Human Resources Strategic Objectives and Action Plan 2012-2016   Appendix 1

Strategic Recruitment & Selection
The key to the success of any business is building the right team at the right time, but the process of finding, recruiting and selecting the group who will be with the business through the journey can be one of the least planned out and executed activities, often leaving companies having to rein in headcount, or reduce burn and critical gaps in their team at a later stage. Accomplishing this task requires the ability to identify the various jobs and roles needed within the organization to meet current and future goals related to production and growth. Once identified, clear and concise job descriptions and duties will help ensure that recruitment remains streamlined and targeted. Selecting the right candidate requires identifying the necessary specific skills, knowledge and qualities. Other important parts of the selection process include conducting any necessary aptitude tests and conducting a thorough background check to ensure the potential employee meets the basic qualifications of both the position and the University. Strategicly the HR Office will facilitate various ways to reduce costs while ensuring enough staff is in place to complete all necessary job duties and responsibilities and working with the hiring managers to plan ahead lanning ahead for the loss of essential employees' skills to retirement.

KPI	Action Plan
Improve Recruitment Process Recruitment cycle reduced by 15%	- Ensure correct headcount and OD requirements are met by introducing monthly hiring request panel - Reduce recruitment cycle times from approval request to sending offer of employment - Reduce advertising cycle process by preparing and issuing guidelines for hiring managers - Improve the quality of Job Descriptions and Person Specifications by preparing and issuing guidelines to hiring managers - Improve the quality of shortlisted candidates by preparing and issuing guidelines to panel members - Improve the quality of interview questions/techniques by preparing and issuing guidelines to panel members
KPI	**Action Plan**
Enhanced eRecruitment user ability and reduced number of enquiries by 15%	- Further develop the e-Recruitment system supporting a first class recruitment process for recruiting managers - Develop user knowledge by providing user guidance notes for recruiters - Review amendments to e-Recruitment system to ensure processes are consistent with business needs - Reduced number of enquiries to the Employee Services Office

Employee Services Administration

The mission of our Personnel Administration team is to provide high quality support services that enable managers to focus on their core business whilst utilising our administrative expertise and maximising efficiencies. This includes contract administration, payroll data input and facilitation of accurate employe records throughout the employee life cycle.

KPI	Action Plan
Improved Customer Experience by 15%	- Provide a first class service on time everytime - Introduce clear process workflows for all aspects of the Employee Services Office administration - Review and update outgoing correspondence ensuring legal compliance - Review and improve processes in line with business needs - Ensure information is easily accessible to all staff via the HR Webpages - Reduction in the number of enquiries received

Employee Relations and Engagement

The emphasis of employee relations continues to shift from 'collective' institutions, such as trade unions and collective bargaining, to the relationship with individual employees. However in the HEI sector Trade Unions remain strong and the HR Office therefore remains focussed on the pluralist partnership. There is strong evidence that a positive psychological contract with employees will lead to superior economic performance, and managing the psychological contract is critical. We will achive this by getting communication right including focusing on positive behaviours and outcomes, taking a positive, problem-solving approach, anticipating problems, recommending solutions and being able to offer sound advice to senior managers about implementation as well as surveying and interpreting employee attitudes, communications and conflict management. Most important is the ability to 'fit' policies and practices to suit the university's goals and the character of its workforce.

KPI	Action Plan
Increase number of collaborative events with Trades UNion from 0-4 each year	- Review of Human Resource Communication. TU reps to be invited to take part in local action planning groups - Development of TU involvement in staff network events (including Disability forum, LGBT Forum etc) - Developing TU involvement in collaborative Health and Wellbeing events - Continuing work and collaboration

KPI	Action Plan
Increase the level of participation in Employee Engagement Survey and percentage of engaged staff by 15%	• Local and university-wide action planning groups producing action plans. • Communicate survey results. Employee Engagement Team to work with local action planning teams. • Pulse survey - focused on communication. • Develop mechanisms university-wide and locally in collaboration with the appropriate communication departments across the university (PR, Marketing, Web Services etc.) • Facilitate collaborative working on the outcomes identified from the surveys via projects and initiatives to address issues raised. Communicate results of survey and outcomes of project undertaken to demonstrate the impact of the employee voice. • Increase number of survey champions in larger schools and offices to further raise local awareness. • Build on previous marketing campaign using existing brand and explore other marketing tools and social media mechanisms. • Measure the impact of the projects and initiatives undertaken based on levels of engagement identified from surveys. • Review successes and identify areas for further improvement to better support and facilitate action planning across the university.
KPI	**Action Plan**
Reduce number of reported Bullying and Harrassment cases to 5%	• Review of listening ears and harassment advisors network. • Implementation of new Listening Ears network, including development of training. • Approval of new Bullying and Harassment Policy for staff and students and subsequent training for staff. • Proactive work with Schools and offices based on detailed survey results.

Equalities and Diversities

Creativity, innovation and flexibility are essential to sustainable business success and managing diversity is seen by many as providing an opportunity to play a winning game to ensure economic survival. This can be achieved by harnessing individual workers' unique differences and converting them into competitive advantage. The University consists of a diverse body of people with different perspectives, values and attitudes. We seek to promote an inclusive environment where such differences are shared and explored; where any unfair treatment or discrimination is challenged and eliminated. In addition to promoting equality of opportunity and inclusivity in all our activities, we will also promote the principles of diversity throughout the University. Diversity adds other dimensions to the equality agenda, by making sure that the different needs of individuals or groups are valued and celebrated. Diversity complements equal opportunity initiatives because ethical and

'fair practice' arguments can be combined with the recognition and valuing of difference for business benefit. A causal link between good diversity management and business performance improvements can be both informed and monitored by using a diversity balanced scorecard that identifies diversity objectives, competences and activities that are aligned with business performance objectives.

KPI	Action Plan
Increase staff disability declaration by 25%	• Review 'two ticks' five commitments to address areas of action. • Achieve two ticks status. • Develop staff disability information on university web pages. • Provide training for line managers and recruitment panels on employing disabled staff. • Continue regular meetings of the Disability Forum. • Achieve two ticks annual review and address areas of action. • Formulate process for managers and staff for declaration during employment.
KPI	**Action Plan**
Achieve Stonewall index ranking within the top 50% of all employers	• Take forward initial recommendations fom stonewall. • Approval of new Bullying and Harassment Policy with specific LGBT reference. • Formalise the staff LGBT network group. • Extend monitoring to LGB for staff. • Develop further LGBT initiatives and web information. • Publicise the Senior LGBT Champion. • Proactive work with Schools and offices based on detailed survey results. • Develop role models and links with other organisations.
KPI	**Action Plan**
Reduce number of reported Bullying and Harrassment cases to 5%	• Review of listening ears and harassment advisors network. • Implementation of new Listening Ears network, including development of training. • Approval of new Bullying and Harassment Policy for staff and students and subsequent training for staff. Proactive work with Schools and offices based on detailed survey results.

Organisation Development (OD)

OD is the planned and systematic approach to enabling sustained organisation performance through the involvement of its people. Strategically the OD emphasis is placed on a continuous review process and not just as a one off change intervention. The HR OD business

support includes collecting, analysing and acting on data and information and using this to provide insight across all areas of the university in order to facilitate change in a systematic way.

KPI	Action Plan
1. Three OD initiatives in partnership with Schools/ Offices 2. Three University wide projects	• Design and implement the 1st OD Diagnosis collaborating with the design of the employee engagement survey. • Carrying out documental research and random interviews with staff to identify areas for potential improvement and change. • Collaborate as an internal consultant for potential changes within Schools/ Offices. • Increase our profile and create awareness of OD services to Schools/ Offices, to continue working as an internal consultant for the university for any change projects • Partner with Schools/ offices in their action planning from OD Diagnosis. • Project & initiatives to mainly focus on embedding the organisational culture and providing mechanisms for employee voice to feed into university-wide changes. • Create a mechanism to gather continuous employee voice and feedback. • Develop key working forums within Faculties and facilitate the exchange of best practices to support project teams in addressing common areas for improvement. Review our current position in relation to the strategic vision and plan any required projects/ initiatives.

The Health and Wellness agenda

Healthy employees are more productive. They have more energy, focus and are they more motivated – in short, healthy employees result in a healthier bottom-line.

KPI	Action Plan
Increase utilisation or uptake of occupational health services by 15%	• Conduct survey to determine the current level of uptake, identify obstacles and device an action plan to address. • Review current referral process. • Create a University wide awareness of Occupational Health service provision. • Update occupational health information on the intranet. • Develop a leaflet to promote OH and wellbeing to be included in the University's staff induction material. • Develop a Bespoke OH database • Work towards achieving safe effective quality occupational health (SEQOHS) accreditation

KPI	Action Plan
Increase the uptake of physical and mental wellbeing initiatives by 15%	- Conduct pilot staff survey to identify staff interest. - Devise an action plan and strategic plan with initiatives and services wanted/needed/requested by staff. - Develop an action plan for Wellbeing - Work towards Workplace Wellbeing Charter to achieve accreditation across all 3 campuses. - Identify the physical and mental issues pertinent to the university staff and develop initiatives to address. - Identify obstacles uptake of initiatives and address. - Develop 'Health Champions' on every campus. - Develop and deliver stress management workshops. - Proactively work on mental health awareness; Poster campaign - Increase staff awareness of healthy eating national campaigns. - Develop and implement workplace initiatives in partnership with local authorities and services.

HR Compliance and Legislation

There are many laws and regulations on a national, and European level, that regulate how an employer. To maintain compliance with the law and avoid legal penalties, it is important to be aware of current regulations and laws and how they affect our operations. The University and its managers should be aware of the various Employment Laws, Data Protection requirements, European Codes and Regulations and Occupational Health requirements. A well managed and balanced HR Office will rationalise and streamline potential and actual cases by enabling managers to oversee and manage their employees effectively.

KPI	Action Plan
1. Reduce case resolution timescales by 3% 2. Implementation of policy review framework 3. Four HRLM network meetings to be held annually 4. Croner service level	- Introduce appropriate mechanisms to ensure efficient management of cases through relevant line manager training and documentation. - Manage the relationship with Croner - Manage effective working relationships with HRLMs and define and develop functions of HRLMs in consultation with the Faculty Operating Officers. - Develop informal mechanisms for case resolution in the first instance and reduce timescales for formal case resolution. - Provide input into the development and delivery of performance enhancing training events. - Develop an effective framework for policy review, guidance and implementation.

meetings to be held annually	• Introduce and maintain regular policy reviews minimum annually

Strategic utilisation of HRIS

Human Resources Information System (HRIS) is a system used by the HR Office to track employees and information about them. The HRIS is a series of inter-related databases and the HRIS specialism is a critical business partner to the University Planning & Statistics Office. Strategically, the system needs to be agile and adaptable not only to provide data required by third parties but also to proactively collect and analyse data to inform decisions at an ealy stage in connection with achievement of business objectives.

KPI	Action Plan

Increase accuracy and quality of data by 10%	• Cleanse Data held on system
	• Make amendments to Oracle to account for changes to HESA return for 2012/2013 and gather additional data required for new return.
	• Build processes to collect data efficiently and effectively
	• Build awareness and train HR admin staff around statutory/non statutory data on how to gather accurate and relevant information.
	• Work with colleagues in Planning & statistics in developing procedures
	• Work with colleagues throughout the organisation to promote the importance of updating personal information, qualifications through ESS
	• Develop procedures for online data requests
	• Conduct survey to assess the satisfaction rate of staff requesting/receiving data from HRIS. based on
	    i) Quality and accuracy of data returned
	    ii) Time taken between request and delivery of data/report
	    iii) Number of iterations taken to produce the final acceptable data
	• Rationalise data sources from different areas in order to reduce double/triple entry and improve the accuracy of data

KPI	**Action Plan**
Embedding Employee Self-Service (ESS) as a standard business process: ESS to be used by 75% of staff	• Prepare physical and technical environment and install ESS on test environment. • Pilot Phase 1 (Update basic personal data) in a School/Office • Promote awareness and update programme of HRIS projects • Go live with Phase 1 with restricted group of users

| | • Implement further 2 phases on live environment (1) Online annual leave booking & 2) Update and verify qualifications
• Gather data on utilisation of the system (to baseline usage)
• Promote ESS through workshops and road shows highlighting benefits to users
• Analyse usage of ESS and identify issues or difficulties with the system and take remedial action |

Strategic L & D: Enhancing organisational performance

Continuous workforce improvement through structured initial training, updating and improving skills and the development of leadership capacity should be a priority for a dynamic and agile organisation. The Learning and Development (L&D) offering (formerly known as "staff development") will continue to improve business outcomes by enabling line managers to identify requisite skills and aptitudes which may be missing, mismatched or which may need improvement and thereafter providing the most appropriate development within budget. The tough economy and delivery pressure defines a resource-light/challenge-rich operating environment full of both promise and peril. The strategic L & D provision will ensure employees with most up-to-date and relevant skills working to the best of their ability in order to achieve University goals and objectives. Managed and communicated with enthusiasm, a well thought out L & D programme will contribute to attracting, developing and retaining excellent staff across the University by enriching the Employer Brand and will reinforce the core values and behaviours through L&D provision to ensure a range of desired behaviours and practices is achieved and embedded.

KPI	Action Plan
1. 90% of appraisals returned within deadline 2. 14 performance management-related courses on core training programme 65 participants in a management development programme 3. 35 participants in a leadership development programme	• Design and deliver revised appraisal training, focusing on development of core skills: giving and receiving feedback, setting SMART objectives, identifying training needs. • Review and enhance existing appraisal documentation, introducing a more user-friendly format and an expanded range of assessment for achievement of agreed objectives. • Review existing management development courses and introduce changes to ensure that they are targeted appropriately. • In partnership with others across the University, review existing provision of legal responsibilities training to establish how it could be improved to ensure that all staff are aware of and understand their legal obligations. • Design and deliver a comprehensive series of performance management workshops for all line managers, focusing on the development of relevant skills and provision of appropriate tools for managing performance, especially during change. • Introduce a 3-tier customer service programme, focusing on the development of core skills and

	relationship management.
	• Re-develop existing core corporate management development programmes to ensure greater alignment with the University's strategic direction.
	• Develop and pilot a new corporate leadership development programme.
	• Pilot a coaching network.
	• Develop a series of workshops and other materials, in partnership with others across the University, to ensure that all managers and staff are aware of and understand their legal obligations.
	• Deliver and embed a full range of performance management workshops and materials for all managers.
	• Develop and pilot an academic leadership development programme.
	• Develop and implement consultancy interventions aimed at enhancing team working.
	• Implement an internal coaching network.
	• Add to the portfolio of blended-learning materials, in partnership with others across the University, to ensure that all managers and staff are aware of and understand their legal obligations.
	• Identify an appropriate model and pilot online appraisal for selected staff groups.
	• Embed a high-performing culture across the University.
	• Embed leadership and management development programmes while supporting cohorts of competent and inspirational leaders and managers at all levels across the University.
	• Support and embed coaching networks.
	• Embed effective learning and development opportunities, in partnership with others across the University, to ensure a positive legal responsibilities culture and commensurate risk reduction in relation to staff legal obligations.
	• Introduce online appraisal for all groups of staff
KPI	**Action Plan**
66% of staff participating in a development programme	• Embed effective induction processes, broadening participation in student-related activities for staff in non-student facing roles.
	• Broaden the range of career management and personal development opportunities for all staff, including internal/external job shadowing and secondments.
	• Promote and develop the GOLD framework for all groups of staff, in collaboration with others across

	the University.
	• Continue implementation of the Concordat and achieve accreditation.
	• Support and embed effective mentoring networks.
	• Implement a cross-university talent management framework.
	• Launch and facilitate a 'Learning Communities' programme - a range of inter and intra-departmental movements and opportunities for participants in GOLD and talent management activities.
	• Begin the process of external validation and obtain Investors in People standard.
	• Embed talent reviews and Learning Communities, enabling expansion activities beyond the current role.

KPI	**Action Plan**
Core values and behaviours adopted in 100% of overall L&D products and activities	• Ensure the core programme of learning events is directly linked to the achievement of the University's strategic objectives.
	• Draft a competency framework based on the University's core values and behaviours, and incorporate it into learning and development provisions to ensure regular and progressive reinforcement.
	• Review and refine appraisal and Training Needs Analysis processes to inform the Learning and Development provision.
	• Develop and launch an all-staff competency framework based on the University's core values and behaviours.
	• Embed the competency framework into recruitment and selection as well as development and promotion activities.
	• Link and expand the L&D provision to ensure a demonstrable link with all core competences.

KPI	**Action Plan**
1. Increase number of delegates on courses by 15% 2. % of 'satisfied' or 'objectives fully met' courses and events to	• Develop new methodologies for marketing and publicising L&D opportunities, ensuring increasing take-up of activities and customer satisfaction. Provide more flexible development options for staff. Develop and establish a range of e-learning and blended learning options for learning and development as well as support networks across the University. • Enhance L&D marketing strategy. • Enhance L&D web pages and other media to enable easier access and enrolment.

KPI	Action Plan
be increased by 15% 3. Number of days taken from booking to confirmation to be reduced by 15%	• Embed and support a Training Providers' Network across the University. • Increase the use of the Staff Portal as a hub for all L&D activities across the University. • Launch further e-learning and blended learning courses. • Enhance evaluation methodology for L&D activities. • Use a range of promotional channels for L&D activities, smooth enrolment and easy access to L&D resources across the University. • In partnership with others, ensure that all L&D activities and resources can be accessed via a single point of entry. • Increase flexible learning and development options.
KPI	**Action Plan**
Increase in overall spend on development activies as % of pay bill Increase in institutional KPIs	• Design and implement an evaluation framework to identify and monitor the return on investment of learning and development activities at corporate, team and individual levels and correlate against institutional KPIs. • Develop, enhance and broaden the range of commercial L&D activites for local communities.

Considered Reward and Benefit approach

Strategic reward is based on the design and implementation of long-term reward policies and practices to closely support and advance business or organisational objectives as well as employee aspirations. For the University this encompasses designing pay structures and pay progression arrangements that ensure that we are able to recruit, retain and engage the staff we need to achieve our goals (for example, linking individual pay progression with those types of performance that we value e.g. teaching excellence and world-class research). The Rewards and Benefits strategy will continue to align employee recognition with university achievements.

KPI	**Action Plan**
Improve quality and capacity of grading review process: 1. Turnaround times for regrading reduced by 50%. 2. 75% of roles co-graded 3. 10 HERA trained managers	• Identify key managers for HERA awareness training and ensure a spread across Schools, Offices and specialisms. • Identify and analyse quality issues and bring to resolution. • Organise HERA awareness sessions with follow up training for key managers twice yearly. • Add to database of standard profiles to facilitate grading decisions. • Review GRAP procedure to ensure fit for purpose. • Embed HERA links with other HR activities across work streams, spreading HERA knowledge across teams.

KPI	Action Plan
Introduce Performance Related Pay Framework with 50% participation rate across Schools and Offices	- Draft initial policy ensuring link to core values for consultation and negotiation with trade unions and stakeholders. - Develop examples of exceptional performance. - Raise awareness and management training. - Pilot implementation. - Review and commence full implementation. - Evaluate framework, analyse take up and implement further adjustments as necessary.