PEOPLE STRATEGY

2016–2020

INTRODUCTION

We delight in creating, sharing and applying knowledge to make a difference to individuals and society.

This People Strategy builds on the vision and values described in the University Strategy:

It is ambitious

- using workforce planning to drive understanding of our capacity and capability, to be sustainable and meet the requirements of the University Strategy.
- developing new ways of providing work opportunities in the University for students to contribute

- engaging with all staff to ensure that their voice is heard in decisions that impact on their working lives.

Reward

We will recognise and reward excellent and exceptional performance and contribution aligned to our University Strategy, ensuring that we develop further the culture of valuing equality, diversity and difference.

We will do this by:

- creating flexible remuneration and reward frameworks that support the University in meeting its strategic aims.
- developing an open and transparent performance assessment framework that is aligned to our University remuneration and reward framework, facilitating the move away from service related incremental progression towards review-related pay progression, linked to University strategic objectives.
- introducing excellence awards for staff which celebrate success in bringing together teaching, research and innovation.
- creating and implementing an online Performance and Development Review scheme, tailored to meet the needs of different types and levels of roles. The scheme will enhance the understanding of how each member of staff contributes to our University Strategy.
- committing to the Living Wage.
- identifying and addressing any gender pay gap issues and identified gaps for other protected characteristics.
- developing appropriate reward systems and packages to acknowledge and recognise staff working overseas.

DELIVERING THE STRATEGY

As we move through the strategic planning period, our plans for action will inevitably evolve but early areas for action include:

Implementing an academic workload planning system that reflects the broad contribution of our people and specifically the contribution to teaching, research and innovation and University

- Developing HR capability with dedicated, specialist international knowledge in order to respond to the University's global engagement agenda.
- Ensuring that HR's resources are aligned to deliver the University's strategic ambitions.
- Integrating HR systems with the University planning business intelligence to develop appropriate HR workforce analytics for benchmarking purposes and to inform future decision making.
- Implementing the use of 'smart' systems that both facilitate the delivery of appropriate analytics and streamline processes.
- Using tools and approaches to make sustained changes to the organisational culture, which support the University's strategic ambitions.
- As part of the University's Equality Objectives, continuing to enhance the Equality and Diversity monitoring of staff, tackle any potential bias in recruitment processes, and challenge inequalities across the University.
- Reviewing the Occupational Health Service to support the strategic ambitions of the University and foster more effective collaborative working with managers.
- Developing business capacity and delivery of customer value by increasing streamlined and agile approaches to change within HR and ensuring effective working across teams within the department.

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