of change management to support the university’s ability to adapt quickly and effectively to changing circumstances.

IMPACT/ KPI’S

• Line managers have effective people management skills (minimum Staff Survey improvement of 10%).

• Line managers set and review clear objectives on an annual basis (minimum Staff Survey improvement of 30%).

• Confidence that the university’s strategic plan will be effectively delivered (minimum Staff Survey improvement of 20%).

• Confidence in the leadership of the university is strong (minimum Staff Survey improvement of 10%).
DEVELOPING INDIVIDUAL AND COLLECTIVE PERFORMANCE

VISION

To ensure that individuals have the skills and capability to work to the best of their abilities through professional and personal development, which in turn will provide the university with staff who have the talent, skills and experience to meet both its current and future ambitions.

We will:

- Refocus the university’s Staff Development Review (SDR) scheme so that it is better able to:
  - Identify and measure areas of contribution and how these link to team and university objectives and aspirations.
  - Identify professional and personal development needs and develop a stronger approach to self-ownership around development.
  - Recognise the diverse disciplinary cultures within the university’s workforce and therefore a hybrid approach may be required to effectively manage contribution and development.
- Increase the range of development opportunities which are available to staff and the methods by which these are delivered, such as action learning sets, coaching, mentoring and work shadowing, as well as taught courses.
- Ensure appropriate interventions are developed to build technological skills and encourage the use of digital interactive resources to facilitate the digital transformation agenda.
- Develop workforce planning processes within the university such that it has a greater understanding of the profile and utilisation of the current workforce and is able to consider more strategically its future needs.
- Establish arrangements to be able to reward excellent contribution which is transparently linked to outcomes.
- Develop succession planning arrangements such that when key roles become vacant, talented successors can be found within the university as well as the wider employment market.
HUMAN RESOURCES STRATEGY 2015–2020

IMPACT/ KPI’S

- By 2015 all academic staff will have, or be working towards, a university teaching qualification or institutionally recognised equivalent, with an embedded digital literacy component (Strategic Plan 2012–2015).

- There is tangible evidence that the professorial bands are being used effectively to drive individual development and career development.

- There is an improved level of satisfaction, with learning and development (minimum Staff Survey improvement of 10%).

- Line managers provide regular performance feedback (minimum Staff Survey improvement of 10%).

- Development needs identified through the SDR process are followed through (minimum Staff Survey improvement of 10%).
HUMAN RESOURCES STRATEGY 2015–2020

ATTRACTION, RECRUITING AND RETAINING TALENT

VISION

To ensure that individuals have the skills and capability to work to the best of their abilities through professional and personal development, which in turn will provide the university with staff who have the talent, skills and experience to meet both its current and future ambitions.

We will:

• Develop the university’s employer brand both nationally and internationally as an organisation with ambition and a sound future, and one where personal and professional development is a given.

• Create a wider range of targeted attraction campaigns which will include using our existing staff as advocates of the university.

• Identify selection techniques that will enable the university to recruit individuals that not only have the necessary technical skill set but also the behaviours, creativity and values which reflect those of the university.

• Develop approaches to recruitment and selection that are more likely to deliver the benefits of diversity.

• Develop an induction experience that provides a timely and stimulating introduction to the university, creates a sense of belonging, and enables staff to contribute in their role as quickly as possible.

• Ensure a seamless transition from an effective induction to the university to ongoing personal and professional development as detailed in: “Developing individual and collective performance”.

• Ensure pay and reward arrangements are appropriate to support the university’s ambitions in this area.
IMPACT/ KPI’S

- The university’s research volume and quality will increase.
- A minimum of 30% of relevant academic staff submit to the Research Excellence Framework (REF) for 2020 and, of those that do not, a minimum of 50% will be producing research.
- 90% of posts are filled first time.
- 95% of those offered an appointment take up the post.
VISION

To engender a culture in which staff dialogue, collaboration and engagement can flourish in such a way as to build confidence, trust and a commitment to what the university is aiming to achieve, whilst also ensuring that individuals feel listened to, valued and well informed about matters affecting them.

We will:

• Develop the university’s approach to the management of change in the light of feedback and experience.

• Ensure that the aims, objectives and aspirations of the university are effectively communicated from induction onwards.

• Provide more opportunities for staff to give their feedback and suggestions on proposed developments within the university.

• Develop tools to assist staff to more clearly see the connection between their role and the overall aims and objectives of the university.

• Provide sector-leading staff internal communications channels, processes and training.

• Develop leadership and management competence in relation to communications and engagement.

IMPACT/ KPI’S

• Communications about change are timely and relevant (minimum Staff Survey improvement of 20%).

• Staff feel actively involved and engaged in change which directly affects them (minimum Staff Survey improvement of 10%).

• Communication is good across the whole of the university (minimum Staff Survey improvement of 10%).

• Decisions made by senior managers are clearly communicated and explained (minimum Staff Survey improvement of 15%).

• Staff receive information through the appropriate channels rather than via the grapevine (minimum Staff Survey improvement of 15%).
VISION
An excellent HR service will be provided which makes a demonstrable impact and contribution to all who work in the university and will be one which operates as a professional and customer orientated service in all that it does.

We will:
- Deliver an excellent HR service through close partnerships with leaders, managers, staff and trade unions in colleges, schools and departments.
- Develop a systematic approach to implementing continuous improvement to ensure the service contributes and benefits the student experience, research outcomes and teaching within the university.
- Ensure that services are delivered in a timely, responsive, flexible and solutions-focused way.
- Value and celebrate difference whilst upholding the highest standards of equality of opportunity for all.
- Ensure that equity, fairness and transparency shape and inform our policies, practices and processes.
- Encourage the highest standards of integrity, probity and professional conduct in our approach to our work and the service that we provide.
- Create an environment that fosters creativity in our ideas, incentives and the solutions we offer.
- Act in a way that is professional, responsible, accountable and ethical.
OUR MISSION
IS TO REALISE POTENTIAL AND SHAPE FUTURES THROUGH HIGH-QUALITY, PRACTICE-BASED LEARNING, TEACHING, RESEARCH AND ENTERPRISE.