

People Strategy – Action Plan

The People Strategy sets the strategic direction of the HR Division for the period 2016-2021.

The overall objective of the Strategy is to make the University an employer of choice, with a culture and environment that is stimulating and rewarding for its people and provides a competitive advantage to enable the University to meet its core mission.

The People Strategy has eight goals informed by the University Key Risk Register and by the plans of the schools and non-school institutions following a period of consultation and feedback.

The Action Plan groups the strategic goals into four key areas (see below) and provides a list of objectives and specific projects to be undertaken to focus HR activity on achieving each goal.

- **Recruitment** - to attract and retain the best talent from across the world and give them the best possible start.
- **Talent management** – To contribute to the personal and professional development of staff to enable them to contribute fully to the institution, the University and to society as part of a high performance culture.
- **Reward** - to reward, recognise and retain outstanding staff at all levels.
- **Thriving and inclusive community** – to foster a thriving community and culture of inclusivity, diversity, health and wellbeing.

The purpose of the Action Plan is to clarify and prioritise the work to be undertaken, the resources required and the timeframes for implementation. A summary of the Action Plan is attached. The key below can be used to determine the relative priority of each objective under the action plan.

Key	Priority
H	High priority
M	Medium priority
L	Low priority

An annual divisional work plan will be prepared at the start of each academic year to include both the on-going operational work and strategic projects to be undertaken by the HR Division in that year.

An HR Strategic Leads Group has been formed to provide effective programme management across the strategic HR projects, build greater collaborative working, knowledge and resource sharing in progressing the strategic work and initiatives of the Division.

RECRUITMENT				
To attract and retain the best talent from across the world and give them the best possible start				
Goal	Description	Objectives	Priority	Projects/initiatives
1	Attracting and recruiting the best talent	Attractive and engaging recruitment materials	H	Redevelop further particulars and supporting materials
		Excellent return on media investment	L	Review conducted of advert success and return on investment for different medias
				Develop social media and other platforms with guidance for Institutions
		University known to be an excellent place to work	M	Continue to analyse and address potential impact of Brexit on the University's ability to recruit. Develop action plan
		All candidates have a positive recruitment experience (whether successful or not)	M	Develop guidance and tools for institutions and improved systems and processes
		Competitive relocation package	H	Conduct benchmarking exercise and further develop relocation website, supporting materials and resources
		Develop an international employment framework	H	Develop procedure on employing people overseas Develop protocol and managers guidance Communication and awareness raising Identify implications of Brexit on individuals working internationally
2	Recruit using rigorous, fair and professional selection methods	Recruitment policy	M	Develop and implement recruitment policy Interactive recruitment guidance and toolkit
		Flexible recruitment and selection procedures to meet departmental needs	H	Review of academic recruitment Review of academic-related recruitment Review of Boards of Electors Review of recruitment for all other staff
		Skills development for those involved in selection decisions	M	Further develop tools and guidance for skills development and review annually thereafter
		Exemplary, streamlined and fully integrated recruitment administration and related services	L	Review and monitor system use, gather feedback and implement systems and administration improvements
		Develop improved contract of employment	H	Review terms and conditions and develop model contract of employment
3	Provide excellent induction and early career support to give new employees the best possible start	Provide employees at all levels with the information, guidance and support they	H	Review of academic induction Review of non-academic induction
		Effective management of probation to ensure expectations are clear and	H	Review of academic probation Review of non-academic probation

TALENT MANAGEMENT				
To contribute to the personal and professional development of staff as part of a high performance culture, to enable them to contribute fully to the institution, University and society.				
Goal	Description	Objectives	Priority	Projects/initiatives
4	Develop personal and professional skills and knowledge and provide support for staff to achieve their full potential at Cambridge	To contribute to the personal and professional development of staff at all levels	M	Identify and offer bespoke courses to meet requirements and preferences of institutions
				Review Open Programme and identify where additional provision would be beneficial and possible within resources available
				Launch new range of On Demand web-enabled resources onto PPD website
				Develop 'Leading your team through change' as online module
		Enhance and raise the profile of effective people management and leadership capabilities throughout the University	H	Review Senior Mentoring Initiative pilot and make recommendations
				Revise the Leadership Attributes Framework to align with the Behavioural Attributes Framework
5	Recognise people's achievements and provide structured routes to progress their careers	Create sustainable people resourcing model for the University aligned to University core values	M	Develop suite of HR policies and case management tools for effective people management
				Continue to develop new Cambridge Centre for Teaching and Learning, Teaching Forum and new Postgraduate Certificate in HE Teaching and Learning
		Provide structured routes to career progression for both academic and professional careers	H	Design and develop framework for effective workforce planning and succession planning
				Build capabilities across the University to effectively implement, workforce and succession planning and organisational development
				Develop effective talent management model to ensure employees' performance contributes to University objectives
		Develop tools and initiatives to support people throughout their careers at Cambridge	M	Academic career pathways (develop promotion and recognition schemes to replace SAP and PPR)
				Professional services career pathways
				Introduce a range of apprenticeships, funded by the new Apprenticeship Levy
				Increase access to mentoring opportunities for staff to further their personal and professional development
				Review current secondment support and devise updated programme
				Consider the introduction of proactive career sponsorship
				Develop redeployment/outplacement services
				Review performance and appraisal arrangements and related policies
				Enhance capabilities for meaningful performance conversations as an integral part of day to day line management

REWARD				
To reward, recognise, motivate and retain outstanding staff at all levels				
Goal	Description	Objectives	Priority	Projects/initiatives
6	To reward fairly, transparently and competitively whilst allowing for changing external pressures	Reward strategy underpinned by sound reward principles which support the delivery of the University mission	M	Develop and fully consult upon a reward strategy for the University
		Competitive, fair, equitable and sustainable pay structures	H	Review of the grading structure
				Review of local interpretation and application of HERA Job evaluation scheme
				Review of market pay and ACS procedure and provision
		Decision making informed by relevant and timely reward data and benchmarking	M	Develop a benchmarking strategy and tools to support delivery of reward strategy
				Develop and promote use of benchmarking data to inform reward decision making
				Provide institutions with relevant and timely data tailored to their needs
		Reward schemes and initiatives are valued by staff and reward behaviour and contribution valued by the University	H	Review and re-align contribution and progression schemes
				Review and integrate professorial pay review into relevant reward exercises
		Attractive range of benefits which help to differentiate the University as an employer of choice	M	Refresh the staff benefits package in line with reward strategy -particular consideration given to staff housing needs
				Review, consult and implement potential rule changes to the CUAC Pension Scheme ('enhanced' opt out and flexible retirement provisions)
				Review, consult and implement any necessary changes to our administration of USS Pension Scheme following the 2017 triennial valuation and UUK scenario proposals
		Total reward package effectively communicated and employees fully understand its true value.	M	Develop action plan and annual calendar for reward communications and promotional events
				Develop total reward statements and calculator
				Develop financial education package including pensions
				Design relevant staff survey questions and create alternative feedback mechanisms that allow staff suggestions and evaluation
		Effective reward mechanisms in place to retain high performing staff	L	Consider development of alternative reward schemes with a primary focus on retention
		Timely recognition tailored to individual preferences where appropriate	L	Review UAS recognition awards and/or consider alternative instant voucher/cash reward schemes
		Innovative, flexible and competitive in the sector	L	Regularly benchmark reward package against the sector and explore new opportunities
				Review forthcoming internal and external changes that impact on the reward package, adapting quickly as required
				Improve and streamline reward processes to adapt quickly to internal and external change
		Single location for all reward schemes initiatives and benefits	M	Develop single sign on reward and benefits system, multiple workstreams on a single platform/web-location

THRIVING AND INCLUSIVE COMMUNITY				
To foster a thriving community and culture of inclusivity, diversity, health and well-being.				
Goal	Description	Objectives	Priority	Projects/initiatives
7	Embed a supportive culture which is inclusive, positive and fair where opportunities are open to all, people can lead and are led effectively and change is well managed	Increase workforce diversity , in particular at senior levels	H	Athena SWAN Charter - silver submission and departmental awards
				Identify Equality Champions 2017-2020
				Race Equalities Charter (REC)
				Progress Gender Equality Steering Group (GESG) workstreams e.g. broaden SAP CV scheme and other technical changes to University processes
				Set up distinct gender pay implementation group to develop and progress initiatives
				Review and improve gender/equal pay reporting model to meet new statutory gender pay reporting requirements and to provide better information to institutions, aligning central and institution level reporting.
		Ensure a culturally inclusive and supportive culture for work and study (including parents and carers)	H	Introduce, promote and review take up of My Family Care emergency dependant care service
				Further develop InterConnect initiatives e.g. web content review, line manager guidance managing inclusively
				Further develop SPACE initiatives (Supporting Parents and Carers @ Cambridge) e.g. caring for adult dependants workshops
				Expand nursery provision
		Maintain compliance , data and disclosure and increase best practice	L	Launch University-wide 'Breaking the Silence' sexual harassment avoidance website, policies, support and training
				Support and promote the use of EAAs (Equality Assurance Assessments) in implementing projects, change and broader decision making across the University
				Provide EAA briefing sessions and workshops
		Develop and promote best practice beyond basic legal compliance	L	Increase levels of disclosure and related support/information for disabled staff
				Further develop appropriate annual reporting e.g. E&D Information Report, Equal/Gender Pay reporting.
				Deliver unconscious bias training and related projects
				Progress Interconnect, GESG (Gender Equality Steering Group), LGBT, WiSETI, and other initiatives
				Foster more inclusive trade union relationships, conduct staff and trade union consultation, negotiation and engagement
				Conduct University wide staff survey

8	To provide an environment where people's health and wellbeing is actively promoted, they are engaged with the wider University and feel valued for their contribution	Greater awareness amongst staff of wellbeing at work	M	Develop consistent branding and promotional materials
				Develop wellbeing website
				Deliver annual festival of wellbeing (to include launch of new health and wellbeing initiatives in each year)
				Develop and deliver annual programme of sessions on mental health awareness and managing work demands
				Train wellbeing advocates and disability contacts within institutions and promote services
		Development for staff and managers on wellbeing and commitment from senior staff	M	Provide mental health and disability awareness training for wellbeing advocates and disability staff support contacts
				Develop and provide training on managing work pressures and associated leadership training for academics e.g develop and pilot new Leadership Essentials briefing, refresh 'stress a manager's response', mental health awareness and resilience training
				Appoint wellbeing champion
				Build wellbeing objectives into managers appraisals, personal development goals, recruitment/behavioural attributes and management of HR processes
				Revise disability and employment policy and staff support provision
				Develop guidance for line managers on supporting staff with disabilities and health-related requirements
				Health and Wellbeing Working Group to produce annual report and propose new initiatives to HR Committee
		Demonstrate reduced incidence of workplace stress and anxiety , reduced absence and more productive working and engagement	M	Develop and report wellbeing measures annually
		Further development of a holistic approach to employee wellbeing	L	Incorporate physical, social, mental, financial and other aspects of wellbeing, with relevant local and university wide initiatives