HR STRATEGY

2015/16 – 2017/18

Document Title:	HR Strategy 2015/16-2017/18
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Approving Body:	Board of Governors
Date of Approval:	01 July 2015
Date Effective From:	01 July 2015
Review Date:	01 June 2018
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Summary:	

OUR AIMS
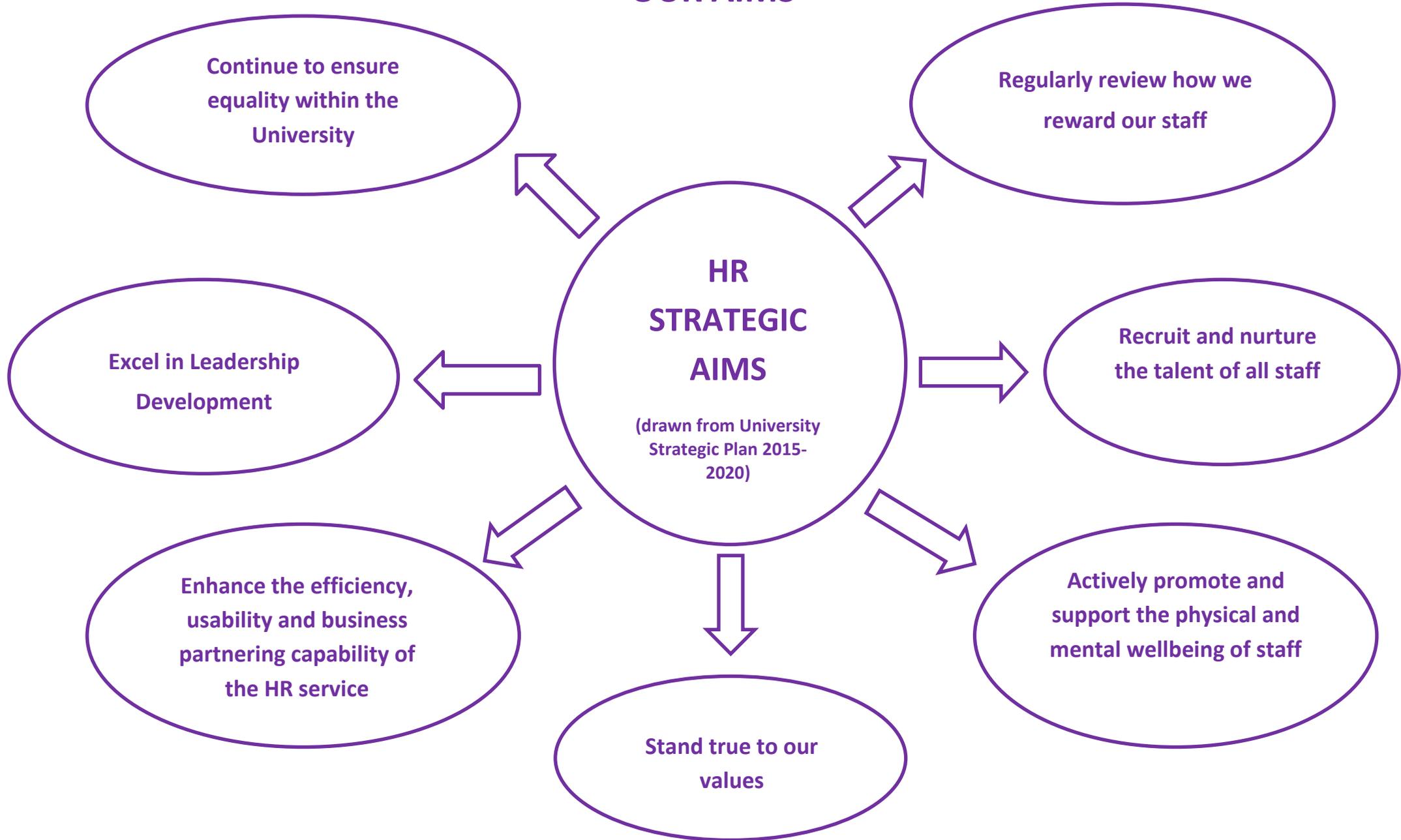
Continue to ensure equality within the University

Regularly review how we reward our staff

HR STRATEGIC AIMS

(drawn from University Strategic Plan 2015-2020)

Excel in Leadership Development

Recruit and nurture the talent of all staff

Enhance the efficiency, usability and business partnering capability of the HR service

Actively promote and support the physical and mental wellbeing of staff

Stand true to our values

OUR OBJECTIVES

1. **Stand true to our values**

   University Strategic Plan 2015-2020 – "World- leading values- driven higher education"

   We will:

   i. Further embed our values in the 'every day' through our staff recruitment, Staff Development Reviews (SDRs), customer service, values based decision making and guidance
   ii. Run 'Values Based Decision Making' lunches for managers, with SMT representation
   iii. Articulate our University's culture and continue to ensure it supports our values and the University's aims, through open space events and addressing barriers identified
   iv. Actively support the establishment and on-going management of the University of Winchester Academy Trust in the areas of HR, Staff Development, Equality & Diversity and Reward, as necessary

   Targets:
   a. 75% of staff respond positively in 2018 survey to "Leadership acts in accordance with the University's values" to (62% in 2014)
   b. 85% of staff respond positively in 2018 survey to "I identify with the mission and values of the University" (76% in 2014)

2. **Excel in Leadership Development**

   University strategic aim – "3.1.4 Invest in training and development to support staff to become effective and responsible leaders and managers"

   We will:

   i. Develop and support our leaders at all levels to have integrity, vision, optimism, to plan effectively and enhance decision making skills, all with a clear focus on the co-operation and engagement of those around them, through:
      - Enhanced leadership staff development programme, containing some mandatory elements and a core group of select modules for 'new leaders'
      - ILM training
      - Coaching
      - Mentoring
      - HR leadership lunches
   ii. Develop the next generation of our leaders through an 'aspirant leaders' programme
   iii. Develop early career academics and professional services staff through the VC's leadership programme

   Targets:

   a. 80% of managers respond positively in 2018 staff survey to "Overall, learning & development has helped me to do my job more effectively" (66% for all staff in 2014)
   b. 100% of staff new to line management to attend 'new leaders' internal staff development programme in their first 6 months of employment
   c. 90% of existing line managers to attend a minimum of one leadership development event every year
   d. A minimum of 25 staff per annum to participate in the VC Leadership Programme

3. Recruit and nurture the talent of all staff

University strategic aims – "2.2.2 Continue to recruit, develop and nurture excellent researchers…"
"3.1.3 Ensure that our staff have opportunities to develop their skills, abilities and creativity to enhance learning, teaching and research"
"3.4.2 Continue to improve internal communication…"

We will:

i.   Expand our Graduate internships offer (Strategic Plan 1.4.3)
ii.   Modify the existing Staff Development Review form and process, placing the focus on the conversation and outcomes rather than paperwork
iii. Re-assess how we allocate research time and monitor outputs, making changes as necessary to maximise quality for the REF 2020 (Strategic Plan 2.1.1)
iv.   Develop a mentoring network (Strategic Plan 2.2.2)
v.   Compete in selecting the best talent in all fields, having due regard for potential over experience where market rates are problematic through provision of effective recruitment and selection techniques and consideration of social media to attract talent, including those not actively searching for work
vi.   Enhance the 'new starter experience'
   -    Invite new starters to meet with an HR representative on a given date, two months after their commencement, to discuss their experience and   any support required going forward
   -    Encourage line managers to understand the importance of local induction via lunch time briefings and provide support in developing/updating local induction plans
   -    Ensure new starter questionnaires are completed
vii. Enhance 'on the job' staff development opportunities, including job shadowing across the institution
viii. Encourage academic and professional staff who support student learning to engage with continuing professional development through Winchester's HEA accredited Inspire Quality (IQ) CPD Scheme, to achieve recognition for teaching and learning against the UK Professional Standards Framework (UKPSF)

Targets:

a. Expand Graduate Internships from 15 in 2014 to 40 in 2017
b. 75% of staff respond positively in 2018 survey to "Was your SDR useful for you?" (59% in 2014)
c. Allow all junior researchers the option of a mentor, by October 2016
d. Maintain percentage of leavers with less than two years' service at under 13%
e. 10% of staff take part in job shadowing by 2018
f. Increase the percentage of HEA recognised academic staff by 50% by 2018, in terms of those achieving recognition as Associate Fellow, Fellow and Senior Fellow of the HEA through the IQ Scheme

4. Enhance the efficiency, accessibility and business partnering capability of the HR service

University strategic aims – "3.4.3 Strengthen data management and develop our use of institutional data assets",
"3.4.5 Embed the culture of continuous improvement across the organisation"

We will:

i.   Improve efficiency in dealing with HR and employee data via iTrent improvements
ii. Improve the accessibility of information via iTrent developments
iii. Revise intranet pages to ensure they are user friendly
iv. HR staff to attend Professional Service/Faculty meetings annually
v.   HR staff to invest more time visiting Faculty and Service locations, strengthening existing partnerships
vi. Director of HR/HR Manager to meet with Deans/DoPS annually to enable HR to proactively support their areas

Targets:

a. Self-service available to staff to amend personal details, record sickness and book holiday by August 2016
b. User friendly HR intranet pages by December 2015
c. Develop HR KPI's by December 2015

5. Actively promote and support the physical and mental wellbeing of staff

University strategic aim – "3.1.1 Reaffirm our commitment to staff and student wellbeing"

We will:

i. Follow the Healthy Universities framework
ii. Support workload management through the provision of relevant data
iii. Monitor workloads across the institution with the objective of ensuring these are achievable and not detrimental to staff health and wellbeing
iv. Raise awareness of staff support, benefits and discounts via the intranet, themed campaigns and new starter info
v. Conduct biennial staff surveys via Capita, i.e. in 2016 and 2018 (Strategic Plan 3.1.2), taking follow up action as needed
vi. Continue to ensure that we offer a safe working environment for all our staff

Target:

a. Keep positive survey response to "I have a good general level of wellbeing" at 84% or above, in 2016 and 2018 surveys
b. Conduct quarterly themed wellbeing campaigns
c. Fully fund at least one weekly staff wellbeing activity (e.g. Tai Chi)
d. Increase uptake of male attendance on wellbeing events (as currently underrepresented) to 20% of all attendees per annum

6. Regularly review how we reward our staff, to ensure we recruit, retain and value high calibre individuals.

University strategic aim – "3.1.1 Reaffirm our commitment to staff and student wellbeing"

We will:

i. Improve the transparency and efficiency of the regrading and progression processes
ii. Review and revise the operation of HERA (within the boundaries of the scheme)
iii. Promote benefits of working at Winchester
iv. Undertake regular reviews on pay & reward, taking action as necessary
v. Develop innovative and creative approaches to reward which resonate with our values
vi. Incorporate the value of providing feedback to staff within Leadership programme

Targets:

a. Turnover to remain below 10% (2014 sector average 6.7%)
b. 70% positive 2018 survey response rate to "I feel valued by the University" (55% in 2014)

7. **Continue to ensure equality and diversity within the University**

   University strategic aim – "1.2.2 Celebrate and increase the diversity of our staff and students"

   We will:

   i. Build upon our success in gaining the Bronze Award for the Gender Equality Charter Mark by implementing our Charter Mark Action Plan and making a submission to Athena Swan for Silver/Gold Award
   ii. Introduce actions necessary to improve our standing in the 2017 Stonewall Workplace Index
   iii. Embed the collation and monitoring of data on the sexual orientation and religion and belief of our staff by 2016
   iv. Ensure that key elements of equality and diversity such as ethnicity and disability are given due prominence in the work of the Equality & Diversity Committee, the Equality & Diversity Forum and by the Director of Equalities & Staff Development

   Targets:

   a. Achieve a Silver Award for the Gender Equality Charter Mark
   b. Become a top 100 employer in the 2017 Stonewall Workplace Index