

University of Greenwich People Strategy:

This document describes the University of Greenwich's People Strategy. It covers all staff, both academic and professional. In the context of this strategy the University's mission is interpreted as:

To recruit, develop and engage people who inspire society through the discovery, application and dissemination of knowledge.

The University of Greenwich is a University with aspiration – we are ambitious for our students, aiming to give them the highest possible quality of experience which supports not only a lifelong desire to learn and challenge themselves and received wisdom but also to develop the skills to apply that learning to their employment and as the future leaders of industry, commerce and in public life.

We are ambitious for our staff - we are committed to giving them the opportunity at Greenwich to find an environment which supports both their personal and professional aspirations and where they understand their contribution to making the University's mission and values a reality.

Figure 1: Strategic Plan values and behaviour:

Values	Behaviour
Aspiration	Setting and achieving ambitions goals Striving for excellence Being proactive Promoting employee engagement and well-being
Confidence	Recognising and celebrating success Speaking up for ourselves Leading the way Encouraging open dialogue
Creativity	Being curious and challenging Being willing to take risks Imagining the future Thinking differently
Professionalism	Putting students and stakeholders first Doing a good job first time Respecting others and treating everyone fairly Acting in the interests of the University
Responsibility	Contributing to our internal and external communities Fostering a positive attitude to the environment Maintaining an appropriate work life balance Working and studying ethically

The University's strategic plan 2012-2017, marked a step change in the goals that the University has for itself and where it wishes to position itself. Its emphasis on raising standards and quality across our academic disciplines and the professional services that support academic endeavour and the student experience has required a change in the expectations we have of our staff. Significant progress has been made during the first half of the strategic plan period as evidenced by the REF submission and the HE review and the commitment and success of our staff in both exercises. However, we still have work to do to develop a culture which sustains research informed teaching, supports student- centred learning and provides coherent and effective professional services. The increasing use of technology to support teaching and learning (see the Learning, Teaching and Assessment Strategy) requires a different skill set from academic staff. The strategy for the professional services is to provide integrated services and requires staff to be prepared to work across directorate boundaries, communicate with and convince those who do not share their subject expertise and apply their skills to solve problems for the common good.

We are working to achieve our ambitions in the context of an increasingly competitive global market. The funding horizon continues to be challenging with the marketisation of higher education and the funding following the student. We work with a range of international education institutions and have employees permanently or temporarily based overseas. We need to be able to assure ourselves that the standard of the academic experience is commensurate with that offered at the Greenwich, Avery Hill and Medway campuses and that those employees based overseas are supported and remain connected to the University of Greenwich community. Meeting the expectations of an increasingly diverse range of students, funding bodies and corporate partners will require a level of flexibility in our organisational structures and attitude and we will need to facilitate cross university working and communication to ensure that we can work effectively and maximise the skills and experience we already have in the University. We need to attract and encourage individuals who have a commitment to developing their skills, ways of working and knowledge to ensure that we continue as a successful, vibrant, University community.

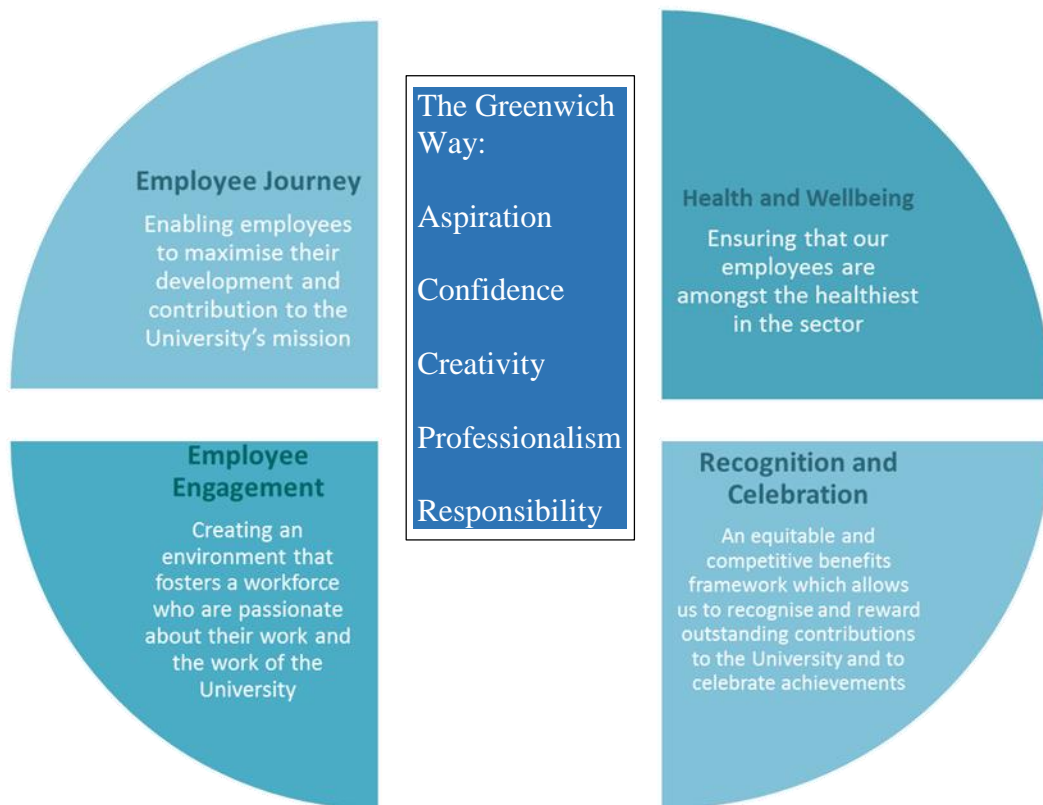
The aim of the People Strategy is to provide a framework for achieving the University's mission through the contribution of our people. This will be achieved by:

- Developing an inclusive community of scholars and professionals, with a commitment to a common purpose, and in which we support each other to achieve individual and organisational goals.
- Ensuring that all employees understand the University's objectives and their part in achieving them.
- Clarifying the expectations of the employee's role and standards of performance required.
- Providing feedback, coaching and skills development .
- Fairly rewarding good performance and challenging underperformance.

People Strategy

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Figure 2:



We are in a competitive market for employees. Benefits packages are similar across the sector for grades 1 to 9, and expectations at senior grades are increasingly putting pressure on our salary structure. We need to distinguish ourselves in the employment market to attract the best candidates who will make the required contribution. The values that we hold are key to positioning ourselves within this market and to ensuring that we live our employee brand. For this reason the Strategy outlined below has our values at its heart.

The Strategy covers four key areas in which we will work to achieve a cultural change in the relationship between the University and its employees and the environment we create to support engagement and performance. Each section includes a set of principles which describes the culture we are aiming to create and then an initial programme of activities which will be carried out to create culture and environment we want to achieve.

1. Employee Journey

1.1 We will provide a framework for engaging, managing and developing employees throughout their relationship with the University. The framework will be aimed at maximising contribution to the University and supporting individual aspiration through academic and professional development. The framework will be based on the following principles:

- Our ability to fulfil our mission relies equally on what people do and how they do it. We will recruit employees who share our values; set expectations of our employees which reflect our values and manage against those expectations and reward activity and behaviour which demonstrate our values. We will provide opportunities for our employees to develop their skills and experience to support them in having and achieving high aspirations, working creatively to respond to the challenges faced by the University and those of our students and research funders, building confidence, developing and demonstrating professionalism and taking responsibility for their areas of work and for the wellbeing of the University as a whole.
- We will provide employment opportunities which engage our employees and support personal and professional growth. Every employee will have clearly defined expectations.
- We will work in partnership with our international partners and ensure our workforce reflects our global presence.
- Our students are exponents of the Greenwich Way and we aim to provide them with employment opportunities which benefit the University through the transfer of new skills and knowledge and will provide our students with valuable employment experience.
- We aim to recruit people who are ambitious for the University and themselves. We recognise that some employees may choose to continue their careers elsewhere and aim to ensure that they will continue to act as ambassadors for the University beyond their employment with us.
- Change is an inevitable part of life and the University will need to continue to change and evolve in order to meet the challenges of the future. We will develop an effective approach to the management of change and to increasing the resilience and flexibility of managers and employees in an ambiguous environment.
- We recognise that things do not always go to plan. We will look to intervene early to avoid the breakdown of relationships and the resulting impact on the delivery of academic and professional activity.

1.2 Programme of actions to support the Strategy

To deliver our strategic objectives in this area we will:

- Revise key policies and procedures which embed our values: recruitment, probation, appraisal, learning and development, end of employment.
- Provide guidance, training, coaching and documentation, based on the best practice approaches in the sector, and which recognise that we

recruit internationally and have staffed based overseas to support our global aspirations.

- Provide development programmes which give the information and develop the skills to meet the expectations of roles e.g. to act legally, safely, with understanding of organisational policies. To develop teaching and research capability which helps us to provide student – centred academic programmes and deliver the University’s Research and Enterprise Strategy.
- Implement an approach to conflict resolution based on mediation and which addresses issues at the earliest opportunity.
- Develop and implement an approach to change management which is consistent and based on good practice.
- Implement apprenticeships and graduate trainee programmes which support Faculty and Directorate workforce plans.

2. Employee Engagement

Employees who are engaged with the mission and values of the organisation they work for have a greater sense of well- being and are more productive.

This is particularly true in a university collegiate setting which relies on a partnership between the university and individual employees.

We will undertake a series of actions to increase the engagement of our workforce from the level indicated in the 2014/15 Employee Engagement Survey. These actions will be guided by these principles:

- We will support and develop committed and motivated employees who focus on organisational goals and achieving high quality outcomes.
- We want our employees to be proud of their achievements and celebrate the success of the University.
- We will provide and facilitate opportunities for dialogue with our employees. We will do this both formally through such mechanisms as the employee engagement survey, staff engagement forums, trade union forums, the appraisal process and also informally by having a visible and accessible leadership who are open to discussing matters that affect the University with staff. We will support the development of skills in both the leadership and employees to ensure that our communication is effective.

2.1 Programme of actions to support the Strategy

To deliver our strategic objectives in this area we will:

Develop and implement a framework for achieving an engaged and motivated workforce which includes:

- Describing the roles and responsibilities that individuals and managers have in achieving this objective.
- Implement the Employee Engagement Survey and action plan
- Introducing an employee engagement forum which provides an opportunity for employees to contribute to the development of University policy and plans.
- Developing engaging leaders and managers, effective two way methods of communication and opportunities to share expertise and

best practice and ensuring that regular supervision is possible and takes place.

- Creating clear and easy to access policies, supported by well trained and expert staff able to answer questions on the implementation of policy and proactively communicate policy changes and the impact of changes.
- Making available to staff information on how things work at Greenwich which will help our employees to engage with the University and take responsibility for the management of their day to day work activity and careers.

3. Workplace Health and Well Being

We take an organisational approach to workplace health and well-being and its importance is evidenced by the new institutional Sports, Health and Wellbeing strategy. The principles underpinning this area of work are as follows:

- We will work to develop a healthy organisation with responsibilities for achieving this at individual, team and University level.
- We will support staff to improve and maintain their health and will provide our people with a safe environment in which to work and study.
- We recognise that the external environment and the changing nature of HE can present challenges to employees' sense of well-being and belonging. We are committed to developing the skills in our employees to withstand these challenges.
- The University also has to respond to the external environment and to the changing needs of our students. When we are undertaking change programmes we undertake to do so professionally and with compassion.
- The University of Greenwich is a diverse community of scholars and professionals. We will work to ensure that all of our staff have a sense of belonging to this community.

3.1 Programme of actions to support the Strategy

To deliver our strategic objectives in this area we will:

- Develop and implement an organisational change toolkit.
- Develop a "community of communities" by encouraging and supporting staff networks of colleagues with common interests.
- Enhance our development offering in regard to staff networks, leadership, change management for employees and leaders and emotional resilience resources.
- Provide effective absence management toolkits and support managers and employees in creating and maintaining a sustainable work life balance
- Undertake preventative activities targeted at reducing overall sickness levels.
- Implement the University's Sports, Health and Wellbeing Strategy.

4. Recognition and Celebration

How we implement any reward and recognition scheme is the most tangible demonstration to our employees of the activities and behaviour we value at the University. We need to recognise that employees are motivated by different things and we should focus on non-financial as well as financial reward. We also want to build the collective confidence of the University and provide opportunities to celebrate our individual and collective achievements both locally and at a University level.

This area is becoming more complex with changes to elements of our benefits package that are highly valued by our employees, for example pensions, and tax allowances. We therefore need to establish a reward strategy which offers some flexible options within agreed boundaries.

The principles that underpin this area of work are:

- We are committed to offering a benefits package that is fair, transparent and attractive to those who share our values and our vision for the future of the University of Greenwich and our students.
- The opportunity to have achievement and contribution beyond the normal expectation will be available and underpinned by procedures that are clear and publicised. Any reward schemes have to be affordable and take into account the uncertain funding horizon, as the long term financial health of the University is in the interests of all of our employees.
- We will celebrate the achievements of our employees and take the time to thank them for their contribution to the University's ongoing success and sustainability.

4.1 Programme of actions to support the Strategy

- Implement non-financial values based employee awards at both local and institutional level which allow us to recognise approach and
- Develop and implement career paths for all employees which support our aim for transparency by stating the normal expectation of a role at each level of the University and how this might be demonstrated.
- We will review the mechanism for promotion for academic roles to ensure that it supports our objectives to offer a high quality student experience, research activity and engagement with enterprise and / or professions.
- Linked to our recruitment policy, we will introduce a modernised approach to market supplements which is based on up to date and appropriate market information.

5. ENABLERS

The implementation of this Strategy will be supported by six key enablers.

Leadership: Visible and engaging leadership will be a vital component of delivering the organisational transformation described in the People Strategy.

To support the ongoing development of our leadership capability we will:

- Establish a leadership competency framework which informs recruitment, development, performance management and reward and recognition processes.
- Develop an effective programme which builds leadership capability throughout the University for both academics and professional services and builds a coaching approach into management at the University

Learning and Talent Development: There will be two priorities for our learning and talent development work over the period of this People Strategy. Firstly to provide training and development for all groups of staff which provide the skills, knowledge and experience to create a safe and inclusive environment; enable staff to feel confident in their roles and to develop best practice approaches to solving academic and professional challenges; to learn from best practice established outside the University. The second priority will be to establish a performance management framework which enables us to identify talent and develop and use it to best effect within the University. To achieve these priorities we will:

- Bring together all areas of the University that support the development of staff to establish a single learning and development plan for delivery over the next five years.
- Create and support communities of practice to provide a place for developing and sharing knowledge, experience and skills.
- Ensure that our people have the professional expertise and standing commensurate with our ambitions to be in the top 50 universities in the country.

Workforce Planning and Management Information: Organisational and local workforce planning very simply ensures that we have the right number of people and balance of skills, expertise and experience to meet our current and future needs. Plans will be informed by datasets which present a picture of current and future business (e.g. student numbers, research activity etc), future opportunities and threats (e.g. marketing information, legislative changes) and people data (e.g. roles, grades, demographics, costs, job related and additional skills, levels of engagement). To support workforce planning we will:

- Ensure that the University's human resources systems (ORACLE, e-recruitment, balanced academic workload model), can capture the data required to produce the required management information and that the reporting functionality is fit for purpose; ensure that we deliver accurate data to comply with statutory returns and inform reporting against the University KPIs and provides datasets that inform workforce planning.
- Each Faculty and Directorate will have in place a workforce plan which allows us to identify and address key risks and opportunities for each area of the University and the University as a whole.

Technology: Modernised approach to the use of technology will support a number of aspects of the People Strategy including workforce planning and improved management information; communications; access to core training programmes and helping employees to own their information and manage their careers. To achieve this we will:

- Review the HR system and its capacity to support the needs of the University now and in the future.
- Establish and implement a roadmap for system developments.
- Use technology to enable the right people and role holders to input and access information, removing unnecessary manual intervention and streamlining processes.
- Develop the skills of our people to make the best use of technology to support learning and teaching, research, professional activity and their employment with the University.

HR Service: Delivery of the People Strategy will require commitment from all Faculties and Directorates – by providing infrastructure, contributing expertise to policy development, delivering it as managers or individual employees. However, the HR Directorate is the key enabler and the way in which the service is delivered will contribute to the culture we are trying to achieve. Whilst the Directorate will make more use of technology in the future to improve processes and the ease of engaging with the service on routine matters, it is important to the Directorate that it remains people orientated and is seen to make a demonstrable contribution to the work of the University and those who work in it. To achieve this we will:

- Have a systematic approach to continuous improvement, aimed at enhancing our internal partners' experience of our services and using technology to enable HR to have more time to add value to the University.
- Build partnerships with and between leaders, managers and staff in Faculties and Directorates to ensure that the University of Greenwich delivers an excellent HR service. We will seek feedback from our internal partners to ensure that we continue to meet the needs of the University.

Equality, Diversity and Inclusion: The University is a diverse organisation and we see that as a great strength. We will work to ensure that the University provides an inclusive environment where every employee and student can access the tools to succeed. To achieve this we have in place an Equality, Diversity and Inclusion Strategy which includes organisational objectives and an action plan for achieving those objectives.

6. Measures of Success

The University has 26 Key Performance Indicators by which we measure our progress to achieving our Strategic Plan objectives. The implementation of this Strategy will further support those objectives and it is important that it is seen as part of the work needed to achieve our aspirations and not an add on to the

University's core activity. Improving performance in the NSS and increasing the volume and quality of research outcomes will more likely be achieved by employees who are engaged, clear about the expectations, provided with an appropriate level feedback, coaching and development and perceive themselves to be fairly rewarded, with opportunity to have excellent performance recognised.

Employee Related University KPIs:

No.	Indicator	Target by 2017	People Strategy Aim
1	% of academic staff with an accredited teaching qualification	75%	<ul style="list-style-type: none"> Providing feedback, coaching and skills development.
2	% of staff with a doctorate or actively studying for a doctorate at the University of Greenwich	60%	<ul style="list-style-type: none"> Providing feedback, coaching and skills development.
7	% of academic staff research active with 1 output per annum	70%	<ul style="list-style-type: none"> Clarifying the expectations of the employee's role and standards of performance required.
8	% of academic staff with internationally excellent research (at least one 3* or 4* REF output per annum)	25%	<ul style="list-style-type: none"> Clarifying the expectations of the employee's role and standards of performance required.
14	% of staff (events attended) participating in a development programme	66%	<ul style="list-style-type: none"> Developing an inclusive community of scholars and professionals, with a commitment to a common purpose, and in which we support each other to achieve individual and

			organisational goals.
16	Employee engagement rate improvement	70%	<ul style="list-style-type: none"> Developing an inclusive community of scholars and professionals, with a commitment to a common purpose, and in which we support each other to achieve individual and organisational goals.

We will use a small number of additional measures to ensure that we are implementing the agreed strategy:

Indicator	Target by the end of the Strategy period (unless otherwise indicated)	People Strategy Aim
Improve the percentage of employees who believe their appraisal helps them to assess how well they are doing their job (Employee Engagement Survey q.42)	80% (by the next employee engagement survey)	<ul style="list-style-type: none"> Providing feedback, coaching and skills development. Ensuring that all employees understand the University's objectives and their part in achieving them.
Meet the sector average on satisfaction with total benefits package (Employee Engagement Survey q28)	(by the next employee engagement survey)	<ul style="list-style-type: none"> Fairly rewarding good performance and challenging underperformance.
Meet the sector average on employees believing that poor	(by the next employee engagement survey)	<ul style="list-style-type: none"> Fairly rewarding good performance and challenging underperformance.

performance is effectively addressed where they work (Employee Engagement Survey q. 25)		
Percentage of University managers completing leadership and manager development	90%	<ul style="list-style-type: none"> • Developing an inclusive community of scholars and professionals, with a commitment to a common purpose, and in which we support each other to achieve individual and organisational goals. • Providing feedback, coaching and skills development. • Ensuring that all employees understand the University's objectives and their part in achieving them.

In addition we will continue to work on establishing baseline data to set meaningful measures relating to:

Staff networks – increasing participation in staff networks.

Retention of high performing staff – identifying high performing staff against agreed criteria and setting an agreed target for retention

Absence rates: reducing sickness absence rates.