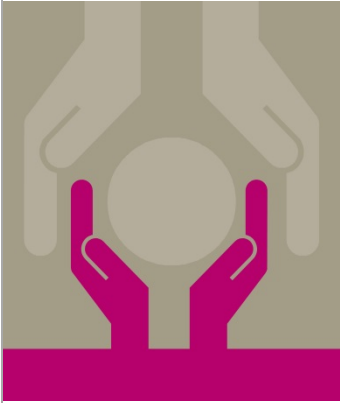
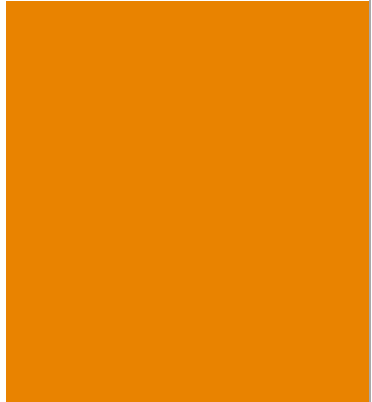




University of Essex



# People Supporting Strategy



2015-19



## 2 People Supporting Strategy

### People Supporting Strategy 2015 - 2019

The People Supporting Strategy sets out what building and sustaining partnership working means for the University of Essex as an employer and for our staff as its members. Its purpose is to identify how the University will develop the capacity and capability within our staff to deliver the goals we have set in our Strategic Plan; to live the values we have embraced and to support each other in contributing individually and collectively to the best of our ability and to develop our own potential.

#### Five Underpinning Principles

##### *Developing our membership*

We are committed to learning and will promote staff engagement in maintaining and further developing knowledge, expertise and skills irrespective of role and career stage. To support this the University will provide a safe environment in which staff and students can learn and make mistakes, where blame is absent because people take responsibility when something goes wrong and where each person's individual improvement raises the performance of the whole.

##### *Individual contribution*

To maximise individual contributions we will place emphasis upon outcomes and value creativity. In return staff will be clear about expectations, how individuals contribute to collective goals and be prepared to accept challenge where contributions fall short of expectations. It requires each one of us to be responsible and accountable for our actions and performance and for us all to trust each other.

##### *Justice in the workplace*

For our staff to reach their potential, the workplace must be free from discrimination,

harassment, bullying and unfair treatment irrespective of grade or contract. Our staff are entitled to natural justice in the workplace, including the avoidance of bias and the right to a fair hearing. Our staff will work in an open way, expect honest and constructive feedback, protection from unjust or malicious treatment and have access to proper processes to address concerns.

##### *Mutuality of obligation*

The relationship between the University and members of staff is one of mutual obligation and trust based upon work to deliver the goals of the University in return for remuneration. This is a multi-dimensional relationship in the form of a partnership between the employee and the University that is implicit within the contract of employment and recognised by law. Our commitment to mutuality of obligation means we want to be the employer of choice, by making meaningful how we help staff to be the best that they can be in delivering on our shared aspirations set out in the Strategic Plan. This is what the People Supporting Strategy aspires to do.

##### *Fit for work*

We will build on these principles more easily in a safe and healthy environment with a work force which is resilient. Whilst safety is not optional, other choices around healthy living are. It is the University's intention to develop a culture which enhances the health and well - being of its staff.

#### Key themes

The people supporting strategy is organised into eight key themes that reflect the work which the University will undertake in partnership with its employees. These are:

- Equality & diversity

- Employment policy
- Employee relations, information & workplace justice
- Employee engagement
- Learning, education & organisational development
- Safety, health & wellbeing
- Resourcing and recruitment
- Reward

### 1. Equality and Diversity

Our aim is for the University to be a place where diversity is respected and valued, and where we all know that unacceptable behaviour is challenged in an appropriate way. We want to increase the diversity of our staff population, making it more representative of our student body, and to break down any barriers that prevent staff from reaching their full potential.

We expect our leaders to champion equality and diversity by taking every opportunity to demonstrate inclusive behaviours. We expect all staff to make themselves aware of their responsibilities and rights by completing equality and diversity training and to take personal responsibility for their actions and behaviours.

Our equality and diversity legacy will be that our current and future staff aspire to be “everyone’s equal, no-one’s superior”<sup>1</sup>.

Our main aims in promoting equality and diversity are set out in detail in the *University’s Equality and Diversity Framework and Sub-Strategy 2015-18*:

- To build the knowledge, understanding and commitment to equality and

diversity of all members of the University and promote a culture in which equality and diversity is celebrated

- Recruit, develop, retain and motivate an increasingly diverse workforce through delivery of a fair and supportive working environment for all
- Ensure that equality and diversity are embedded in our decision-making processes and continue to improve our equality performance through identifying, implementing and sharing best practice

### 2. Employment policy

We want our staff, as members of the University, to work within a clear framework of employment policies. Our policies will outline responsibilities and boundaries, will indicate how we do things, what is acceptable and what is not acceptable and empower people who model the ways of working in these policies. Our employment policies will also articulate the mutuality of obligation; create a just and equal workplace; provide for a flexible working environment where the importance of work/life balance is recognised; provide fair and legally compliant ways of helping people to articulate their grievances if they have them; improve their performance if it slips; receive proper and proportionate warning where their conduct fails to meet University standards; inform people what to expect should they become ill and the way in which the University will help them as they recover or what will happen if recovery is limited and a return to their job is not possible; and put in place transparent systems for managing organisational change and, in some circumstances, redundancy.

The main aims are:

- To put in place a suite of helpful, clear and legally compliant policies,

<sup>1</sup> Shami Chakrabarti, Chancellor, University of Essex 2014

## 4 People Supporting Strategy

procedures and guidance which form the framework, rules and boundaries of the University as a work place

- In delivering the University's mission, ensure these policies are based upon best practice and allow individual creative contribution through appropriate levels of flexibility and personal control

### 3. *Employee relations, information & work place justice*

As members of the University we aspire to create a place where people are proud to work, are able to develop professionally whilst working together to achieve individual and organisational goals and contribute to our shared aspirations. With this in mind, the University is committed to maintaining good employee relationships.

Our working relationships will be based upon open and honest discussion. This will sometimes mean taking part in difficult conversations.

It will also mean building a working environment where justice is honoured. This requires people to act in good faith: listen to both sides of any story; ensure people are provided with sufficient information to respond; use judgement informed by fact or a reasonable belief; take personal responsibility for their actions and collective responsibility for properly agreed institutional decisions.

The main aims are:

- To nurture and sustain effective partnerships with staff
- To develop accurate, real-time information upon which to develop policy, enhance decision making and project workforce trends and challenges
- To ensure that natural justice forms the platform upon which we build our

processes for dealing with employee relations

### 4. *Employee engagement*

We will ensure the values set out in our Strategic Plan are translated into action, noting that it may take time to embed values and to align our internal culture to our aspirations. It may require people and the University to change the way we do things.

In delivering the University's mission we will provide clear objectives for people to follow that will ensure that there is freedom to do the job in the way which best taps individuals' talent, creativity, imagination and takes account of the staff voice.

We will also facilitate effective engagement by improving consultation mechanisms, gathering staff views on institutional matters and listening to those who have different perspectives on how to improve things.

Within the context of the University's goals, allowing people to take the risk of making change locally which will benefit the organisation. But taking risks locally may carry institutional risk. It is therefore important to ensure people are able to assess risk, can take responsibility when it goes wrong and put things right quickly. A culture of blame only exists where people are not trusted or where personal responsibility is not evident.

The main aims to achieve greater staff engagement are:

- To develop the operational culture within the University consistent with the values set out in the Strategic Plan
- To clarify the roles and responsibilities of those who are in leadership and management positions
- To encourage staff to bring forward their views and ideas

## 5. *Learning, education and organisational development*

Learning organisations recognise that training and development are not only about preparation for promotion or a new job or remedying unsatisfactory performance.

Learning and development are primarily for unlocking imagination, garnering creativity and helping all to be better at what it is we do.

We see our commitment to the professional development of our staff as both a significant component of the benefits we provide and an expectation of employment. This partnership in learning will equip the University and our staff with the skills to succeed in a rapidly changing environment where our ability to adapt will provide us with the best opportunity to succeed individually and collectively.

The main aims to develop our learning community are:

- To ensure the provision of learning and development at the University is an investment in our individual and collective success
- To develop routes of support for colleagues who want to address a personal or professional need, making them accessible and transparent to all
- To create and establish a talent development programme for all members of the University

## 6. *Health, safety & wellbeing*

Health, safety and wellbeing are about growing a safe University where staff and students are emotionally and physically healthy, able to cope with normal stresses and make a fulfilling contribution at work, alongside the other elements of their lives.

This involves developing an environment in which we all take responsibility for protecting ourselves and each other from harm, in line with our Health and Safety Policy and our legal obligations.

By embedding health and safety into our day to day work and developing a culture of risk awareness, we will allow staff and students to make informed decisions about how to work safely and productively, so that the best outcomes for them and for the University are achieved.

We also place importance on the correlation between positive emotional and mental health, wellbeing and exercise. We will ensure that we provide information and support to our employees to increase their awareness of the importance of managing their own health and wellbeing and to build their resilience in coping with the normal stresses of work. We will support those with management responsibilities to ensure maximum delegation within established role definitions, enabling staff to reach their full potential.

The main aims to improve health, safety and wellbeing are:

- To provide a safe and healthy University in which staff and students take a proactive approach to health, safety and wellbeing
- To embed health, safety and wellbeing as a core value in everything we do
- To encourage and support staff to develop and maintain healthy lifestyles and personal resilience
- To continue to provide a high quality Occupational Health service which ensures that all staff have prompt

## 6 People Supporting Strategy

access to advice regarding health and work and which promotes early proactive interventions to reduce absence and ill health

### 7. *Resourcing and recruitment*

The University is committed to building a core staff comprising academics, technicians, qualified professionals and specialists, managers and leaders with the skills, experience and knowledge to ensure that the University achieves its objectives. Contractors who are not direct employees of the organisation e.g. volunteers, honorary and visiting staff, the self-employed, consultants, also contribute to our community and it is critical to ensure that they too are treated appropriately, valued and, where it is the responsibility of the University, issued with the right tools to do the job.

We also want to attract people who will be good citizens; who will contribute to the life of the University and whose behaviour will not impact adversely on colleagues.

We want to be agile in identifying and fulfilling our staffing needs, avoiding bureaucracy whilst ensuring transparency and fairness. In order to move quickly, we will need to plan better for our future staffing needs, so that the University is able to ensure that its staff base keeps pace with growth in student numbers and that we anticipate our succession needs more effectively.

The main aims for achieving our resourcing plans are:

- To review the current recruitment process, including the e-recruitment system, to ensure that it delivers a successful and seamless recruitment

experience for both candidate and appointing manager

- To welcome new colleagues to the University and introduce them to the commitments outlined in our Strategic Plan, Education and Research Strategies and our 5 supporting strategies
- To help departments in developing accurate workforce plans which allow for orderly recruitment of the staff required to support the University's needs

### 8. *Reward*

The University has an ambitious Strategic Plan and it is important that we nurture the motivation and commitment of staff through pay, reward and recognition.

The main aims are to ensure our pay and benefits systems appropriately reward and motivate our staff to achieve the University's goals, reflect the nature of a university membership in which members are already passionate about the value of education and the activities that they undertake in contributing towards the success of the University.

The main aims to achieve this are:

- To review, through the Remuneration Committee, the University's pay structures to ensure they properly motivate staff, are transparent and close the pay gap between men and women at a senior level
- To implement a career and succession planning system which recognises outstanding performance, rewards success and encourages staff to take personal responsibility and be ambitious with the University for the future

## Responsibilities and oversight

Responsibility for the People Supporting Strategy is as follows:

<b>Strategy Owner:</b>	Registrar and Secretary
<b>Strategy Manager:</b>	Director of Human Resources
<b>Approval:</b>	Council – July 2015
<b>Monitoring:</b>	University Steering Group will monitor this People Supporting Strategy via the Human Resources and Equality and Diversity Group
<b>Date of review:</b>	The People Supporting Strategy will be reviewed annually

### *Abbreviations used*

ADHR (ERR)	Assistant Director of HR (Employee Relations & Reward)
ADHR (OD)	Assistant Director of HR (Organisational Development)
CBT	Cognitive behavioural therapy
EAP	Employee assistance programme
HH&S	Head of Health & Safety
HR Manager (OD)	HR Manager (Organisational Development)
HRD	HR Director
HRIM	HR Information Manager
HRM's	Human Resource Managers
HRO	HR Officers
HWHW	Head of Workplace Health & Well Being
MH	Mental health
P&BM	Pay & Benefits Manager

## 8 People Supporting Strategy

### Action plan

	Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
A1	<b>To build the knowledge, understanding and commitment to equality and diversity of all members of the University community and promote a culture in which equality and diversity is celebrated.</b>				
	a) Seek to ensure that all members of our community are aware of their individual and collective responsibilities and legal duties in relation to equality and diversity by requiring all staff and students to complete relevant training and offer a comprehensive programme of awareness-raising activities and publicity campaigns.	Equality Framework and Sub Strategy 2015	July 2019	O1	Head of E&D
	b) Make clear that we expect all students, staff and visitors to treat each other with dignity and respect and that we will not tolerate any incidents of harassment or bullying. We will ensure that we have appropriate procedures in place to deal with any complaints of	Equality Framework and Sub Strategy 2015	July 2019	O1	Head of E&D



Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
unacceptable behaviour.				
c) Enable all leaders to take every opportunity to demonstrate their commitment to equality and diversity and uphold the University's values.	Equality Framework and Sub Strategy 2015  Leadership and management programmes reviewed and delivered	July 2019  July 2016	O1 O3 O4	ADHR (OD) Head of L&D Head of E&D
d) Give more prominence to equality and diversity by celebrating our achievements in this area, using a range of media, and focusing on how those achievements have made a positive difference to members of our community.	HR website re-designed  Equality Framework and Sub Strategy 2015	July 2017  July 2019	O1	Head of E&D  Head of L&D
e) Develop partnerships with key equality groups to enhance our understanding of and engagement with specific minority or marginalised communities and to promote the University as an organisation which celebrates diversity and	Equality Framework and Sub Strategy 2015	July 2019	O1	Head of E&D

## 10 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead	
challenges inequality.					
A2	<b>To recruit, develop, retain and motivate an increasingly diverse workforce through delivery of a fair and supportive working environment for all</b>				
a)	Ensure that our staff recruitment literature is appealing to people with as wide a range of backgrounds, cultures, skills and experiences as possible, seeking ways to encourage applications from members of under-represented groups where significant imbalances have been identified.	Recruitment and selection training and resources reviewed	Dec 2015	O1 O2 O7	ADHR (ERR)  Head of E&D
b)	Undertake initiatives which encourage staff from under-represented groups to take up development opportunities and apply for promotion in order to increase the diversity of our staff population at all levels, but particularly at senior levels.	Equality Framework and Sub Strategy 2015	July 2016	O1 O2 O3	Head of L&D
		PDR training and resources redesigned	Jan 2017	O4 O7	Head of E&D
		Career and peer mentoring services established	July 2016		

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
c) Increase the proportion of staff who choose to disclose their personal information, through the use of positive messages and clear rationale for data collection in order to be better informed about the diversity and needs of our workforce.	Equality Framework and Sub Strategy 2015	July 2019	O1 O2 O3	Head of E&D
d) Increase awareness of our equality forums and networks and encourage staff to participate in them.	HR website re-designed	July 2017	O1 O4	ADHR (OD)
	HR Communications Plan developed	Dec 2015	O5 O6 O7	Head of L&D
	Case studies of employee engagement integrated with recruitment and induction processes	Dec 2015		Head of E&D
e) Identify and fill gaps in our provision of equality-related guidance to support managers and to ensure that staff are treated fairly and consistently.	Benchmarking exercise completed	Dec 2015	O1 O2 O3	Head of E&D
	Management training revised	Jan 2016		Head of L&D

## 12 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
A3	<b>To ensure that equality and diversity are embedded in our decision-making processes and to continue to improve our equality performance through identifying, implementing and sharing best practice.</b>			
a) Further mainstream and integrate consideration of equality and diversity through policies and processes which support our mission to deliver excellence in education and excellence in research.	Equality Framework and Sub Strategy 2015	July 2019	O1 O2 O3	Head of E&D Head of L&D
b) Actively use equality monitoring information, and the staff and student voice, as an information tool to inform strategic decision-making.	Equality Framework and Sub Strategy 2015	End: July 2019	O1 O2 O3	Head of E&D
c) Enable all members of our community to participate fully and equally in campus life by achieving excellence in all aspects of physical and intellectual access, exceeding our statutory	Equality Framework and Sub Strategy 2015	End: July 2019	O1 O4 O5 O6 O8	Head of E&D

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
responsibilities as far as is reasonably practicable.				
d) Ensure that the businesses and organisations with which the University interacts are made aware of, and commit to operating in accordance with this strategy and equality legislation, taking that into account when considering whether to offer a contract, enter into a partnership or host an external service provider.	E&D statement included in all contracts/ partnership agreements/consultancy arrangement	End: July 2019	O1 O2 O3 O4 O5 O6 O7 O8	HR Director
e) Monitor the equality profile of our Senate and Council, and their sub-committees, taking steps to increase the diversity of their membership where possible.	Equality Framework and Sub Strategy 2015	End: July 2019	O1	Head of E&D
f) Benchmark our equality performance and develop and share good practice,	Equality Framework and Sub Strategy 2015	End: July 2019	O1	Head of E&D

## 14 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead	
<p>through engagement with national or sector-based organisations which specialise in promoting equality and inclusion and applying for appropriate equality-related awards.</p>					
A4	<p><b>To put in place a suite of helpful, clear and legally compliant policies, procedures and guidance which form the framework, rules and boundaries of the University as a work place. In delivering the University's mission, ensure these policies are based upon best practice and allow individual creative contribution through appropriate levels of flexibility and personal control.</b></p>				
a)	<p>Family Friendly Arrangements (including maternity, paternity, adoption and shared parental leave); Work/Life Balance (for example the right to request flexible working patterns, home/remote working, discretionary leave for urgent domestic distress, bereavement).</p>	<p>Increase use (greater than 10%) of flexible working offering.</p>	<p>Complete  10% + use by End AY 2016</p>	<p>O1 O2 O3 O4 O5 O6</p>	<p>AHRD (ERR)    HR Manager (OD)</p>

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
b) Managing Structural Change and Redundancy (including how we approach organisational restructuring, consultation, employment protection in relation to selection for redundancy, redeployment; dismissal on the grounds of redundancy).	Reduction in settlement agreements and increased transparency in structural change.	Policy agreed July 2015  End: Dec 2017	O1 O2 O3 O4 O5 O6	AHRD (ERR)  HR Manager (OD)
c) Update the Grievance Resolution Procedure (to aid people to bring their grievances to light in a fair and impartial way and attempt to resolve them as near to the point of origin as possible).	Over a two year period a 20% reduction in number of grievances.  95% of grievances resolved within 6 week period using one grievance procedure for the whole University,	Policy agreed  End: July 2018	O1 O2 O3 O4 O5 O6	AHRD (ERR)  HR Manager (OD)
d) Update the Capability Procedure (to help people to improve their performance in their jobs where this falls short of expectations or where the Capability Procedure is unsuccessful termination of employment).	Over a 3-year period a reduction of 10%. Reliant on link to reward, performance appraisal and development.	End: March 2018	O1 O2 O3 O4 O5 O6	AHRD (ERR)  HR Manager (OD)

## 16 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
e) Update the Disciplinary Procedure (to deal with instances of misconduct including gross misconduct).	A consistent approach to dealing with discipline regardless of staff grade or duties	End: March 2018	O1 O2 O3 O4 O5 O6	AHRD (ERR)  HR Manager (OD)
f) Review Ordinance 41 in relation to employment policy and its legal compliance and test its compatibility with mutuality of obligation and best practice.	The Ordinances will recognise natural justice, properly reflect best practice and comply with the University's legal duties	End: March 2018	O1 O2 O3 O4 O5 O6	AHRD (ERR)  HR Manager (OD)
g) Absence Management (which will describe different types of absence such as long and short-term sickness, unauthorised leave and how it will be managed by the University).	Increase sickness absence referral rates to OH.  Reduce average days absence from 5.5 per FTE to <5	End: March 2016	O1 O2 O3 O4 O5 O6	
h) Employee Handbook which brings together all terms and conditions of service clearly defining those which are contractual and those which are jointly agreed with the recognised trade unions, to	Employee Handbook produced  'Ask HR' function scoped and developed	July 2017  July 2017	O1 O2 O3 O4 O5 O6	AHRD (ERR)  HR Manager (OD)



Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
act as an easy reference point for staff to see the rules, policies, procedures, benefits, responsibilities and obligations of being a member of our community.				
<b>A5 To nurture and sustain effective partnerships with staff.</b>				
a) State contractual obligations clearly so they are legally-compliant, easily-identified and understood through revising the current template statements of main terms and conditions of service to be issued to all new staff including those who work with us for a fixed term.	To be issued to all new staff from the beginning of the 2015-16 AY	End: July 2015	O1 O2 O3 O4 O5 O6 O7 O8	AHRD (ERR)  HR Manager (OD)
b) Develop, when necessary, terms and conditions of appointment which reflect the University's values and ethos and which apply to those in atypical employment or engagement with the University and whose contribution is	The publication of improved criteria for the appointment of visiting staff and clear identified working status of all those providing services for the University	End: March 2017	O1 O2 O3 O4	AHRD (ERR)  HR Manager (OD)
	Have provided atypical workers with the appropriate	End: Dec 2017		

## 18 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
important and valuable to the student experience e.g. visiting and honorary appointees, contractors, volunteers and the self-employed.	paperwork which outlines our respective obligations			
c) Maintain proper processes for formal consultation and collective bargaining which encourage partnership working with the University's recognised trade unions.	Termly meetings of JNC which will comprise all recognised trade unions, termly informal meetings with VC and termly informal meetings with HRD	End: AY 2015-16	O1 O2 O3 O4	AHRD (ERR)  HR Manager (OD)
d) Enhance formal trade union relations including the development of a trade union recognition agreement and the creation of a joint committee comprising our recognised trade unions with an elected chair.	As above	July 2016	O1 O2 O3 O4	AHRD (ERR)  HR Manager (OD)
e) Ensure staff are clear about and have input into the activities associated with the development of employee relations by producing a HR communications strategy.	Inclusion of employee relations matters in corporate communications as a standing item by 1st October 2015	AY 2015/16	O1 O2 O3 O4	AHRD (ERR)  HR Manager (OD)

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
f) Inform our relationship through the intergenerational legacy; ensure that we access people's organisational memories – learn from past successes as well as past mistakes.	Ensure every member of staff leaving the university has opportunity to impart their experiences of working at the University either through an exit interview or questionnaire by Dec 2016	Dec 2016		
A6	<b>To develop accurate, real-time information upon which to develop policy, enhance decision making and project workforce trends and challenges</b>			
a) Deliver high-quality, reliable and accurate data to meet our reporting responsibilities, promote and enhance decision-making and better support our community members through, for instance, reducing sickness absence and more effectively managing stress.	Sickness absence less than 5 days per average FTE Voluntary employee turnover within 10 – 15% range	End: Dec 2016	O1 O2 O3 O4 O5 O6 O7 O8	AHRD (ERR)  HRIM
b) Maximise the use of HR Organiser so that individuals become responsible for keeping up-to-date their personal information	Increase use of HR Organiser across the University to 60% of all users by Dec 2016	End 2016	O1 O2 O3 O4 O5 O6 O7	ADHR (ERR)  Business Systems

## 20 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
			O8	
c) Progress the functionality of iTrent by developing the absence module, the L&D module and reviewing the recruitment iGrasp module.	Additional modules released and interdependencies realised	Learning events module October 2015 Career learning module Jan 2016	O1 O2 O3 O4 O5 O6 O7	ADHR (ERR)  ADHR (OD)  Business Systems
d) Review and enhance occupational health and safety reporting and record keeping so that accident and ill health trends are more easily identified and preventative strategies more accurately targeted.	Project scoped and plans to identify resources to support development in train	Delivery July 2016	O1 O2 O3 O4 O5 O6	HH&S
e) Ensure that information on employees is gathered at one point only and input directly into iTrent so that HESA returns, equality monitoring and workforce profile information are easily accessible to aid decision making.	Delivery of HESA return to target deadline with 100% accuracy	End AY 2015/16	O1 O2 O3 O4 O5 O6 O7 O8	AHRD (ERR)  P&BM HRIM

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
f) Increase capacity across the University by tracing the lifecycle of an employee and introducing electronic workflows for as many processes as possible, thereby ensuring production of consistent and accurate employee documentation and freeing capacity within the organisation.	Saving in administration resource on process tasks. Improvements in process realise minimum 20% time savings for managers White paper flow in office reduced to less than 20% of process	End AY 2015/16	O1 O2 O3 O4 O5 O6 O7 O8	AHRD (ERR)  P&BM HRIM
g) Implement an electronic system of record keeping for employee personal files and develop a records retention policy which properly reflects data protection legislation and improves provision of information for SARs and FOI requests.	Complete implementation of EDMS system, Implement new HR standards for document management including specific KPIs for records management (to be included in this document when developed)	End: Oct 2016	O1 O2 O3 O4 O7 O8	AHRD (ERR)  P&BM HRIM
A7	<b>To ensure that natural justice forms the platform upon which we build our processes for dealing with employee relations</b>			
a) Provide open, transparent and impartial procedures for dealing with staff complaints, grievances, conduct and	Manager competencies agreed Professional Behaviours framework embedded	July 2017	O1 O2 O3 O4	

## 22 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
capability matters which allow people sufficient information to put forward claims, respond to accusations and manage relationships through difficult conversations.	Management and leadership training delivered	July 2017 Annually	O5	Head of L&D
b) Ensure firm management of vexatious or misconceived complaints so as to minimise damage to individuals.	No vexatious complaints pursued through formal processes	July 2016	O1 O2 O3 O4 O6	AHRD (ERR) HRM's
c) Encourage rigorous review combined with sensitive and supportive handling of those matters raised by people whose perception of events may be skewed by inappropriate personal interest.	5% increase in use of EAP to support people and OH	July 2016	O1 O2 O3 O6	AHRD (ERR) HWHW HRM's
d) Provide a safe and non-judgemental environment for people to raise matters related to their treatment which may be based upon their personal	Equality Framework and Sub Strategy 2015		O1 O3 O4	Head of E&D

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
characteristics.				
e) Support managers in developing decision-making processes which are fair and impartial and how to establish a reasonable belief where matters of fact are contested.	<p>Role of manager agreed</p> <p>Manager competencies agreed</p> <p>Training in risk management and prioritisation delivered</p>	July 2016	O5	AHRD (ERR) HRM's
f) Ensure staff see complaints made against them, have the right to reply and are informed quickly of decisions relating to such complaints.	Report number of complaints (and compliments) made over next 3 years with a target to reduce complaints by 10% year on year	April 2017	O1 O2	AHRD (ERR) HRD
g) Ensure staff understand that not all grievances can be resolved in the way in which they would like and support them in accepting this when necessary.	<p>Have developed clear guidance on grievances and what staff may expect in relation to outcomes</p> <p>Provision of workshops for staff to improve their resilience, manage their expectations and develop their own resolution skills</p>	<p>July 2017</p> <p>July 2017 (see point 12 on resilience)</p>	O2 O3 O4	
h) Provide for grievances and complaints to be handled at the nearest point to their	10% increase in use of mediation each year for next 3 years	April 2017	O1 O2 O3	AHRD (ERR) HRM's

## 24 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
origin through the early use of informal and formal mediation in order to limit the damage that may occur to relationships from the escalation of formal grievance and complaints processes.			O4	
<b>A8 To develop the operational culture within the University consistent with the values set out in the Strategic Plan</b>				
a) Establish a set of professional behaviours to give greater confidence that expectations of staff are clear and expressed through an institutional framework relevant to all roles, responsibilities and career stages.	Essex Professional behaviours embedded in employee lifecycle:  Recruitment literature; interview and selection processes; PDR resources; induction events	End: <u>Phase 1</u> – Embedded in Professional Services July 2016.  <u>Phase 2</u> – Begin consultation with academic staff July 2017  <u>Phase 3</u> - Full implementation July 2019	O1 O2 O4 O5 O7 O8	ADHR (OD)



Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
b) Use the professional behaviours to inform our offer of training and development and manage the balance between functional role development and opportunities for professional stretch.	Professional development programme revised and published annually in response to need	August each year	O1 O2 O4 O5 O6	ADHR (OD)
c) Revise the process of staff induction and provide a timely opportunity to introduce the behaviours for new staff.	Academic induction re-modelled and delivered. Professional Services induction re-modelled and delivered Recruitment literature revised	July 2016  August 2015 Dec 2105	O4 O5 O6	ADHR (OD)
d) Align University policies, procedures and processes with our stated values and ethos.	Have completed review and where necessary, redesign of policies	Dec 2017	O1 O2 O3 O4 O5 O6 O7 O8	
e) Continue to ensure parity of treatment between groups of staff e.g. professional and academic and within	Target of 50% reduction in claims for discrimination against the University in relation to pay and	Sept 2018	O1 O2 O3 O4	HR Director

## 26 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
academic, between those holding ASER, ASE and ASR contracts of employment by harmonising, where appropriate the processes which govern probation, promotion and performance pay.	performance.		O5 O6 O7 O8	
f) Within the context of delivering the University's goals and where appropriate encourage flexible working practices which recognise people's lives outside work and allow them to undertake their work in a way which best suits them. Recognising and accepting that not all jobs can be worked in this way and encouraging people to understand that their choice of job includes such acceptance.	Family Friendly Arrangements and Work-Life Balance policies agreed  Management competencies agreed  PDR training revised	July 2016  July 2016	O1 O2 O3 O4 O5 O6 O7	HR Director
<b>A9 Clarify the roles and responsibilities of those who are in leadership and management positions</b>				
a) Continue to develop management and leadership	Management training revised and delivered	August 2015	O4 O5	ADHR (OD)

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
development programmes which establish the rubric for these roles and build networks of colleagues, while at the same time equipping them with the skills that help them adapt to changes in the internal and external environment.	Leadership training revised and delivered To have developed within iTrent 100% accurate structures which are maintained and truly representative of the University staffing Clarified the role of the manager			
b) Establish a set of competencies related to these professional skills which people must acquire in order to take on specific responsibilities.	Manager competencies and evidence matrix agreed	July 2016	O2 O4 O5 O6	ADHR (OD)
c) Establish a 360 feedback model as a health-check for all those in a leadership role, to identify strengths and weaknesses and developmental needs.	360 integrated with PDR process for managers	July 2017	O5	ADHR (OD)
d) Support those who take on responsibilities for limited time through the development of a	Career and peer mentoring services established  Manager competencies and evidence agreed	July 2016  July 2016	O2 O4 O5	ADHR (OD)

## 28 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
competencies framework.	Identify an Ask HR function and build specification	July 2017		
e) Help people to prioritise between the important and the urgent, so that workloads are more easily manageable.	Resources and training integrated in leadership and management training	Jan 2016	O5 O6	ADHR (OD)
<b>A10</b>	<b>To encourage staff to bring forward their views and ideas</b>			
a) Continue to use short and regular employee surveys to gather opinion on matters of institutional importance and extend this to the occasional one line question when that would be helpful.	Online employee survey facility developed and in use	Jan 2016	O1 O2 O3 O4	
b) Help people to engage in conversations which they may perceive as difficult e.g. two-way feedback.	PDR training and resources produced 95% of all PDR completed and recorded in iTrent	July 2017	O4 O5 O6	ADHR (OD)
c) Improve the PDR process so that it enables conversations about increasing institutional involvement for staff.	Online PDR process established 100% input of PDR into ITrent	July 2017	O2 O4 O5 O6	ADHR (ERR) ADHR (OD)

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
d) Ensure formal and informal consultation about change is meaningful, that full information is circulated as soon as this is possible and that documents relating to change are succinct and clear.	Informal and formal consultation process approved To ensure that 100% of our statutory consultation requirements are completed	Jan 2016	O1 O2 O3 O4	HR Director
e) Capitalise on existing networks and build new ones to extend the platforms available to staff and provide opportunities to share ideas, channel energies and inform decisions.	Career and peer mentoring services established	July 2016	O4 O5 O6	ADHR (OD)
f) Encourage cross-functional and cross-disciplinary working to enable people's skills and experience to be used for the corporate good whilst embedding an understanding of what others contribute.	Employee exchange mechanisms established and facilitated (e.g. work shadowing, volunteering/ development days, external professional exchange programmes)	July 2017	O1 O2 O4 O5 O6	ADHR (OD)

## 30 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
<b>A11 To ensure the provision of learning and development at the University is an investment in our individual and collective success</b>				
a) Build commitment to our learning community through timely and relevant professional development opportunities, which will stretch individuals, offer fresh perspectives and help them to remain curious and forward-looking members.	Programme published annually  Opportunities targeted via HR Organiser functionality	August each year  July 2019	O4 O5 O6	Head of L&D
b) Visibly align all professional development opportunities with institutional strategic priorities and the Professional Behaviours Framework so colleagues and their managers are able to see their relevance and evaluate their impact in the immediate and longer term.	Programme published annually  Publish a map of opportunities  Online individual training plans accessible to every person through HR Organiser	August each year  August 2015  July 2019	O1 O2 O4 O5	ADHR (OD)
c) Integrate learning and development provision within our HR self-service arrangements to make it easier to select, register and	L&D Events module released Career Learning module released use of iTrent self-service approach for HR increases to	October 2015  October 2016	O1 O2 O3 O4 O5	ADHR (OD)  ADHR (ERR)  Business

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
record engagement with compulsory and optional professional development opportunities.	target of 60%		O6 O7	Systems
d) Introduce individual training plans which set out professional development goals and institutional objectives.	Online individual training plans accessible to every person through HR Organiser	July 2019	O4 O5 O6	ADHR (OD)
e) Refresh training for PDR to help staff to engage in fruitful discussion about their future learning needs, manage expectations and celebrate success.	100% of staff have completed PDRs by July 2016	July 2018	O4 O5 O6	ADHR (OD)
f) Deliver the objectives in the Education Strategy and accompanying Action Plan supporting colleagues to deliver a transformational learning experience	Education Action Plan	Annually	O4 O5 O6	Head of L&D
g) Improve access to training and development opportunities by using flexible delivery and new	Increase in number of HR-related online resources (e.g. Moodle courses, webinars)	July 2016	O1 O4 O5 O6	Head of L&D

## 32 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead	
technologies as appropriate.					
A12	<b>To develop routes of support for colleagues who want to address a personal or professional need, making them accessible and transparent to all</b>				
a)	Establish a new approach to communication across the HR function that enables colleagues to stay informed about their working environment and to access information in a timely and relevant way	HR website redesigned against need/support	July 2017	O1 O2 O3	HR Director ADHR (ERR)
		Identify an Ask HR function and build specification	July 2017	O4 O7 O8	ADHR (OD)
		Integrated referral process established across HR function	Oct 2015		
		HR communication plan published	May 2015		
b)	Extend the reach of the new Coaching for Success service by raising its profile as a development and referral service, and increase the number of trained coaches.	Increase number of qualified internal coaches by 5	July 2016	O4 O5 O6	ADHR (OD)
c)	Integrate coaching skills for managers within relevant role inductions and management programmes.	Coaching skills compulsory training requirement for all managers	Dec 2017	O2 O4 O5 O6	Head of L&D



Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
d) Create an integrated support network of HR professionals to work with managers to build capacity and resilience in teams experiencing change or challenges.	Integrated referral process established across HR function	Oct 2015	O4 O6	ADHR (ERR)  ADHR (OD)  HWHW
A13	<b>To create and establish a talent development programme for all members of the University</b>			
a) Revise the recruitment literature to embed the professional behaviours, the expectations of the People Supporting Strategy and a clear projection of our values and identity.	New job description and person specification templates produced Interview training revised and extended	July 2016	O1 O2 O3 O4 O5 O6 O7 O8	ADHR (ERR)  ADHR (OD)
b) Develop a suite of self-assessments which enable our staff to map their strengths to current and future roles, and identify training, networks and professional opportunities that will prepare them for their next challenge.	Psychometric tool available at stages of recruitment, selection, induction and PDR, and integrated with HR Organiser	July 2018	O4 O5 O6 O7 O8	ADHR (OD)
c) Establish a 1:1 peer mentoring service to	Mentoring service established and access by internal	July 2016	O4 O5	ADHR (OD)

## 34 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead	
encourage conversations between experienced and less experienced colleagues, as well as those pursuing a future leadership role	applicants recorded 10% increase in take up of programme opportunities		O6 O7		
d) Introduce a career mentoring service which offers feedback and guidance to all internal candidates applying for a change of role within the University.	Mentoring service established 10% increase in take up of programme opportunities	Dec 2017	O4 O5 O6 O7	ADHR (OD)	
e) Devise and offer a programme of informal professional development that encourages exchanges of ideas, more fluid boundaries between roles, and opportunities to refresh expertise.	10% increase in take up of programme opportunities	Dec 2015	O4 O5 O6 O7	Head of L&D	
<b>A14</b>	<b>To provide a safe and healthy University in which staff and students take a proactive approach to health, safety and wellbeing</b>				
a)	Maintain the Health and Safety Policy and Plans that takes account of legislative	Policy and plans revised and updated in accordance with the University's Health & Safety	July 2019	O6	HH&S

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
requirements and organisational requirements.	Plan 2015-19			
b) Implement new and creative ways of engaging and educating staff and students on health, safety and wellbeing	Provision of information via website, training and regular H&S Forums in accordance with University's Health and Safety Plan 2015-19.	July 2019	O4 O6	HH&S
c) Develop a profile of operational health, safety and fire risks across the University as part of the development of local risk registers.	Profile developed and published	July 2016	O6	HH&S and Risk Manager
d) Ensure there are suitable and sufficient arrangements for the management of the key operational health, safety and fire risks identified on the risk register.	Specific actions in University's Health and Safety Plan 2015-19 achieved.	July 2019	O6	HH&S
e) Create a safe and healthy physical working environment which supports and enables staff to meet their full potential.	Specific actions in University's Health and Safety Plan 2015-19 achieved.	July 2019	O6	HH&S

## 36 People Supporting Strategy

	Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
A15	<b>To embed health and safety as a core value in everything we do</b>				
	a) Work collaboratively, to develop health and safety arrangements that support the University's Strategic Plan and embeds health and safety into the University's management systems and processes.	Specific actions in University's Health and Safety Plan 2015-19 achieved.	July 2019	O6	HH&S
	b) Improve health and safety record keeping, to support managers and leaders in meeting their health and safety responsibilities	Specific actions in University's Health and Safety Plan 2015-19 achieved.	July 2019	O2 O3 O6	
	c) Monitor health and safety performance to provide assurance on the management of significant risks to the health and safety of staff, students and other affected by the University's activities.	Specific actions in University's Health and Safety Plan 2015-19 achieved.	July 2019	O4 O6	HH&S
		Each Department / Section has an action plan as evidence health and safety inspections have been carried out between August and end of July of each academic year.			

	Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
A16	<b>To encourage and support staff to develop and maintain healthy lifestyles and personal resilience</b>				
	a) Developing an ethos and environment which supports and promotes health and wellbeing.	Improved morale and motivation of staff identified through staff survey. Reduction in short term sickness absence Increased referrals to OH Reduction of length of time from employee being off sick to referral.	July 2016	O4 O6	HWHW
	b) Increasing participation and building collaborative partnerships.	Increasing number of staff volunteers to work on health campaigns (champions)	July 2016	O2 O4 O6	HWHW
	c) Leading sustainable changes to improve the health and wellbeing of students and staff.	Health and wellbeing is recognized in the staff survey as a key area of development and improvement (especially mental health)	July 2016	O4 O6	HWHW
	d) Implementing a Healthy Eating Strategy and a Health Promotion Strategy.	10% increase in availability of healthy products at University outlets.	July 2016	O4 O6	HWHW
	e) Running regular topical wellbeing campaigns.	Programme of events schedule for full academic year and attendance is minimum of 70% of space available. Evaluation of campaigns	July 2016	O4 O6	HWHW

## 38 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
	demonstrates positive value of intervention.			
f) Providing training for staff in resilience, stress management and, for managers, managing mental health first aid and wellbeing.	100% of management trained in MH first aid by 2017 and remaining staff by 2019.	2019	O1 O4 O5 O6	HWHW
g) Embedding and promoting the EAP, Validium.	Use of EAP is a minimum of 11% of workforce	Dec 2015	O1 O4 O6	HWHW
h) Seeking accreditation under the Workplace Wellbeing Charter and Healthy Universities' Charter.	Completed evaluation demonstrates the University is compliant with Charter Gold level.	July 2016	O2 O4 O6	HWHW
i) Provide upfront occupational health advice during staffing reviews and significant organisational changes to support managers and leaders in helping their staff to embrace change.	Deliver resilience training to 100% of staff groups who are experiencing change and review.	July 2018	O2 O4 O6	HWHW
j) Use data from staff surveys, sickness absence and referrals to identify and address potential stress	To ensure that 100% of the University uses real time sickness absence information from iTrent	July 2017	O2 O4 O6	HWHW

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead	
hotspots.					
A17	<b>To continue to provide a high quality Occupational Health service which ensures that all staff have prompt access to advice regarding health and work and promotes early proactive interventions to reduce absence and ill health.</b>				
a)	Review the physiotherapy and gym rehabilitation project to help accelerate staff recovery for work.	New approach to physio & gym delivers an increase in referral rates and reduces sickness absence by 5% for MSK	July 2017	O4 O6	HWHW
b)	Embed and develop COHORT software to improve management of referrals and provision of information to better target sickness trends.	Online referrals by managers (not HR) to be implemented for 100% of cases	July 2017	O4 O6	HWHW
c)	Review current eyesight test arrangements to reduce OH administration time and make the provision more accessible for all staff on all three campuses.	Implement new provider for eye test which realises staff time saving of 10% and speeds up process for OH staff and employees.	July 2016	O4 O6	HWHW
d)	Review, on an annual basis, the in-house OH service provided to HHS which confirms students' health	100% of students to have confirmation of their fitness to practice in year 1.	Dec 2015	O4 O6	HWHW

## 40 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
related fitness to practise.				
e) Continue to provide an in-house CBT service for staff with an identified clinical need and evaluate outcomes of those who have had the treatment on a yearly basis.	Ensure that no more than six sessions per patient of CBT are provided per academic year (note any more requires psychological assessment)	July 2016	O1 O4 O6	HWHW
f) Review external contracts (UCS, Colchester Institute, Writtle College, Arriva, Tendering Council and limited referrals from Essex County Council).	To have terminated all external contracts with by Jan 2015	July 2015	O4 O6	HWHW
A18	<b>To review the current recruitment process, including the e-recruitment system, to ensure that it delivers a successful and seamless recruitment experience for both candidate and appointing manager</b>			
a) Review iGrasp and the iTrent recruitment module and analyse which delivers the most effective recruitment experience and service.	Establish iTrent transition plan by July 2015 including dependencies, risks and issues	Nov 2015	O4 O6 O7	AHRD (ERR)
b) Review the production of job descriptions and person specifications to ensure that	100% new job descriptions and person specifications by April 2016	April 2016	O1 O2 O3	AHRD (ERR)



Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
	they clearly define not just the duties of the job but the competencies required to properly aid selection.		O4 O7	
c)	Develop imaginative recruitment processes to aid accurate selection, where appropriate including assessment centres, better targeted testing and psychometrics.	Dec 2015	O1 O2 O4 O5 O7	AHRD (ERR)
d)	Improve training for recruiting managers.	Dec 2015	O4 O5 O7	AHRD (ERR)
e)	Review the system for selecting academic staff with a view to reducing the bureaucracy and time taken to recruit.	Dec 2015	O2 O4 O7	AHRD (ERR)
f)	Update our recruitment literature to better reflect the University's values and ethos and develop a recruitment and selection toolkit which will help us in	Dec 2018	O2 O4 O7	AHRD (ERR)

## 42 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
selecting future colleagues based on shared values, including piloting 'blind' shortlisting.				
g) Develop an institutional approach to succession planning which enables colleagues to prepare for future changes to roles and responsibilities	Succession planning model agreed	July 2017	O4 O5 O6	ADHR (OD)
	New development opportunities provided bringing together areas such as - risk, prioritisation, workload management, delegation, innovation etc.	July 2016	O7 O8	ADHR (ERR)
	Career and peer mentoring service established	July 2016		
h) Establish a welcome programme of events for all new staff operating over the first year of employment and ending at the first appraisal introducing them to our goals, values and membership culture.	Academic induction re-modelled and delivered	July 2016	O1, O2, O3, O4, O5	ADHR (ERR)
	Professional Services induction re-modelled and delivered	August 2015		ADHR (OD)
	Recruitment and induction literature revised (published and online)	Dec 2015		HWWH

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
	Employee Handbook produced 100% attendance at welcome programme			
i) Review compulsory institutional training requirements and those at role-level and plan to integrate these within HR Organiser.	Benchmarking of compulsory training across sector undertaken (e.g. data management and security, technologies, recruitment) 100% of training integrated into HRO	End: July 2016	O1 O2 O3 O4 O5 O6 O7 O8	ADHR (ERR)  ADHR (OD)
j) Widen access to information, resources and role-related information through our virtual learning environment, Moodle.	Substitute a number of HR-related courses with online courses (Moodle, webinar)  Identify an Ask HR function and build specification	End: Dec 2016  July 2016	O1 O2 O3 O4 O5 O6 O7 O8	ADHR (OD)
k) Continue to help staff to meet all requirements of probation and support them through career stages.	4 CADENZA Professional Recognition Panels per year Professional Development programme published annually	Annually	O2 O3 O4 O5 O6 O8	Head of L&D

## 44 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead	
A19	<b>To welcome new colleagues to the University and introduce them to the commitments outlined in our Strategic Plan, Education and Research Strategies and our 5 supporting strategies.</b>				
a)	Continue to provide and extend opportunities for academic and professional recognition through our professional development framework, CADENZA.	Attain recognition by Higher Education Academy of eligible staff at sector average	End: August 2017	O1 O2 O3 O4 O5 O6 O7 O8	Head of L&D
b)	Develop a workforce planning model to assist departmental managers to forecast staffing needs.	Extract 100% workforce data via iTrent dashboard solution to enable WFP	Sept 2017	O1 O2 O3 O4 O5 O7 O8	AHRD (ERR)
c)	Support managers to plan their recruitment strategically, accepting there will always be times when unexpected vacancies or opportunities occur.	Ensure that 100% of recruiting managers have had personal contact with Recruitment Advisor	Dec 2015	O7	AHRD (ERR)
d)	Where appropriate encourage the use of Skype and other conferencing facilities to reduce spend on	100% availability of Skype (or equivalent) for all selection programmes	Dec 2016	O7	

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
travel and accommodation prior to conditional appointment offers or final shortlisting.				
e) Improve management information on turnover, project the likely recruitment needs generated by natural wastage so that pre-planned recruitment campaigns may be run.	Monthly turnover reported on a monthly basis down to team level within department and to be within the range of 10 – 15% (voluntary)	April 2016		ADHR (ERR)
A20	<b>To help departments in developing accurate workforce plans which allow for orderly recruitment of the staff required to support the University's needs.</b>			
a) Seek imaginative ways of recognising outstanding performance (including determining whether service increments linked only to time in post should continue) and increased focus on closing the gender pay gap.		Dec 2016	O1 O2 O3 O4 O7 O8	ADHR (ERR)
b) Consider whether the current appraisal system should be closed and replaced by a formal PDR scheme and a simple	Results of review published	Dec 2016	O1 O2 O4 O8	ADHR (ERR)

## 46 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
system for setting and achieving objectives.				
c) Review performance related pay and its effect and, if necessary, replace it with a more suitable system.	Recommendations considered by Remuneration Committee	Dec 2018	O1 O2 O4 O8	ADHR (ERR)
d) Consider how transparency in pay can be increased	Publish all senior salaries scales on website Publish all job descriptions	Dec 2017	O1 O2 O4 O8	ADHR (ERR)
A21	<b>To review, through the Remuneration Committee, the University's pay structures to ensure they properly motivate staff, are transparent and close the pay gap between men and women at a senior level.</b>			
a) Create an internally-run alternative to Essex Offers.	10% increase in use of offer	Dec 2016	O1 O2 O4 O8	ADHR (ERR)
b) Consult staff, on behalf of USS and SAUL, about changes to their pension schemes	Successful consultation undertaken	Dec 2015	O1 O2 O4 O8	ADHR (ERR)
c) Consider implementing a professorial pay banding system to create a career ladder at a senior level for academics	If agreed, professorial pay banding system introduced	June 2017	O1 O2 O4 O8	ADHR (ERR)

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
d) Analyse the possibility of a career ladder which lies outside the traditional recruitment processes (e.g. fast tracking) but encourages diversity and which may not be purely vertical in its trajectory.	Recommendations to Remuneration Committee	Dec 2018	O1 O2 O4 O8	ADHR (ERR)
e) Support staff, through development opportunities, to personally manage their careers and gain the appropriate jobs for their level of expertise.	Individual training plans established	End: July 2019	O1 O2 O3 O4 O5 O6 O7 O8	ADHR (ERR)  ADHR (OD)  Head of L&D
	PDR training revised and delivered	July 2016		
	Management competencies agreed	July 2016		
	Career and peer mentoring services established	July 2017		
	Increase the proportion of women readers and women in the professoriate to at least 30%			
f) Encourage staff to see reward as not solely about pay but about other types of	Have provided remuneration statements for staff	Dec 2017	O4 O5 O8	ADHR (ERR)

## 48 People Supporting Strategy

Action	Success indicators (if any)	Timescale	Cross ref to People Supporting Strategy	HR lead
recognition and development.				
g) Consider the best ways to manage the annual review processes which increases capacity but still delivers appropriate promotion and permanency for academic staff and recognition for professional services staff and closes the gender pay gap	Paper with recommendations will have been considered by Senate	Dec 2018	O4 O5 O8	ADHR (ERR)
	Prepare action plan for USG with summary of actions to close gap in AY 2015-16	October 2015		
A22	<b>To implement a career and succession planning system which recognises outstanding performance, rewards ambition and encourages staff to take personal responsibility with the University for the future</b>			
a)	Consider whether and how a fast-tracking promotion might work in a fair and open way.	July 2019	O4 O5 O7 O8	ADHR (ERR)