

Division of Human Resources

Strategy 2011 - 2016

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EXECUTIVE SUMMARY

The University is now established as a top 20 UK University in all the recognised national league tables. In particular, the University was acknowledged for embodying the value of being elite, without being elitist. Building on this success, our ambition is to be an established top ten UK University, ranking in the top 150 institutions in the world. In outlining our strategic vision, we recognise that the contribution of all staff will be fundamental to the achievement of this goal.

The Division of Human Resources is committed to supporting our ambitions by developing and implementing policies and processes that are not only important to achieving the institutional vision, but also optimise the ability to recruit, develop retain and reward a body of staff commensurate with a leading University. The formulation and development of this Human Resources strategy has, therefore, been designed with the clear objective of supporting and enabling the achievement of our strategic goal, and reflects the innovation, dedication and leadership embodied within our vision.

The Human Resources strategy has been informed by both the strategic framework and the University's new organisational arrangements. Human Resources programmes of work relating to the introduction of the new collegial structure are covered within the overall Human Resources strategy. The strategy has also been influenced by a review of external factors that affect the University, our current strengths and weaknesses, and the opportunities and threats we face.

The Division of Human Resources is committed to developing and implementing policies that are consistent with the needs of the University, support our academic priorities and overarching strategies, whilst providing fair and consistent processes which will encourage the recruitment and retention of the very best staff to the University. Fundamental to this commitment is the protection of the institution in ensuring that our Human Resources strategy complies with both internal and external legislation.

The Strategy is organised into seven main themes: **Recruitment and Retention, Performance and Reward, Organisational Development, Employee Relations and Engagement, Operational Excellence, Workplace Wellbeing and Equalities.**

1. RECRUITMENT AND RETENTION

We maintain that in order to enhance our position as a leading research-led University, it is vital to recruit and retain high calibre staff in all fields. The Division of Human Resources will support this by enabling swift and effective recruitment procedures which draw on appropriate talent pools.

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Our Aims:

- Support the University's commitment to international excellence by recruiting from a worldwide talent pool.
- Further develop mechanisms to provide a supportive and encouraging environment that will enable the University to retain talented staff.
- Benefit from the reduction in costs realised by moving the majority (70%) of advertising from print to online.
- Embed the principles of e-recruitment into the University and capitalise on the efficiencies of the streamlined processes.
- Establish preferred supplier agreements with leading employment agencies in order to resource high calibre workers at a reduced cost to the University.

2. REWARD AND PERFORMANCE

The Division of HR will build on the existing appraisal system to ensure that individual staff members strive towards the aspirations and objectives of their department or discipline. The Division of HR will also support the University's aim to recognise and reward staff for excellent performance and contribution to the University.

Our Aims:

- Provide a framework and support for effective management of performance.
- Benchmark with other universities and outside organisations, and review existing remuneration and reward processes to ensure that individual performance is reflected in an innovative and competitive reward structure.
- Review terms and conditions of employment to ensure they are fit for purpose, fair, legally compliant, competitive and consistently applied.

3. ORGANISATIONAL DEVELOPMENT

We recognise that in order to achieve the shared vision we will invest in developing our staff. This will be achieved through systematic staff development.

Our Aims:

- Continue to provide programmes that incrementally increase leadership capability at University, College and Departmental levels through focused Leadership Development. They will be based on core competencies, which will support the powerful planning and decision-making capacity required by the University and the need for high quality, well motivated staff.
 - Provide programmes and appraisal schemes that support continuous improvement in individual, team and university performance.
 - Develop training and development programmes that embrace established best practice and reflect a variety of formal and informal training methods.
 - Provide programmes that will support staff in an environment of unprecedented change in the HE sector.
 - Provide continued support for personal career development.

4. EMPLOYEE RELATIONS AND ENGAGEMENT

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The Division of HR will support the University to be recognised as a fair and valued employer by existing staff, prospective staff, partners and those external to the University. The Division of HR will build and maintain relationships based on “partnership working” with its recognised Trade Unions and will develop and maintain legally compliant HR policies and procedures to support a culture of employee relations which motivates and engages staff.

Our Aims:

- Identify and develop improved methods for employee engagement.
- Develop managers to recognise the value of, and facilitate employee engagement.
- Continue to develop a model of partnership working with recognised Trade Union representatives.
- Develop a suite of recognised policies and procedures that are legally compliant and support the achievement of the Institutional vision.

5. OPERATIONAL EXCELLENCE

Operational Excellence will combine leadership, teamwork, and problem solving to deliver continuous improvement throughout the HR Division and wider University by focusing on the needs of our colleagues.

Our Aims:

- Support the achievement and sustainability of the Investors in Excellence Standard in Corporate Services.
- Develop a suite of internal HR processes to support the Ordinances and HR Policies and Procedures.
- Review internal processes and develop achievable service standards with customers and key stakeholders.
- Develop Management Information Systems capable of providing data to support staffing metrics.
- Continue to review and align resources to ensure they are fit for purpose and deliver an efficient service, in support of the achievement of operational excellence.

6. WORKPLACE WELLBEING

We have a duty of care to the individuals we employ. We will comply with regulations to provide a safe, professional and harmonious working environment which is appreciated by our staff and positively perceived by those external to the University.

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Our Aims:

- Continue to have an Occupational Health provision that meets the needs of the University and staff.
- Continue to ensure an appropriate counselling and support service to encourage and promote staff wellbeing.
- Contribute to the creation of a culture and working environment that facilitates and supports an ongoing improvement in workplace well-being.

7. EQUALITIES

We recognise the business, moral and legal case for equal opportunity and seek to promote this through good employment practice.

Our Aims:

- Implement the Single Equality Scheme action plan and keep the scheme under review.
- Develop an Equality Impact Assessment process within the HR Division to be applicable throughout the University.
- Implement the Equality Training Plan contained within the Equality Scheme.

Each long term aim is supported by a detailed plan highlighting the key outputs, underlying activities and measures of success.

PART 1

1. INTRODUCTION

The University is now established as a top 20 UK University in all the recognised national league tables and has been a Times Higher award winner in 2007, 2008, 2009 and 2010. In 2009 The University was named as the Times Higher Education University of the Year. In particular, the University was acknowledged for embodying the value of being elite, without being elitist. Building on this success, our ambition is to be an established top ten UK University, ranking in the top 150 institutions in the world. In outlining our strategic vision, we recognise that the contribution of all staff will be fundamental to the achievement of this goal.

The Division of Human Resources is committed to the development and implementation of policies and processes that are not only important to the achievement of the institutional vision, but also optimise the ability to recruit, develop, retain and reward a body of staff commensurate with a leading University.

The formulation and development of this Human Resources strategy has, therefore, been designed with the clear objective of supporting and enabling the university to achieve our strategic goal, and reflects the innovation, dedication and leadership embodied within this vision.

2. CONTEXT

In 2008/2009 the University of Leicester, in response to the continually developing Higher Education landscape, introduced a significant change to the infrastructure of the institution and implemented the college model. The University now comprises of the College of Medicine, Biological Sciences and Psychology, the College of Science and Engineering, the College of Social Science, the College of Arts, Humanities and the Law, and the Corporate Services. In recognition of the new model, the Division of Human Resources undertook a review of the service provision and restructured the department to accommodate the requirements of the Colleges. The introduction of the new colleges has further served to illustrate the need for the University to consider the unification of some services and functions, a piece of work underpinned by the Unified Administration and Springboard projects, which will see the University embrace additional change within the institution.

The Human Resources strategy has therefore been informed by both the strategic framework and the University's new organisational arrangements. Human Resources programmes of work relating to the introduction of the new collegial structure are covered within the overall Human Resources strategy. The strategy has also been influenced by a review of external factors that affect the University, our current strengths and weaknesses, and the opportunities and threats we face.

In creating the Human Resources strategy an attempt has been made to identify and to address the key people challenges faced by the University:

The HE Sector - The HE sector is facing new funding arrangements and an extremely challenging spending environment over the next five years. The

government's comprehensive spending review expects universities to deliver efficiencies in all elements of teaching, research and administrative activity.

In addition to this, the Government has responded to Lord Browne's report on HE funding and student finance, by significantly reducing the amount of funding that is offered directly to institutions via funding councils (e.g. HEFCE). More funding will be provided directly to students and universities will have more freedom in setting the level of their tuition fees. Universities will therefore be faced with some difficult decisions in setting the level of their tuition fees whilst fulfilling the government's commitment to ensuring that students with the ability and motivation to gain a higher education qualification can do so. This brings particular challenges for the University of Leicester as we are the most socially inclusive of Britain's top-20 universities.

Universities will need to become even more responsive to the changing demands of students and employers for high levels of skills and employability. Student choice will be a key long-term driver of quality.

Research Council funding is to be further concentrated on internationally excellent research by top institutions and outstanding individuals. The University of Leicester is a research led institution and therefore has a reliance on such sources of income. The University will need to continue with delivering internationally excellent research and to diversify its sources of non public income through commercialising its teaching and research expertise.

Therefore the quality of our researchers, research excellence, teachers and the teaching experience have become more important and we are committed to ensuring that our staff reflect the values of the organisation.

Job Market - The Higher Education job market is increasingly competitive and global, as high quality individuals continue to switch universities and, where necessary countries, to further their careers. These factors make the challenges of recruiting, engaging and retaining the highest quality professionals even more difficult. However, the jobs outlook in other sectors is depressing, particularly in the public sector. Organisations are anticipating cuts in public spending over the next few years and they are downsizing their staff numbers accordingly. This creates opportunities for the University to exploit a buoyant labour market for those roles that are not unique to the Higher Education sector.

Employment Legislation - Legislation has changed significantly and relentlessly over several years and this pace is unlikely to slow in the near future. The implications for the University are significant as there is a need to keep managers abreast of these changes and to develop and review University policies, Statutes and Ordinances in order to ensure legal compliance and to minimise the risk of liability.

Staff Expectations – In addition to legislative changes, employee expectations across the UK and the Higher Education sector are rapidly changing. Staff no longer expect to commit to a particular job or even a career for life. Staff are also increasingly interested and motivated by their work life balance. However, a recent survey¹ examining the career motivation of staff in Higher Education highlighted that

¹ *Understanding Career Motivation in Higher Education*, Results from i-graduate's Higher Education Career Barometer, 2010. (The study was conducted in partnership with the Higher Education Leadership Foundation).

77% of staff working at the University of Leicester, who responded to the survey, wish to remain working within the Higher Education sector. The largest group want their next job to be within this institution and 94% of staff reported that they understand the part they play in the success of the University of Leicester. Over 92% indicated a strong commitment to their role and 78% of staff reported they would recommend the University of Leicester as an employer. We have the opportunity to build on the high levels of staff engagement whilst facing the challenges of changing employee expectations across the Higher Education sector. We want the University to be considered one of the best places to be employed.

Staff Challenges - There are common challenges facing all University Staff, (for example increasing leadership and decision making capacity), whilst our various staff groups face their unique sets of challenges.

We are challenged with securing year-on-year increases in research grant income. Our research staff will do this by significantly improving the ratio between research funding applications and approved awards through focusing on submission quality and applicability. We are also challenged with looking at increasing employer engagement and commercialising our research activities.

We must continue to provide high quality, research led teaching to an expanding student population. We will do this by continuing to develop sophisticated distance, e-learning and blended-learning delivery. Our Academic and Teaching Staff will also continue to pay constant attention to feedback and develop teaching that meets the changing needs of our students. Our Technical and Support Staff are a key resource for supporting our Research and Teaching activities.

We need to continue to develop infrastructures that will support and promote the University's core activities. Our specific challenges over this planning period will be to unify support services and functions within the college structure. Our Professional Managers will also continue to deliver the rolling programme of campus development. Our Clerical and Administrative Staff are required to support these developments and adapt to structural changes in our support services. Our Manual and Ancillary Staff will continue to maintain an expanding estate and continue to meet increasing student expectations.

3. PRINCIPLES

We are committed to the development and implementation of policies that are consistent with the needs of the University, support its academic priorities and overarching strategies, whilst providing fair and consistent processes which will encourage the recruitment and retention of the very best staff to the University. Fundamental to this commitment is the protection of the institution in ensuring that our Human Resources strategy complies with both internal and external legislation.

Underpinning this, the Division of Human Resources is committed to promoting and enhancing the University employer brand by:

- Developing and maintaining a working environment which enables the University and our staff to achieve their maximum potential.
- Eliminating unfair discrimination and promoting equality of opportunity.
- Providing a safe, secure and healthy working environment.

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- Utilising technology and systems to progress towards a paperless working environment.

4. CORE THEMES

This Strategy will support the **Recruitment and Retention** of staff through effective procedures and processes that will enable the right choices to be made. It will start to build mechanisms that assess and reflect the recognition of individual contribution through appropriate **Performance and Reward** procedures. It seeks to build organisational capability through progressive support of the **Organisational Development** of Leadership, people and professionalism. Embodied within the strategy is the commitment to enhanced opportunity for meaningful **Employee Relations and Engagement**. The continued development of **Operational Excellence** within the Division of Human Resources is seen as a prerequisite to supporting the implementation of this Strategy. All aspects of the Human Resources strategy will be implemented to support overall **Workplace Wellbeing**. Underpinning the core themes is the University's commitment to **Equal Opportunities** and our responsibilities under the public equality duties.

5. RECRUITMENT AND RETENTION

We maintain that in order to enhance our position as a leading research-led University, it is vital to recruit and retain high calibre staff in all fields. The Division of Human Resources will support this by enabling swift and effective recruitment procedures which draw on appropriate talent pools. We will ensure that resources are deployed in the most appropriate way to enable the University to meet our strategic objectives.

The Division of Human Resources recognises that the reputation and future positioning of the University is dependent on our ability to recruit from a global field, and is fully cognisant of this when recruiting to relevant positions. Our recent achievement of a Grade A Sponsorship Licence through the UK Border Agency has facilitated the University's ability to recruit from an international pool of talent. We recognise our significance and value as one of the major local employers and will continue to strive, at all times, to match the best people from the local community to the most appropriate jobs.

E-Recruitment was introduced in 2009, and we will continue to develop this system to enable managers and potential employees to utilise a streamlined, interactive and responsive process reducing paperwork and unnecessary delays.

We are also committed to enhancing the employability of our own student body, and the Division of Human Resources will seek to exploit opportunities, where appropriate, to engage and develop this pool of talent for future employment within the institution. Potential employees will be sold the benefits of working for the institution including the commitment to widening participation.

All staff will be encouraged to achieve their full potential. Standards will be high, but not unobtainable.

Our Aims:

- Support our commitment to international excellence by recruiting from a worldwide talent pool.

- Further develop mechanisms to provide a supportive and encouraging environment that will enable the University to retain talented staff.
- Benefit from the reduction in costs realised by moving the majority (70%) of advertising from print to online.
- Embed the principles of e-recruitment into the University and capitalise on the efficiencies of the streamlined processes.
- Establish preferred supplier agreements with leading employment agencies in order to resource high calibre workers at a reduced cost to the university.

6. REWARD AND PERFORMANCE

The Human Resources strategy builds on the University's existing appraisal system to ensure that individual staff members strive towards the aspirations and objectives of their department or discipline. The Division of HR will support the University's aim to recognise and reward staff for their contribution to the University.

The policies and procedures employed by the University will highlight effective performance and identify and provide measures to deal with under-performance. Through a flexible process of induction, performance review and personal development planning, the Division of HR will support the message that excellence from all staff is to be encouraged at all times.

In terms of pay and performance, the Framework Agreement has created a University wide standard to which the institution will continue to adhere. Within the bounds of this framework, the Division of HR will support the University's aim to ensure that staff excellence and contribution is appropriately rewarded. .

The Division of HR will ensure, through appropriate benchmarking and other mechanisms, that our arrangements for pay and reward remain competitive for the appropriate labour market. Salary is subject to regular review through a variety of established mechanisms, both national and local. Additional non pay benefits including annual leave, personal and professional development opportunities and pensions options are offered to all staff employed by the University to enhance the overall benefits package. The Division of HR will ensure that, where possible, pay and benefits remain competitive and legally compliant.

The Division of HR is committed to ensuring the University's terms and conditions of employment remain fair and transparent. Staff will be treated in a consistent way. Changes to terms and conditions will be implemented through consultation and negotiation with the Trade Unions and the University's internal committee structure.

Our Aims:

- Provide a framework and support for effective management of performance.
- Benchmark with other universities and outside organisations, and review existing remuneration and reward processes to ensure that individual performance is reflected in an innovative and competitive reward structure.
- Review terms and conditions of employment to ensure they are fit for purpose, fair, legally compliant, competitive and consistently applied.

7. ORGANISATIONAL DEVELOPMENT

We recognise that in order to achieve the shared vision we will invest in developing our staff. This will be achieved through systematic staff development that:

- Is focused on institutional, team, professional and personal needs.
- Is innovative, based on the best training methods and (where appropriate) using the latest technology.
- Is of demonstrable good quality, efficient and contributes to increased institutional and professional performance.
- Supports the University's goal of increasingly becoming the natural home for the most talented academics and professional staff to work.
- Results in good leaders and managers.

The Human Resources Division will highlight our key staff development priorities and work with senior teams to highlight institutional learning needs. We will also provide frameworks and training to managers for conducting personal development reviews, training needs analyses and developing departmental training plans. We will regularly review these frameworks and ensure they are fit for purpose and provide a framework for systematic staff development. We will also provide a standard framework for prioritising training and development, making sure all the above allow flexibility and the ability to respond to changing needs.

We will work with our partners to determine the best methods of delivery to attract and engage our target learners and maximise long term learning gain. We will also commission good quality training through robust commissioning processes and monitoring training evaluation results.

Leadership

The success and the reputation of the University is dependent on the quality of leadership across the institution.

The Division of Human Resources will continue to promote a culture in which the valuable skills of leadership are encouraged and developed. We recognise a model of leadership which is inclusive, consultative and effective.

We will deliver an integrated leadership and management development scheme that covers all levels and provides flexibility for tailoring development activities to individual needs. The "Leadership at Leicester" scheme was launched in October 2009 and will be subject to continuous review and development, to reflect the University's changing leadership needs.

People

We will highlight the University's key staff development priorities and work with senior teams to highlight institutional learning needs. Each employee will receive regular and consistent appraisal and development reviews aligning to the needs of the individual, the department and the University. Training and development needs will be identified, and where appropriate, acted upon.

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At all times, and at all stages, all members of staff will be considered to be benefited by and responsive to training and development.

Professional

Attention will be given at all times to the provision of professional development.

The Division of Human Resources will strive to ensure that guidance and support is offered in all requisite areas. There is an expectation that at all levels, there is a degree of self-recognition and awareness, and this will influence the support offered.

Our Aims:

- Provide programmes that incrementally increase leadership capability at University, College and Departmental levels through focused Leadership Development. They will be based on core competencies, which will support the powerful planning and decision-making capacity required by the University and the need for high quality, well motivated staff.
- Provide programmes and appraisal schemes that support continuous improvement in individual, team and university performance.
- Develop training and development programmes that embrace established best practice and reflect a variety of formal and informal training methods.
- Provide programmes that will support staff in an environment of unprecedented change in the HE sector.
- Provide continued support for personal career development.

8. EMPLOYEE RELATIONS AND ENGAGEMENT

The Division of HR aims to support the University's mission to be recognised as a fair and valued employer by existing staff, prospective staff, partners and those external to the University.

The Division of HR will seek to build and maintain a working relationship with the University's recognised Trade Unions, to embody the values of mutual respect and trust. Members of HR will engage with recognised Trades Unions at an early stage, where the University wishes to make changes to policies, procedures, practices or organisational design. . Communication between the University and the Trade Unions will embrace the principles of partnership through meaningful consultation and where appropriate, negotiation.

The Division of HR will utilise agreed policies and procedures to ensure that all disputes, both individual and collective, are resolved in a timely and co-operative manner. We will strive to proactively minimise the risk of disputes wherever possible. Transparency is essential to the maintenance of good employee relations, and the Division of HR will seek to improve this through continued consultation on staffing matters.

The Division of HR will also strive to develop and update the University's suite of HR policies and procedures to increase compliance with legislation and support the development of the University's culture and strategic vision

The Division of HR aims to deliver policy which will provide clarity and certainty to line managers and staff, while reducing the risk of legal challenge. We will also ensure that the University's HR policies and procedures meet the specific obligations placed on the institution as a public sector employer. The Division of HR will test, measure and review the appropriateness and effectiveness of HR policies and procedures to ensure continuous improvement and cultural fit.

Through the Human Resources Strategy, we will seek to capitalise on the College structure to promote improved consultation processes. It is recognised that our colleagues and stakeholders play an important part in our success. We will be considerate and take account of their views, strategies and constraints, where appropriate.

The survey mentioned earlier indicated that 78% of the staff employed by the University would recommend their employer. Through good practice and employee engagement, the Division of HR intends to further support the University's aim to increase this figure, recognising that improved levels of satisfaction amongst staff significantly contributes to the student experience.

Our Aims:

- Identify and develop improved methods for employee engagement.
- Develop managers to recognise the value of, and facilitate employee engagement.
- Continue to develop a model of partnership working with recognised Trade Union representatives.
- Develop a suite of recognised policies and procedures that are legally compliant and support the achievement of the institutional vision.

9. OPERATIONAL EXCELLENCE

Operational Excellence will combine leadership, teamwork, and problem solving to deliver continuous improvement throughout the HR Division and wider University by focusing on the needs of our colleagues.

The HR Division is committed to achieving and maintaining operational excellence. We aim to provide high quality professional assistance to managers and staff in fulfilling their day to day roles. Attention to detail and speed of response are essential to the nature of the tasks undertaken.

The Division of Human Resources is committed to legal compliance in all areas of its activity, and we have adopted a continuous improvement approach when reviewing our processes. The processes and procedures developed and implemented will be legally compliant, underpin contractual Ordinances, and subject to regular review. All appropriate parties will be engaged in consultation prior to the formal introduction of developed and revised processes and procedures.

Improvements in the Human Resources management information system will continue to be sought to ensure that timely, accurate information is provided to line managers as appropriate. In this way, it will also form a strong foundation for greater knowledge sharing and effective action. It will be an essential component in the support given to the University, particularly where change management programmes are taking place.

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The operational HR function is committed to working in partnership with our colleagues to understand requirements and manage expectations. When resourcing projects and initiatives, we will consider and agree the most appropriate method of ensuring that the necessary resources are deployed. This may mean, for example, contracting out specific pieces of work dependent upon the requirements of the particular project.

Our Aims:

- Support the achievement and sustainability of the Investors in Excellence Standard in Corporate Services.
- Develop a suite of internal HR processes to support the Ordinances and HR Policies and Procedures.
- Review internal processes and develop achievable service standards with colleagues and other key stakeholders.
- Develop Management Information Systems capable of providing data to support staffing metrics.
- Continue to review and align resources to ensure they are fit for purpose and deliver an efficient service, in support of achieving operational excellence.

10. WORKPLACE WELLBEING

We have a duty of care to the individuals we employ. We will comply with regulations to provide a safe, professional and harmonious working environment which is appreciated by our staff and positively perceived by those external to the University.

We recognise that academia is a unique sector with unique issues requiring support and attention. The Division of Human Resources incorporates a Staff Welfare and Counselling Service which can be accessed by any member of staff in need of additional support, advice or guidance. We also offer an Occupational Health service.

Managers are encouraged to invite staff to share their concerns and issues and will be supported by the Division of Human Resources to identify problems or difficult situations and manage them in a supportive, encouraging and pro-active manner.

The Division of Human Resources will work with other departments to ensure that matters relating to Health and Safety continue to be given priority, and will be dealt with by trained and experienced professionals with a commitment to ensuring the University is a secure and rewarding environment.

All aspects of the Human Resources strategy have implications for workplace wellbeing and this will be reflected when applying the strategy.

Our Aims:

- Continue to have an Occupational Health provision that meets the needs of the University and staff.
- Continue to ensure an appropriate counselling and support service to encourage and promote staff wellbeing.

- Contribute to the creation of a culture and working environment that facilitates and supports an ongoing improvement in workplace well-being.

11. EQUALITIES

We recognise the business, moral and legal case for equal opportunity and seek to promote this through good employment practice.

The HR Division plays a leading role in retaining the University's Athena Swan Bronze Award for the promotion of women in science, engineering and technology. Additionally it supports Departments in seeking Athena Swan silver awards.

We established a University Single Equality Scheme. This extends our proactive treatment of equalities beyond the areas of race, disability and gender to include religion or belief, sexual orientation and age. This anticipated the provisions of the Equality Act 2010. We will utilise that document as a basis for responding to the requirements of the new public equality duties under the Act.

The HR Division will embed the principles laid down in the University Equality Scheme within all areas of its service provision laid out in this document, and will encourage and support the wider University in our efforts to advance equalities.

Our Aims

- Implement the new Public Equality Duty under the Equality Act 2010.
- Support Athena Swan activities on a University wide and Departmental basis.

Lead the establishment of consultative groups where there is a recognised desire or need (e.g. Staff Disability Forum).

PART 2

1 RECRUITMENT AND RETENTION

This section relates to Section 5 of the HR Strategy

	Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
1.1	Establish preferred supplier agreements with leading employment agencies in order to resource high calibre workers at a reduced cost to the University.	<p>By the end of 2010/11</p> <p>Preferred supplier agreements will have been introduced, which detail terms and conditions agreed with suppliers along with associated service level agreements (SLAs).</p> <p>For 2011 – 2016</p> <p>The above agreements will be continuously reviewed and developed in line with university business plans and recruitment needs.</p>	<p>Continue to work with recruitment agencies both locally and nationally in order to contract with the most appropriate agencies for the University's recruitment needs.</p> <p>Continue to develop the recruitment process for the University, working with colleagues so that we can better forecast (and reduce) the requirement for agency workers.</p>	<p>Increase in ability to measure and forecast agency spend.</p> <p>Reduction in spend on recruitment agency workers in line with agreed targets.</p>
1.2	Support the University's commitment to international excellence by recruiting from a worldwide talent pool.	<p>2010/2016</p> <p>A process and procedure for employing non-EEA staff designed to attract the best talent, which is regularly reviewed.</p> <p>Continue to hold a Grade A sponsorship licence from the UK Border Agency in order to be able to recruit non-EEA staff</p>	<p>Continue to access the international market by advertising posts on-line.</p> <p>Continue to monitor the requirements of the UK Border agency with regard to grade A licence holders and adjust accordingly.</p>	<p>Continued grade A licence holder.</p> <p>Continued increase in organizational performance.</p>

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	Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
1.3	Benefit from the reduction in costs by moving the majority (70%) of advertising from print to on-line	<p>By the end of 2010/11</p> <p>Achieve a ratio of 50:50 for print and on-line advertising by working with the University's advertising agencies (Hunter Lodge and Network Intellect) and the marketing and communications team in order to establish the most appropriate advertising media.</p> <p>For 2011 – 2016</p> <p>Achieve the target of 70% on line advertising</p>	Review the University's recruitment advertising on an ongoing basis ensuring that it is developed in line with the market and our recruitment needs.	Achievement of agreed savings in line with the targets agreed with VCAC.
1.4	Embed the principles of e-recruitment into the University and capitalise on the efficiencies of the streamlined processes.	<p>By the end of 2010/11</p> <p>Colleagues are using the system fully and where appropriate working on-line rather than printing applications.</p> <p>Service Level Agreements introduced.</p> <p>For 2011 – 2016</p> <p>The use of the e-recruitment system is further extended in line with developments of the product and changes to the University's</p>	<p>Run regular training sessions on i-grasp so that users are better able to fully utilise the system and realise the associated benefits of time saving and reduction in use of paper and printing facilities.</p> <p>Further develop and implement Service Level Agreements.</p>	<p>Reduction of printing and delivery of paper applications, freeing up use of the administrative staff in the recruitment team.</p> <p>Achieve a reduction in SLA times in-line with agreed targets.</p>

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Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
	recruitment requirements.		
<p>1.5 Further develop mechanisms to provide a supportive and encouraging environment that will enable the University to recruit and retain talented staff.</p>	<p>By the end of 2010/11</p> <p>A talent management add-on to the e-recruitment system is developed and implemented, which will allow the University to invest in and retain staff with key skills and experience.</p> <p>For 2011 – 2016</p> <p>Continue to develop the talent management process for the University.</p>	<p>Establish what the University defines as “Talent”.</p> <p>Investigate how other Universities are managing their talent pool.</p> <p>Develop the e-recruitment system to provide a process for managing talent and ensuring that the University offers a route for staff in the talent pool to develop their careers at Leicester.</p>	<p>Achieve agreed targets for reduction in attrition of staff in the University’s talent pool.</p>

2. REWARD AND PERFORMANCE

This section relates to Section 6 of the HR Strategy

	Long Term Aims	Key Outputs	Underpinning Activities	Measures of Success
2.1	Provide a framework and support for effective management of performance.	<p>By the end of 2011: Obtain Council approval for the Performance Management Ordinance and provide initial training to senior managers. Plan in place for developing suite of tools to support line-managers.</p> <p>2011-2016 Suite of tools developed to support line-managers in managing performance.</p>	<p>By the end of 2011: Continue writing/editing PM Ordinance for Council Approval in 2011.</p> <p>Continue consultation with all stakeholders.</p> <p>Train and advise HR Advisers/Recruitment to develop Process Maps and standard letters, prior to launch.</p> <p>Continue to develop performance management resources and training.</p>	<p>Enhanced organizational and individual performance.</p> <p>An enhanced ER climate amongst staff across the University.</p> <p>An improvement in overall organizational performance results (e.g. REF).</p>
2.2	Benchmark and review existing remuneration and reward processes to ensure that individual performance is reflected in an innovative and competitive reward structure	<p>By the end of 2011: Initial scoping of requirements from stakeholders re: a review of Merit Awards process(Grades 1-5 and 6-9)</p> <p>Initial scoping of requirements from stakeholders (including recognised Trades Unions) re: review of promotions process for Grades 2-8.</p> <p>2011-2016 To review remuneration and</p>	<p>2012-2016 Review of Merit Awards (Grades 1-9). Review of Promotions for Grades 2-8.</p> <p>Benchmark, review and revise existing remuneration and reward policies, in conjunction with the finance department, in line with University objectives.</p>	<p>An improvement in ER relations with Trade Unions and staff across the University.</p> <p>An increase in staff morale.</p> <p>Lower turnover.</p>

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Long Term Aims	Key Outputs	Underpinning Activities	Measures of Success
	reward policies, in line with University objectives, policy and procedures for all groups of staff.	Provide guidance and advice to HR Advisory team/Recruitment to develop relevant Process Maps and standard letters, prior to launch.	
2.3 Review Terms and conditions of employment to ensure they are fit for purpose, fair, legally compliant, competitive and consistently applied.	<p>By the end of 2011: Approval of 9 New Ordinances that revise 8 key areas of staff T&Cs.</p> <p>2011-2016 Issue revised T&Cs for all staff, including 9 new Ordinances.</p>	<p>By the end of 2011: Complete Ordinance project by end 2011.</p> <p>2011 - 2014 Recruitment to develop competitive T&Cs (possibly in the form of a Contract of Employment)- undertake relevant research, obtain legal advice, benchmark against other University T&Cs, , consult/agree with the TUs, obtain committee approval, train the Recruitment Team on how to use contracts of employment.</p>	<p>An improvement in ER relations with Trade Unions and staff across the University.</p> <p>An increase in positive feedback from stakeholders including the Trade Unions and Senior management about HR policy development.</p> <p>A reduction in the number of enquiries from staff to HR and Recruitment about basic aspects of T&Cs.</p> <p>An increase in the number of recruitment referrals from staff.</p> <p>Stronger employer brand.</p>

3. ORGANISATIONAL DEVELOPMENT

This section relates to Section 7 of the HR Strategy

	Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
3.1	Provide programmes that incrementally increase leadership capability at the University, College and Departmental levels through focused Leadership Development. They will be based on core competencies, which will support the powerful planning and decision-making capacity required by the University and the need for high quality, well motivated staff.	<p>For 2011 - 2016</p> <p>A leadership and competency framework will have been introduced, which closely aligns to the leadership and management challenges facing the university.</p> <p>Formal leadership programmes will be available to senior, middle and front-line staff.</p> <p>Plans for promoting and maximising work-based development will be in place.</p> <p>The above schemes will be continuously developed and adapted in line with university business plans, and employee capability needs.</p>	<p>Continue to develop the Leadership at Leicester scheme.</p> <p>Continue to work with HE partners and develop the Midland Staff Development Programme.</p> <p>Develop a senior leadership development scheme.</p> <p>Develop organizational capabilities for facilitating focused workplace learning through:</p> <ul style="list-style-type: none"> • mentoring • performance coaching • action learning <p>and other development techniques.</p>	<p>Continuous improvement of employee feedback in the annual Career Motivation in Higher Education Survey.</p> <p>Incremental reduction in employee disputes and poor performance casework.</p> <p>Course and workshop satisfaction results.</p>
3.2	Provide programmes and appraisal schemes that support continuous improvement in individual, team and university performance.	<p>By the end of 2012 Performance management training will have been offered to all senior and middle managers.</p> <p>A standard course will be available in the staff development perspectus.</p> <p>A revised appraisal process will</p>	<p>Deliver performance management workshops to all middle and senior managers (using consultant). Train in-house trainers to continue delivering the training to other managers.</p> <p>Include monthly Performance management training as part of the staff development annual</p>	<p>Performance management workshop evaluations report over 90% overall satisfaction of delegates.</p> <p>Ongoing increase in numbers of appraisals completed.</p>

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Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
	<p>be in place for Corporate Services staff, which links personal objectives to the Corporate Service and Divisional plans.</p> <p>For 2013 – 2016</p> <p>Appraisal schemes have been reviewed. Schemes will be in place that take account of the needs of different staffing groups and focus on continued increase in performance through staff development.</p>	<p>programme.</p> <p>Review the university appraisal system and introduce where appropriate, a competency based system that is also flexible to the needs of the academic, corporate and other professional groups.</p>	<p>Incremental increase in workforce skills against competencies.</p>
<p>3.3 Develop training and development programmes that embrace established best practice and reflect a variety of formal and informal training methods.</p>	<p>By end of 2012</p> <p>All current courses will have been reviewed and re-written, using alternative training methods within a blended approach.</p> <p>Coaching will be established throughout the University.</p> <p>For 2013 – 2016</p> <p>Alternative work-based (formal and informal) training methods will be used throughout the University, that will either complement or replace current formal training.</p>	<p>Review all courses and re-write where appropriate. Use Blackboard, action learning and other techniques as part of a blended approach.</p> <p>Develop and implement schemes to encourage workplace learning, some examples being:</p> <ul style="list-style-type: none"> • Action learning sets • Performance coaching 	<p>Training evaluation results report at least 90% overall delegate satisfaction.</p>

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	Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
			<ul style="list-style-type: none"> Mentoring 	
3.4	Provide programmes that will support staff in an environment of unprecedented change in the HE sector.	<p>By end of 2012</p> <p>Managing change workshops will have been offered as part of the standard Staff Development programme</p> <p>For 2013 – 2016</p> <p>The workshops will continue to form part of the standard Staff Development programme.</p>	Contract a suitable expert to deliver workshops each term, and place in the Staff Development portfolio.	Training evaluation results report at least 90% overall delegate satisfaction.
3.5	Provide continued support for personal career development	<p>By end of 2012</p> <p>Opportunities for providing support will have been scoped. A pilot scheme will have run and been evaluated.</p> <p>For 2013 – 2016</p> <p>A standard scheme will be in place and regularly reviewed.</p>	<p>Contract an expert provider and organise a pilot. Pilot will be evaluated and a scheme put in place for y/c 2013.</p> <p>Annually review and adjust the scheme.</p>	<p>Scheme evaluation results report at least 90% overall delegate satisfaction.</p> <p>Incremental improvement in Career motivation in HE scores (for career support).</p>

4. EMPLOYEE RELATIONS AND ENGAGEMENT

This section relates to Section 8 of the HR Strategy

	Long Term Aims - by 2016	Key outputs	Underpinning Activities	Measures of Success
4.1	Identify and develop improved methods of consultation to maintain a positive climate of employee relations	<p>By the end of 2011: Research possible improvements to consultation mechanisms taking account of the college structure.</p> <p>2011-2016 Trial and implement new methods of consultation that reflect the needs of the University and employees.</p>	<p>Conduct a review of methods of consultation and make recommendations to Staffing Policy Committee, for approval.</p> <p>Link in with work being undertaken by Marketing and Communications</p> <p>2011-2016 Conduct a shareholder analysis</p>	<p>Employee satisfaction.</p> <p>Employee retention levels.</p>
4.2	Develop managers to recognise the value of, and facilitate a positive climate of employee relations	<p>By the end of 2011: Increased leadership and management capabilities</p> <p>Transparent procedures and processes for staff management.</p>	<p>By the end of 2011: Continue to design and develop leadership development schemes.</p> <p>Implementation of the 9 Ordinances and 2 non-contractual policies and procedures to act as a foundation for a climate of positive employee relations.</p> <p>2012 Onwards Continue to review and develop policies and procedures.</p> <p>Continue to design and develop leadership development</p>	<p>Employee satisfaction.</p> <p>Appropriate levels turn-over.</p> <p>Increased morale.</p> <p>Training evaluation (greater participation).</p>

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	Long Term Aims - by 2016	Key outputs	Underpinning Activities	Measures of Success
			schemes.	
4.3	Continue to develop a model of partnership working with recognised Trade Unions	<p>By the end of 2011: Obtain agreement on all new Ordinances and successfully complete consultation on non-contractual HR policies with the 3 recognised TUs.</p> <p>2011-2016 Develop remuneration and reward policies to reflect University objectives.</p>	<p>By the end of 2011: Engage in meaningful consultation and negotiation on the Ordinances, by addressing TU concerns and resolving issues proactively.</p> <p>Engage in partnership working to develop Redundancy Ordinance and written agreement on Academic Freedom.</p> <p>2011-2016 To continue to work in partnership with the Trade Unions to:</p> <ul style="list-style-type: none"> • develop new or revised HR policies and procedures; • develop new or revised reward initiatives and policies. 	<p>An improvement in ER relations with Trade Unions and staff across the University.</p> <p>Good feedback from the Trade Unions about partnership working.</p>
4.4	Develop a suite of recognised policies and procedures that are legally compliant and support the achievement of the institutional vision.	<p>The development of Ordinances</p> <p>By the end of 2011 Obtain Trade Union agreement and Council approval of Contractual Ordinances (policies & procedures) to give effect to the University's new Employment statute (Section 8).</p> <p>Ordinances will be developed to cover all staff including</p>	<p>By the end of 2011</p> <p>Continue writing/editing Ordinances for Council Approval in Mid 2011.</p> <p>Continue consultation with TU and Senior management stakeholders until end 2011.</p> <p>Continue to provide support to the Staffing Policy Committee (Sub-group) until end 2011.</p>	<p>An improvement in ER relations with Trade Unions and staff across the University.</p> <p>A reduction in the number of issues raised by the TUs about the interpretation of HR policies and procedures.</p> <p>A reduction in the number and timescales of ER cases conducted by a panel.</p>

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Long Term Aims - by 2016	Key outputs	Underpinning Activities	Measures of Success
	<p>academics for:</p> <ul style="list-style-type: none"> • Academic Freedom; • Grievance; • Discipline; • Performance Management; • Probation; • Redundancy; • Ill Health Capability; • Removal from Office; and • Dismissal for Some Other Substantial Reason. <p>Create procedural modifications regarding Academic Freedom that can be applied to the Ordinances.</p>	<p>Manage the legal check of all agreed Ordinances and manage outcome with Senior Management.</p> <p>Work in partnership with UCU to develop a joint definition of Academic Freedom.</p> <p>Work in partnership with the TUs to develop the Redundancy Ordinance and Process Map.</p> <p>Train and advise HR Advisers/Recruitment in developing Process Maps, standard letters and individual notification letters to staff re: intro of Ordinances, prior to launch.</p> <p>Obtain written agreement from TUs (Collective Agreement).</p> <p>Develop and deliver communication strategy with Staffing Policy Committee (Subgroup) and Marketing Communications team.</p>	<p>An increase in the number of policies and procedures that apply to all staff.</p> <p>An enhanced ER climate amongst staff across the University.</p> <p>Winning an award for the project.</p>
	<p>Other:</p> <p>2010-2016</p> <p>Staffing Policy Committee approval for new and revised non-</p>	<p>2011- 2016</p> <p>Develop an annual schedule of HR policy development with input from stakeholders (through the HR Portfolio Board).</p>	<p>An improvement in ER relations with Trade Unions and staff across the University.</p> <p>A reduction in the number of issues raised by the Trade Unions</p>

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Long Term Aims - by 2016	Key outputs	Underpinning Activities	Measures of Success
	contractual policies and procedures (separate from the Ordinances), in line with legislation and University needs.	<p>Systematically review, research and re-write existing suite of policies and procedures as per planned schedule of policy development.</p> <p>Proactively research new legislation & develop/revise policies as per planned schedule of policy development.</p> <p>Consult with all stakeholders, on new/revise policies and procedures.</p> <p>Work in partnership with the Trade Unions (at an early stage) to develop policies/procedures.</p> <p>Submit policies and procedures to Staffing Policy Committee (3 times per year) for approval.</p> <p>Train the HR Advisory and Recruitment teams on new/revise policies and procedures.</p> <p>Provide guidance and advice to HR Advisory team developing Process Maps and standard letters, prior to launch.</p>	<p>about the interpretation of HR policies and procedures.</p> <p>An increase in the number of legally compliant policies and procedures within the existing suite of HR policies and procedures.</p> <p>An increase in the number of policies and procedures developed (or revised) to support organisational goals.</p> <p>An increase in the amount of time spent with the Trade Unions to develop policies and procedures.</p> <p>An increase in positive feedback from stakeholders including the Trade Unions and Senior management about HR policy development.</p> <p>Obtaining approval for new/revise policies and procedures from Staffing Policy Committee on the first attempt.</p> <p>To obtain approval for new and revised policies and procedures in advance of changes in legislation.</p>

5. OPERATIONAL EXCELLENCE

This section relates to Section 9 of the HR Strategy

	Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
5.1	Support the achievement and sustainability of the investors in excellence Standard in Corporate Services.	<p>2010 / 2011 - Develop and implement robust processes and systems – define the process owners, create integrated process and procedures that will deliver consistency that is underpinned by effective and robust systems and technologies.</p> <p>For 2011 – 2016 The HR Division has organised and structured its activities around the nine principles of the Investors In Excellence standard.</p> <p>(Note :IIE timescales to be confirmed)</p>	<p>Have a planned approach for producing required process maps.</p> <p>Create and continuously review a process mapping standard for use across HR.</p> <p>Develop process maps that are integrated across the HR Division and Corporate Services.</p> <p>Training people in the use of the process mapping tool.</p> <p>Involve our colleagues in process mapping.</p> <p>Identify systems enhancements and developments that align to the required processes.</p>	<p>The HR Division has designed and is following robust internal processes.</p> <p>There is sustainability of internal processes.</p> <p>Reduced time taken to complete case work.</p> <p>Investors in Excellence Award achieved.</p>
5.2	Develop a suite of internal HR processes to support the Ordinances and HR Policies and Procedures.	<p>By the end of 2010/11</p> <p>Internal HR processes and supporting documents will be developed to ensure there is a high level of consistency and common understanding of implementing Ordinances, policies and procedures within HR.</p>	<p>Develop and implement supporting process maps and 'How To' documents that will ensure consistence within the HR Division and across the University.</p> <p>Through the 'new' HR Website make available to line managers and HR all the necessary supporting materials that underpin</p>	<p>A reduction in the number of appeals and potential tribunal cases.</p> <p>A reduction in the number of grievance and disciplinary cases within the University.</p> <p>A reduction in the number of Compromise Agreements and associated costs.</p>

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Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
		<p>policy and procedures.</p> <p>Communicate and make available to managers and HR, the required training to ensure successful delivery of all policies and procedures.</p> <p>Engage with stakeholders at all stages of process development to encourage commitment, ownership, and reduce potential resistance to implementation.</p>	<p>Level of advice is consistent and number of complaints based on inconsistent advice is reduced.</p> <p>An increase in the number of recognised internal HR processes to support Ordinances, Policies & Procedures.</p>
<p>5.3 Review internal processes and develop achievable service standards with colleagues and key stakeholders.</p>	<p>For 2011 - 2016</p> <p>Develop a balanced scorecard that will enable the division to measure the service delivered through integrated processes and behaviours.</p> <p>Develop and agree a key set of measures to demonstrate operational excellence and process improvement linked to the balanced scorecard.</p> <p>By December 2010 develop the framework for a new HR website that offers colleagues all they need to manage employees. The website content to be delivered by</p>	<p>Create an agreed set of service level agreements.</p> <p>Create and undertake a customer satisfaction survey.</p> <p>Create a process for measuring agreed targets and managing slippage.</p> <p>IT support identified and training undertaken to facilitate the development of the new HR website.</p> <p>Define and agree an approach to measure usage of the website.</p>	<p>Number of complaints reduced by 50%</p> <p>60% of calls answered on first contact with the Division.</p> <p>Satisfaction index set at 70% is achieved.</p> <p>New website developed and functional.</p>

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	Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
		the end of 2010 / 2011.		
5.4	Develop Management Information Systems capable of providing data to support staffing metrics.	<p>Improve data quality and information availability to enable effective decision making across the University.</p> <p>Invest in, and develop SAP and other databases to ensure they are fit for purpose.</p> <p>By the end of 2011 design and build an organisational structure in SAP to reflect and support the Unified Administration and college structure. .</p>	<p>Create and implement a clearly defined organisational structure down to position level.</p> <p>Review and implement roles authorisation.</p> <p>Design updates and implement effective HR reports.</p> <p>Undertake Business Objects Training.</p>	<p>Org structure designed and implemented.</p> <p>Reports have been developed and implemented</p> <p>HR Team capable of using Business Objects reports.</p>
5.5	Continue to review and align resources to ensure they are fit for purpose and deliver efficient service, in support of the achievement of operational excellence.	<p>HR resources were reviewed in July 2010 to ensure the structure aligns to the new process and agreed services levels.</p> <p>For 2011 - 2016 Repeat process annually to ensure the Division delivers value for money.</p>	<p>Undertake a full administration review.</p> <p>Undertake a review of recruitment.</p> <p>Undertake a call logging study.</p> <p>Review workload activity against AIMS.</p>	<p>Pay budget is not overspent.</p> <p>SLA's are met.</p> <p>Customer satisfaction index is at 70%.</p>

6. WORKPLACE WELLBEING

This section relates to Section 10 of the HR Strategy

	Long Term Aims by 2014	Key Outputs	Underpinning Activities	Measures of Success
6.1	Have an Occupational Health provision that meets the needs of the university and staff.	<p>By the end of 2010-2011</p> <p>Revised service in place</p> <p>2011-2016</p> <p>Continuous review every 12 months</p>	<p>Review and revise OH service provision and develop alternative methods of provision.</p> <p>Review OH provision and explore options for additional services</p>	<p>Reduced sick absence</p> <p>Employee satisfaction</p> <p>Faster referrals</p>
6.2	Continue to ensure an appropriate counselling and support service to encourage and promote staff wellbeing.	<p>Develop a more integrated range of professional services aimed at actively promoting staff wellbeing and supporting managers to make appropriate decisions in executing their duty of care. These services will include Staff Counselling and associated wellbeing therapies, Occupational Health and an in-house mediation service. These services will positively address the key indicative areas of wellbeing in the workplace, i.e. physical health, psychological health and interpersonal relationships.</p> <p>By the end of 2010/2011</p> <p>Establish a working partnership with union representatives for supporting informal resolution of staff disputes through mediation.</p>	<p>Continual training, development and recruitment to the in-house mediation team to augment current levels of experience and ensure a diversity of representation.</p> <p>Provide training in brief mediation skills to HR Advisors, managers and supervisors.</p> <p>Continue to increase the provision of wellbeing therapies and support groups for staff.</p> <p>Develop a combined wellbeing strategy with Occupational Health for providing a consistent standard of support for staff who are returning to work from long term sickness absence through phased returns and other reasonable adjustments.</p>	<p>Increased utilisation of the Staff Mediation Service as a means of informal dispute resolution.</p> <p>Positive evaluation of the Staff Mediation Service by staff who have used the service.</p> <p>Decrease in number of formal grievances.</p> <p>Positive evaluation of Staff Counselling and associated wellbeing therapies by staff that have used the service.</p> <p>Increase in successful return to work for staff following long term sickness absence.</p> <p>Decrease in overall loss of days worked through sickness absence.</p>

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	Long Term Aims by 2014	Key Outputs	Underpinning Activities	Measures of Success
		<p>For 2011 - 2016 Have in place a system of referral and assessment which ensures that staff have access to counselling within a maximum of 5 working days.</p> <p>Work in partnership with the new Occupational Health provision to achieve an increase in successful return to work for staff from long term sickness absence.</p>		
6.3	Contribute to the creation of a culture and working environment that facilitates and supports an ongoing improvement in workplace well-being.	<p>Managers are supported through training to create a working environment in which, they continually improve the way they manage pressures that can result in work-related stress.</p> <p>This programme will be closely aligned to The Health and Safety Executives Management Standards approach and The Health and Safety Executive's Management Competencies for the prevention and reduction of stress at work and will demonstrate good practice through risk assessment.</p> <p>By the end of 2010/2011 The stress management training programme for managers and supervisors will have been piloted.</p>	<p>Continual stress management training programme for managers including online and face to face training.</p> <p>Continual monitoring and evaluation through surveys, questionnaires and on-line risk assessment and focussed discussion with staff to help determine practical improvements.</p> <p>Assist in reducing the number of staff members who go off sick, or who cannot perform well at work because of work-related stress.</p>	<p>Increase in the number of managers who have completed the stress management training programme.</p> <p>Positive evaluations following stress management training for managers.</p> <p>Increase in the number of individual stress management audits and action plans completed.</p> <p>Reduction in indicators of work related stress such as, number of grievances, numbers of reported days of sickness absence.</p> <p>A reduction in the number of staff members who go off sick, or who cannot perform well at work because of work related stress.</p>

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Long Term Aims by 2014		Key Outputs	Underpinning Activities	Measures of Success
		For 2011 – 2016 A standard stress management training programme will be implemented incrementally across every department in the University.		

7. EQUALITIES

This section relates to Section 11 of the HR Strategy

	Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
7.1	Single Equality Scheme. To have implemented the action plan developed through the Scheme dated 2009.	<p>2010 Y1 actions set out in Scheme were completed.</p> <p>2012 Completion of Y2/3 actions set out in the Scheme.</p> <p>2012 Revised Scheme approved.</p> <p>2014 A new action plan will have been agreed and will be the focus of equalities work.</p>	<p>Most actions require a multiple agency input but in each case a lead is required from the Equalities Unit.</p> <p>Convince relevant colleagues and other agencies about the need to undertake actions.</p> <p>Activities are specific to each action.</p>	<p>Actions complete or actions have been formally revised. (The detailed action plan forms Appendix 1 of the Single Equality Scheme.)</p> <p>Equality monitoring reflects improvement in equality of opportunity where directly relevant to action plan activity.</p>
7.2	Develop an Equality Impact Assessment (EIA) process within the Division to be applicable throughout the University.	<p>2011 All policies screened and published have a full impact assessment for each relevant scheme.</p> <p>2012 An established process of undertaking EIA when policies are reviewed or created.</p> <p>2014 Each policy has been subject to EIA at least once.</p>	<p>Identify all policies.</p> <p>Screen and prioritise according to relevance to equalities.</p> <p>Fine tune the mechanism for a full impact assessment.</p> <p>Carry out full impact assessment on a team basis on those policies identified to be equality relevant.</p>	<p>Equality monitoring reflects improvement in equality of opportunity in areas that have undergone EIA.</p>
7.3	Implement the Equality Training Plan contained within the Equality Scheme.	<p>2011 Portfolio of equality training solutions based on identified needs.</p> <p>2012 A full programme of training is established as set out in the Scheme.</p>	<p>Make the argument for sufficient resources or devise ways of delivering training within available resources.</p> <p>Cascade some parts of the training plan.</p> <p>Develop and deliver good quality</p>	<p>Number of people trained.</p> <p>Continuous improvement in Equality Training evaluation results.</p>

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Long Term Aims - by 2014	Key outputs	Underpinning Activities	Measures of Success
		equality training.	