

HR Strategy

2017 – 2020



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HR Strategy

We live and work in a time of great change, and any strategy that sets itself in stone is likely to be outdated very quickly. With this in mind, our new HR strategy builds on the original 2014-17 HR strategy for a further three years to take us to 2020. This recognises that the strategy will need to remain flexible and adaptable, that the wider University strategy itself is an adaptive strategy, and that elements of it may evolve to reflect a changing environment or changing priorities.

The University's Strategic Plan for 2017-22 sets out our plan "to be a leading global university renowned for its excellence and the impact of its research and graduates, together making great contributions to society".

There are seven objectives in the University Plan: surrey.ac.uk/about/management-and-strategy

1. Learning and Teaching:

we will develop well-rounded and highly sought after graduates.

2. The Student Experience:

we will build an enriching teaching and learning environment where students are at the heart of what we do.

3. Research:

we will enhance research excellence to be recognised internationally as a leading research university.

4. Innovation and Impact:

we will contribute to society in terms of economic, environmental, health and social impacts through innovation.

5. Regional and Global Engagement:

we will build strong, mutually-beneficial relationships with businesses, industry, universities, and wider local and international communities.

6. People:

we will create conditions for all staff to have the opportunity to fulfil their potential and we will make this a wonderful place to work.

7. Finance:

infrastructure and digital: we will ensure the University's financial position remains strong, that investment in infrastructure is appropriate, and that operational management is effective.

Through this strategy, HR's objective is to support delivery of the 'People' objective in the University's strategy while also enabling recognition of the University of Surrey as a wonderful place to work.

There are seven strategic priority areas:

1. Leadership

2. Organisational Development

3. Recruitment

4. Performance and Reward

5. Engagement, Inclusion and Culture

6. Health, Safety and Wellbeing

7. Operating Excellence

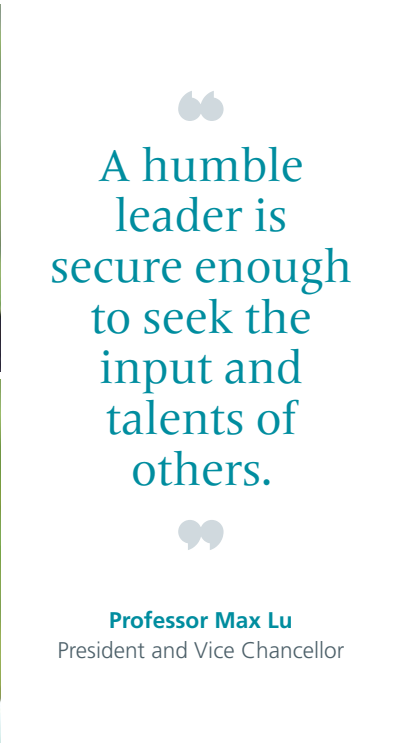
Each section of the strategy sets out what our objectives are, the actions we will take, and the indicators we will use to gauge success by the end of the 2019–20 academic year.

It's our people who
define what we are
and all that we do.

Paul Stephenson

Vice President HR Services





Leadership

Objective:

To develop the leadership skills of current leaders and to identify and develop new leaders.

High-quality leadership will be an important point of difference between those institutions in the sector that thrive, and those that decline and cannot cope with change with the needed pace, focus and effectiveness. The HR and Staff Development teams will ensure that our leaders have the skills they need, and we will assess and monitor how leadership is received within the organisation. We will also recognise the needs of our managers, and make sure that they are appropriately skilled, motivated and rewarded for their leadership roles.

Actions:

1. Develop a framework of leadership behaviours that will underpin the institution's core values and set out the expectations that staff at all levels can have of those in leadership and management roles.
2. Ensure the appropriate staff development interventions (including development of competencies, coaching, mentoring, 360 feedback, formal development programmes) are effectively delivered for managers and leaders at all levels of the organisation with a particular focus on:
 - a) Executive Board
 - b) Heads of department/ operating area
 - c) Under-represented groups
 - d) Aspiring leaders
 - e) Research team leaders/ principal investigators
 - f) Professional services middle managers/team leaders.
3. Through the staff survey and appraisals, identify areas where leadership skills are falling short of the required standards and implement improvement plans.
4. Fully make use of the people planning process to spot talent and develop staff for future leadership roles.
5. Support the objectives of the 30 per cent club, and aim for at least 30 per cent of those in level seven positions and on major boards and committees to be female.

Our leaders exemplify our values of **collaboration, ambition, respect, excellence and integrity** in all that they do.

STRATEGIC PRIORITY AREA TWO:

Performance and reward

Objective:

To create a high performance culture, ensuring that we have capable staff who are appropriately incentivised, rewarded and motivated to show excellent performance. We will ensure that our incentives (both financial and non-financial) and rewards are aligned to University strategic priorities. In doing this, we must ensure the institution gets good value from the investment in rewards and staff benefits, and accept that there may be greater differentiation of how rewards are allocated across the institution.

Where necessary, we will develop new policies and approaches to remuneration and rewards that are valued by staff and are affordable and effective. Poor performance will be identified and addressed, while excellent performance will be celebrated and rewarded, both individually and within teams.

Actions:

1. HR will ensure that our pay, rewards and other benefits are competitive with the markets in which we seek to compete for the recruitment, motivation and retention of talent. This will be achieved through:
 - a) Benchmarking of our approach to pay and reward on at least an annual basis, both across the sector and in our local area.
 - b) Maintaining a commitment to variable/performance related pay to recognise and reward exceptional performance and contribution of individuals and teams.
 - c) Considering new approaches to rewards, including performance related pay, the introduction of non-cash rewards, and differentiated approaches to pay and reward across the organisation.
 - d) Producing total reward statements for all staff on an annual basis.
 - e) Developing a flexible benefits scheme open to all staff.
 - f) Recognising the important role that pension provision has in our total rewards, we will have competitive and affordable pension provision in place for all our staff, while ensuring those staff are sufficiently well informed to make choices about their pension provision.
 - g) Ensuring honesty in assessment and feedback as provided through the annual performance review process.

**95%
PLUS**

completion of
appraisals 2015–17



2. Create and maintain a high performance culture across all teams, led by local managers, ensuring the visible demonstration of the University's core values in all its day-to-day activities. This will be achieved through:
 - a) Ensuring that managers are trained and competent in performance management skills to ensure performance targets are demanding and aligned, yet fair.
 - b) Ensuring that performance is fairly and consistently measured and recognised, and underperformance is addressed effectively within reasonable timescales.
 - c) Ensuring that the institutional values underpin the way in which we do our work, and including evaluation of performance against our institutional values in both the 360 appraisal processes and appraisals.
 - d) Supporting the development and operation of real-time performance tracking information for our academic and teaching staff, to replace the centrally produced data sheets that currently contribute to appraisals.
 - e) Ensuring academic and teaching targets reflect and are aligned to our institutional goals, with targets that are fair and reasonable in the expectations being set while also enabling recognition of both over and under performance.



STRATEGIC PRIORITY AREA THREE:

Recruitment

Objective:

To effectively recruit the right quantity and quality of staff that we need to support the achievement of the University's strategic objectives.

Good resourcing starts with good planning, and HR will ensure that any decisions to recruit are only made following a full consideration of the options available. If we decide to recruit, we will only recruit individuals who demonstrate the right values, skills, knowledge, experience and motivation to help the University achieve its objectives. We want our recruitment processes to be among the very best in the sector, giving candidates at all levels an excellent experience in their interactions with our institution.

Actions:

1. HR will ensure that our recruitment and selection processes provide high quality and diverse candidates. We will achieve this by:
 - a) Working with stakeholders to ensure that recruitment advertising is effective, focused, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant.
 - b) Where necessary, taking positive action through our recruitment and selection activity to make sure our staff profiles reflect an inclusive and diverse community.
 - c) Ensuring a positive recruitment experience for applicants, line management and HR staff through professional recruitment processes.
 - d) Enhancing the HR Web to promote our employer brand, stressing the benefits of working at the University of Surrey and showing the University's profile as a leading employer, locally, nationally and internationally.
 - e) Ensuring panel chairs are appropriately trained, for example in unconscious bias training, and that all staff who are involved in recruitment panels follow correct processes in conducting recruitment interviews.
 - f) Ensuring our Recruitment Code of Practice is followed consistently and is effective in delivering good outcomes to recruitment campaigns.
 - g) Ensuring we have effective policies in place to attract international talent, including relocation policies
 - h) Reviewing our approach to the recruitment and employment of ad hoc and associate staff to ensure legal/regulatory compliance, consistency of process, and value for money.
 - i) Supporting the hiring of world-class talent for important strategic roles, in accordance with our strategic goals.



Never, ever,
compromise on
the quality of
those you hire.



Karen Griffiths
Faculty HR Manager

Engagement, inclusion and culture

Objective:

To successfully engage our staff in the achievement of the University's strategic objectives, and make sure that the University is not just a fair and equitable employer, but that it is seen by colleagues as a wonderful place to work.

Engaging our staff with the strategic objectives of our institution is critical to our success. HR will facilitate, develop and help to maintain a culture of excellence, where equality of opportunity exists for all to fulfil their potential. We will work in accordance with our core values of integrity, collaboration, ambition, respect and excellence and make sure that all our staff do so as well, through encouraging a culture where inappropriate behaviours are challenged and improvements are made.

HR will support the People, Culture & Inclusion team's strategy, and will make sure that University HR policies and procedures recognise and embrace the diversity of our communities and encourage an inclusive and collegiate culture. We will recognise and seek to enhance the University's international reputation and ambitions. Through this we will ensure that we successfully engage our staff in the delivery of our institution's strategy.

Actions:

1. HR will support the People, Culture & Inclusion team's strategy by:
 - a) Bringing awareness of equality, diversity and inclusion into everyday activity so that the University is non-discriminatory in its systems and processes, complies with legal obligations, and is seen as a fair and equitable employer.
 - b) Supporting the achievement of our Athena Swan goals, specifically the achievement of Bronze level accreditation in 2018 and Silver level accreditation at an institutional level by 2021.
 - c) Monitoring audits and reporting on our equality and diversity metrics, and developing and delivering plans for improvement in performance where necessary.
 - d) Supporting the Equality, Diversity and Inclusion Strategy in delivery of other charter marks and nationally recognised standards in areas of other protected characteristics such as race, disability and sexual orientation.

**Over
30%**

of those in senior roles
are female, July 2017

75%
response rates

in our staff survey,
2017

-
2. We will seek to have high levels of staff satisfaction and engagement through:
- a) Working with colleagues in Internal Communications to develop and provide staff engagement interventions so that staff are aligned with, and have opportunities to influence, the University's strategic objectives and future direction. This may include introduction of new channels of communication with colleagues.
 - b) Working with colleagues in Internal Communications, HR will champion changes to our culture by being the leader of our values and associated behaviours. We will disseminate and bring to life our new organisational values so that they are fully understood and embedded in the way we do things at our institution.
 - c) Maintaining a positive relationship with our recognised trade unions and other employee representatives when appropriate.
 - d) Conducting an annual Staff Survey which is valued and well supported by staff. We will ensure that the University leadership responds to important issues identified at institutional and department level, with the use of mid-year interim surveys on specific issues when necessary.
 - e) Maintaining staff turnover within the agreed range, and taking action to address this in areas where this is not the case.
 - f) Highlighting best practice and achieving external recognition through awards and accreditation in the areas in which we operate.
 - g) Where it is appropriate, facilitating activities such as team days, engaging with local communities, and celebrating the successes of teams and individual colleagues.

STRATEGIC PRIORITY AREA FIVE:

Organisational development

Objective:

To ensure we have the people with the right skills, knowledge and experience who are effectively led and organised to deliver the University's strategy, both now and in the future.

The University is a learning organisation committed to the pursuit of knowledge and the development of skills. Decisions around investment in staff development will be made on a fair basis, taking account of how such development fits with the achievement of institutional objectives. Each area of the University will consider staff development requirements on an annual basis. Fair processes will underpin decisions around the promotion and development of staff, and opportunities for development will take account of individuals' preferred learning styles.

HR's work in organisational development will not only be centred on people; we will also look at the way we are organised, how we are structured and where and how we carry out our work, including the way work is allocated, to ensure that this optimises our efficiency and effectiveness. HR will ensure that we have a people planning process in place across senior levels of the organisation to mitigate any organisational vulnerability in succession management and to ensure we effectively identify talent. This process will mean we will recruit or develop individuals with the necessary skills to deliver effectively the next stage of our strategy.



Actions:

1. We will provide first-class personal and career development for staff at all levels of the organisation through:
 - a) A suite of staff development interventions with a variety of delivery channels, recognising that there will be an increase in the amount of online training provided.
 - b) Maintaining our close attention on the quality and quantity of personal development plans that arise from annual appraisals.
 - c) Developing new interventions to support the institutional strategy, for example, in areas such as unconscious bias, living the values, digital awareness and capability, and a range of compliance related programmes.
 - d) Investing in the development of knowledge, skills and experience to enable staff to deliver the University's strategy and have rewarding and, if required, progressive careers.
 - e) Ensuring our staff development plans are fully integrated with individual appraisals and departmental people plans.
 - f) Reviewing our career pathways for academic and teaching staff, and ensuring an integrated approach to performance expectations, appraisals, development and career progression.
2. We will ensure organisational resilience through:
 - a) Undertaking annual people planning exercises at a local and institutional level which will identify future structural opportunities for improvement, succession management issues, top talent, development requirements and recruitment needs.
 - b) Developing structures, workforce planning, working practices and workforce demographics that effectively enable us to deliver our strategic goals.
 - c) Supporting leaders in creating and facilitating change programmes/ projects leading to enhanced institutional capability, performance and wellbeing.

Health, safety and wellbeing

Objective:

To maintain and develop the health, safety and wellbeing of our staff.

HR will work with colleagues within the Centre for Wellbeing, and Occupational Health and Health and Safety to support them in the delivery of their strategies, and ensure that our people are provided with a safe and healthy environment in which to work. Where possible we will not only maintain the health, safety and wellbeing of our staff but will look to provide a culture and environment in which staff can take greater personal responsibility for their own health, safety and wellbeing.

Actions:

1. We will look to improve the health and wellbeing of colleagues by:
 - a) Monitoring and where necessary taking action to alleviate work place stress and mental health issues.
 - b) Supporting the Wellbeing team to create and implement a holistic wellbeing strategy for staff and students, and ensure it is enacted consistently in all areas of the University.
 - c) Supporting the development of academic workload models to ensure fairness in allocation of workload.
 - d) Reducing levels of sickness absence to upper quartile sector standards, mindful of variances in job types.
2. We will look to ensure a safe working environment for all through:
 - a) Supporting the Health and Safety department to maintain a sector leading position on the (low) level of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), non-reportable accidents and unsafe acts across campus, including providing specific support for interventions around behavioural safety.
 - b) Ensuring effective training and development in health and safety.
 - c) Maintaining a focus on safety through staff appraisals and reward mechanisms.

**Over
80%**

of colleagues state the university takes health and safety seriously

**Double
Gold**

RoSPA Award winner, 2015 and 2017



Operating excellence

Objective:

To develop and maintain effective and efficient HR processes.

HR will develop and maintain excellent HR, payroll and pension processes and will compare our performance in these areas with other leading organisations both within and outside our sector. We will ensure that our policies are clearly written, well communicated, well understood and effectively applied. We will be the primary providers of accurate university-wide level analytics and management information for our people.

Actions:

1. We will provide highly valued, value for money administration and professional support through:
 - a) Ensuring that managers and other stakeholders have easy access to up-to-date and clearly articulated policies and procedures which are well understood and consistently and accurately applied.
 - b) Ensuring that managers are provided with relevant and easy to use management information reports and reporting tools for all HR related information.
 - c) Simplifying and standardising operating processes to achieve lower cost, more efficient transactions and better integration with other important stakeholders both within HR and with other stakeholders such as line managers, the Universities Superannuation Scheme (USS) and HM Revenue and Customs.
 - d) Using online technologies wherever possible to increase efficiency with HR processes, specifically through the introduction of online appraisals and other elements of manager and employee self-service for basic reporting and transactional services.
 - e) Reducing the time taken to complete HR processes in areas such as absence management, performance and capability, discipline and grievances.
 - f) Ensuring a 'right first time' culture in the way we do our work.
 - g) Enhancing the HR web pages for internal and external use.
 - h) Producing and publishing metrics for the HR department's performance and for the performance of the University as a whole on HR and HR related metrics.
 - i) Ensuring all our staff are appropriately skilled and motivated, and provide excellent HR services to their customer bases.
2. We will ensure our own operational resilience through:
 - a) Having effective business continuity plans for important people and services.
 - b) Replacing the current Northgate Payroll and PeopleSoft HR systems, and the current finance system EMMA, with an effective and integrated new HR system that is easy to use for line management colleagues, and efficient and effective for HR staff and other users.
3. We will seek to influence the Universities and Colleges Employers Association (UCEA), Universities Human Resources (UHR), USS and other sector bodies and stakeholders in areas of importance to the University of Surrey.

External benchmarks

No.	KPI	Description
1	Staff pay bill as a percentage of income.	To include all staff paid through Payroll as at the latest published accounts date.
2	HR staff to all staff ratio.	All staff on a headcount basis paid through payroll. HR staff is core HR staff only, where their role is wholly or mainly HR activity including faculty or department based HR staff, but excludes Payroll, Pensions and staff involved in CPD Academic training, Equality and Diversity, and Safety.
3	HR full-time equivalents (FTE) to all staff ratio (FTE).	All staff on a FTE basis paid through Payroll. HR staff is core HR staff only, where their role is wholly or mainly HR activity including faculty or department based HR staff, but excludes Payroll, Pensions, staff involved in CPD Academic training, Equality and Diversity, and Safety.
4	Cost of HR salaries as a percentage of total payroll costs.	HR staff as defined in Q2.
5	Staff voluntary turnover percentage.	Date 12 months to July.
6	Staff total turnover percentage.	Date 12 months to July. Includes fixed term contracts.
7	Staff response rate in last Staff Survey.	Please supply date of latest survey.
8	Staff percentage absence.	Date 12 months to 31 July.
9	Training and development spend as a percentage of income.	Includes entire Staff Development budget, including manpower costs, excluding Academic CPD costs.
10	Training and development spend per FTE.	To include all staff paid through payroll as at the latest published accounts date.
11	Percentage of staff completing appraisals.	Date of last appraisal round.
12	Number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). per 1,000	Date 12 months to July. Rate per 1,000 staff FTE.
13	Professoriate gender pay gap.	Average female professor salaries divided by average male professor salary x 100 as at July 2014.
14	Gender split of professoriate.	Percentage of female professors as at July 2014.

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