



University of  
Nottingham

UK | CHINA | MALAYSIA

# HR Strategy 2020



# Introduction

**We recognise and value our people as our most important asset in achieving each of the aspirations within Global Strategy 2020.**

The aims outlined in our HR Strategy will help drive the required changes in culture, leadership, talent management, performance, reward and recognition, personal development, ways of working and structures that will be needed to ensure the University achieves its strategic goals and our students receive an exceptional experience.

It is through our people that an excellent student experience and world-changing research will be delivered. To succeed, therefore, we need the right people with the right skills and values in place at the right time. We need exceptional leaders who champion our culture, live our values and facilitate high performance, and a highly talented, diverse, skilled and motivated workforce who are empowered and engaged through working in a developmental, collaborative, inclusive and supportive working environment.



# Our aims



The focus is to ensure that we create an environment which enables our people to thrive and draws out the best in them in order to achieve high performance. In order to achieve this we will:

1. attract, identify, develop and retain high-performing talent across all areas
2. develop and support the growth of transformational leadership and management
3. enable the development of a high performance culture in which staff performance can be supported, rewarded, enhanced and managed effectively
4. foster a values-based culture focused on diversity, inclusivity, wellbeing and positive staff engagement
5. develop a total reward approach which is valued by staff and facilitates organisational objectives
6. provide excellent core HR, Professional Development and Health and Safety services across all business areas to enable the effective operation of the organisation

## In delivering the HR Strategy we will:

- Deliver the excellence in core people services that is required by our University campuses as part of normal operational practice.
- Support organisational transformation programmes as a key focus, ensuring business critical projects are underpinned by robust people-focused approaches that are fit for purpose for our transforming organisation.
- Be solution-focused, working in partnership with colleagues to instigate and deliver change that supports achievement of the objectives in Global Strategy 2020 and beyond. In doing so, we will keep the Global Strategy at the forefront of our work, engaging our staff in the vision for the future, keeping our students at the heart of the University, embedding internationalisation and recognising the fundamental importance of both financial sustainability and organisational reputation.

# Our HR behaviours

Global Strategy 2020 highlights a number of key behaviours that form a core part of how we will all work together, enabling a healthy and positive working environment for both our staff and students. Similarly, our HR behaviours set the tone for all that we do in supporting the achievement of Global Strategy 2020.

## We will:

- Engage with and listen to staff, students and internal and external partners openly and honestly.
- Expect and encourage high standards, to be the best that we can be.
- Enable innovation and transformative discovery to flourish in a measured way.
- Seek feedback, challenge ourselves and continually develop our skills, talents and expertise to be leading professionals in our field.
- Drive and facilitate change.
- Work together in a way that creates a positive and healthy working environment.
- Network with others in order to learn, share best practice and peer-review performance.
- Be true partners to the organisation, seeking workable solutions which are innovative, informed and which recognise organisational aims including financial sustainability, internationalisation and student focus.
- Encourage purposeful integration and collaboration across the three UK University of Nottingham campuses and the international campuses.



# Achieving our aims

## Key HR objectives

### Aim 1

Attract, identify, develop and retain high-performing talent across all areas

#### Key objectives:

- Deliver a clear and sustainable recruitment strategy that encourages and enables the development of internal talent, the identification of external talent and the use of appropriate tools and methods for recruitment
- Develop a clear understanding of what high performance means within each job family, linking this to recruitment and talent management
- Establish clear career pathways and opportunities for progression, initially for specific business priority areas, and then to describe all key career development and progression pathways across the University
- Develop clear approaches to the identification and development of high-performing talent, identifying future workforce and talent requirements, ensuring we have clear succession planning, mobility opportunities (including internal secondments and international assignments), retention, talent management, robust data, development strategies and HR plans which can be mobilised efficiently and effectively
- Deliver specific policies and procedures to underpin the development and retention of high-performing talent

#### Indicative measures of success:

- Number of internal promotions
- Number of internal promotions from under-represented groups and groups with protected characteristics
- Number of staff undertaking internal development activities (external activities to be added subject to system capture capabilities by 2020)
- Succession plans for leadership roles in place and actively managed
- Turnover rates
- Number of job offers accepted
- Retention rate for high-performing staff (by 2020)
- Number of staff achieving externally accredited qualifications (by 2020)
- Number of staff undertaking an element of international mobility

# Achieving our aims

## Key HR objectives

### Aim 2

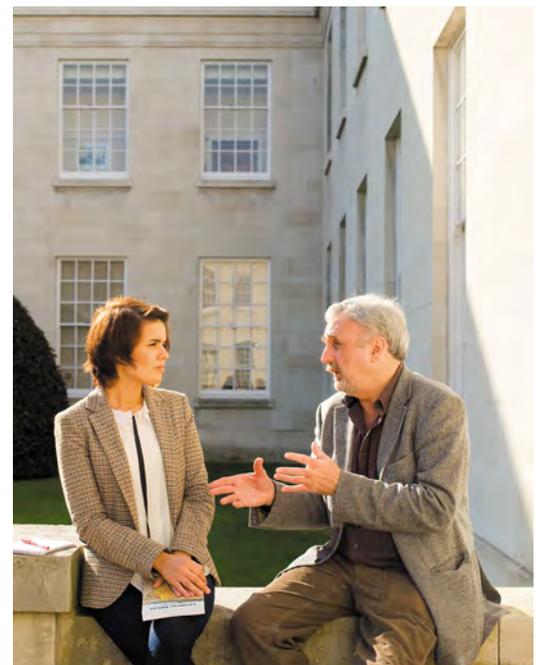
Develop and support the growth of transformational leadership and management

#### Key objectives:

- Define and develop a leadership vision, values and cultural norms through which all leaders can role model leadership excellence
- Develop a clear approach to the identification and development of leadership and management talent for all levels of leadership and management across the University, through which skills development interventions can be prioritised and delivered
- Support the development and growth of newly appointed/promoted leaders and managers, particularly in business critical areas
- Support cultural transformation activity in business critical areas, enabling newly appointed leaders and managers to be ready for and effectively support/manage change
- Establish clear governance, behaviours and competencies to enable transparency of accountability, clear lines of decision making and to support positive performance management
- Deliver incentives and rewards that are aligned to successful outcomes and excellent performance

#### Indicative measures of success:

- Number of internal (and external) leadership promotions
- Number of leaders and managers developing self and others
- Feedback from staff engagement survey on leadership and management
- Internal and/or external recognition of excellent leadership and management practices



# Achieving our aims

## Key HR objectives

### Aim 3

Enable the development of a high performance culture in which staff performance can be supported, rewarded, enhanced and managed effectively

#### Key objectives:

- Deliver performance management processes which are fit for purpose, uniformly applied and aligned to support delivery of wider people management objectives; setting clear performance standards, aiding in the identification of high-performing talent, invoking effective personal development discussions and providing opportunity to reward excellent performance
- Enable managers to have informed and effective performance management conversations, supported by transparent performance data
- Deliver relevant e-solutions to improve our performance management processes, data and reporting capability
- Embed the University's Workload Planning Framework and support schools in the effective management of academic workload

#### Indicative measures of success:

- Proportion of PDPRs undertaken
- Performance rating distribution
- Staff engagement with the PDPR process
- Key performance indicators including REF, SET and Workload Planning indicators
- Quality of Workload Planning data
- Proportion of academic staff whose workload is within +/- 10% of contracted hours
- Feedback from unions and EDI staff networks on how effectively their members feel supported, rewarded and enhanced



# Achieving our aims

## Key HR objectives

### Aim 4

Foster a values-based culture focused on diversity, inclusivity, wellbeing and positive staff engagement

#### Key objectives:

- Support cultural transformation activity in business critical areas, enabling staff to be ready for and engage with change
- Deliver initiatives through which the current and future culture of the organisation can be better understood, articulating change initiatives and supporting implementation to help achieve the desired change
- Raise the profile of equality, diversity and inclusion as an important part of our future culture through delivery of innovative initiatives and achievement and retention of aspired to Charter Marks (including Athena SWAN)
- Ensure that equality and diversity is embedded in key policies and frameworks, in fulfilment of the University's duties under the 2010 Equality Act
- Deliver a strategy for improving employee engagement incorporating relevant wellbeing activity

#### Indicative measures of success:

- Athena SWAN and other applicable EDI Charter Mark accreditations
- Increased staff engagement (recognising feedback from staff engagement surveys)
- Increased diversity profile of staff promoted into senior roles
- Increased diversity profile of staff undertaking international mobility
- Increased recruitment from under-represented groups and groups with protected characteristics
- Increased staff engagement with wellbeing and equality, diversity and inclusion activities
- Sickness absence rates
- Turnover rates
- Staff disability disclosure rates



# Achieving our aims

## Key HR objectives

### Aim 5

Develop a total reward approach which is valued by staff and facilitates organisational objectives

#### Key objectives:

- Deliver a Total Reward Strategy which appropriately supports achievement of organisational aims and priorities, helps position us as an employer of choice and which staff value and understand
- Review and develop our total reward offer to ensure we are able to attract and retain high calibre staff in a financially sustainable way
- Clearly communicate our reward offer so that prospective and current staff recognise the elements which make up the University's reward package
- Work in partnership with colleagues to explore where reward practices can be developed to respond to emerging business need. Supporting implementation of change accordingly

#### Indicative measures of success:

- Staff satisfaction with pay, reward and benefits
- Rate of take up of any new/additional benefits
- Increased staff engagement
- Number of successful recruitments
- Clear and measurable incentives and rewards in place for all staff
- Retention rate for high-performing staff (by 2020)



# Achieving our aims

## Key HR objectives

### Aim 6

**Provide excellent core HR, Professional Development and Health and Safety services across all business areas to enable the effective operation of the organisation**

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#### Key objectives:

- Deliver HR policies and procedures which are aligned, legally compliant and fit for purpose
- Review, define and implement changes to our HR systems to facilitate delivery of the HR Strategy
- Deliver excellent HR services through our business partner, employment relations, recruitment and shared service practices
- Provide a safe and healthy working environment for staff and students supported by proactive health and safety services, and developing organisational arrangements to focus on wellbeing and promoting health in the workplace
- Enable the development of our people by providing effective professional development approaches and solutions which are aligned to the objectives of the HR Strategy
- Develop a framework to support and encourage international staff mobility both external to the University and across its campuses

#### Indicative measures of success:

- Policies legally compliant
- Improved data quality for HR reporting eg HESA Staff Returns
- Number of RIDDOR reportable accidents.
- Number and value of civil claims for injury/ill-health
- Satisfactory compliance confirmed following Enforcement Agency visits
- Outcomes from wellbeing surveys and actions implemented
- Quantity and quality of professional development activities
- Faculty/department-specific Strategic HR Plans in place and actions managed to completion
- Employment Shared Services performance and activity rates
- Customer satisfaction rates