

People Strategy

Annual review 2016—2017



People Strategy

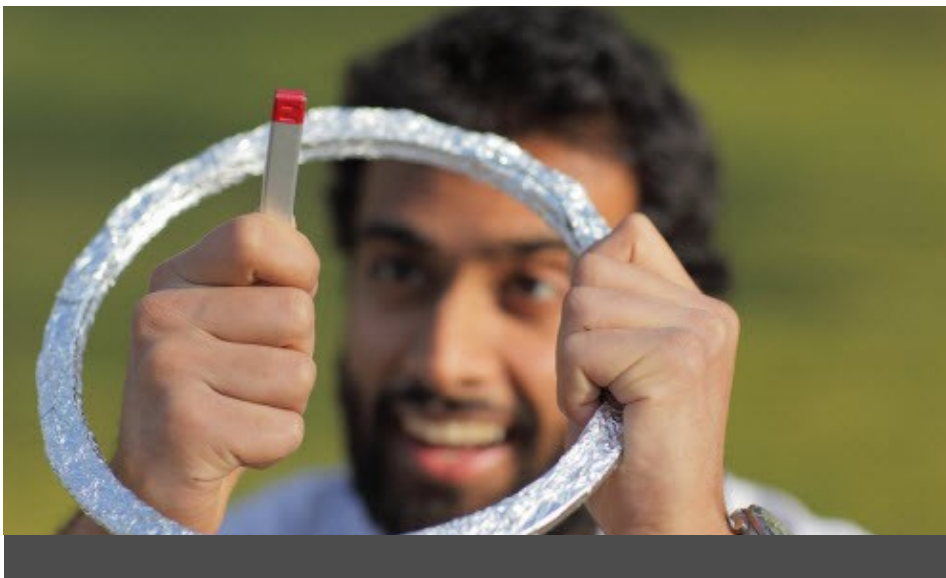
The People Strategy sets the strategic direction of the Human Resources Division for the period 2016 to 2021. The Strategy has been developed to support the mission and values of the University. It states how the University values and treats its people, and the culture it wishes to foster to enable everyone to achieve excellence in all areas of teaching, research and administration.

The People Strategy has four key themes: recruitment, talent management, reward and thriving and inclusive community.

This, our first annual report, provides a summary of the specific projects and work undertaken over the last twelve months within each strategic theme. Much has been achieved this year and we are grateful for the support and input of our colleagues and stakeholders across the University. We are excited about the year ahead and look forward to building on the significant achievements of 2016 —2017.



Emma Stone, Director of Human Resources



Our mission

To contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence. Our core values are:

- freedom of thought and expression; and
- freedom from discrimination.

Find out more

Discover recent developments on the University's People Strategy over the coming pages, and visit <https://www.hr.admin.cam.ac.uk/people-strategy> for more information on plans for the 2017-18 academic year.

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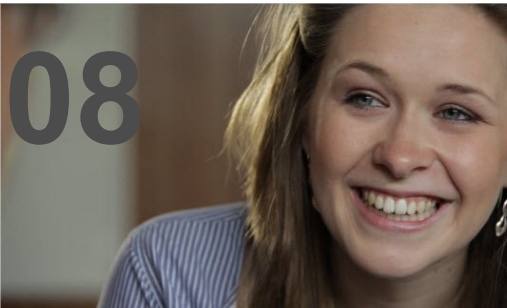
RECRUITMENT

06



TALENT
MANAGEMENT

08



REWARD

10



THRIVING &
INCLUSIVE
COMMUNITY



Recruitment

*To attract and retain the best talent
from across the world and give
them the best possible start*

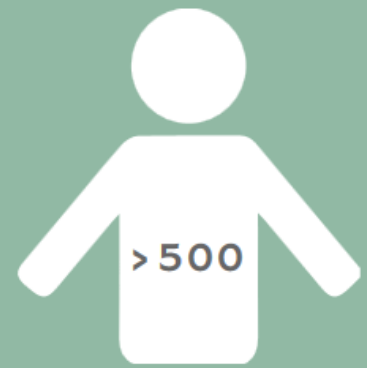
Impact of the referendum

Following the outcome of the referendum in June 2016, a priority for the Division has been to provide support, advice and reassurance to EEA staff. In Michaelmas term 2016, four briefings were held and attended by 560 staff. These briefings and further FAQs are available on the HR website. The HR Compliance Team continues to provide advice to our EEA staff and have assisted with over 500 Permanent Residence applications to date .

Recruitment working group

A Recruitment Working Group was formed in 2016 to develop proposals to enable the University to recruit in a flexible and responsive way, with fair and transparent processes and to provide a positive experience to candidates. A consultation exercise was conducted with institutions to reform academic appointment arrangements and create locally arranged selection committees. Approval for these proposals will be sought in Michaelmas term 2017/18 through the University governance structure. The Group continues to review academic related and professorial recruitment and will bring forward proposals in the next academic year.

A new Recruitment Essentials training course promoting best practice and awareness of equality and diversity principles has been developed and piloted, and will be launched in Michaelmas term 2017/18 initially for those involved in academic recruitment.



Compliance has helped over 500 Cambridge staff from EEA countries to gain permanent residency status

International employment

Work is underway to develop an international employment framework to facilitate the process of employing people from overseas. In 2016/17, guidance on working overseas was published on the HR website and briefings provided to institutions. An International Assignments Working Group has been formed and links established with other University groups reviewing overseas strategy. Webpages will be launched in Michaelmas Term 2017/18 providing managers with guidance and information on health and safety when working overseas.

“We are well placed to attract staff from around the world ...”

*Vice Chancellor
Professor Sir Leszek Borysiewicz,*

New induction website

A new University induction website was developed and launched in July 2016. This includes comprehensive information for new starters to the University and materials to support faculties and departments in delivering effective induction.





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.

Enhancing career progression

Work is underway to provide structured routes to career progression for both academic and professional careers. For academic staff, a review of arrangements for managing academic probation and promotion has been undertaken by the Academic Career Paths Working Group. This has led to the development of an alternative progression model, promotions criteria focussed on 'excellence', streamlined processes and articulation of the key principles underpinning the processes. The proposals will be considered by the HR Committee in Michaelmas Term 2017/18.

“After an initial 3 year apprenticeship funded and supported by the University, I continued my studies to achieve a HND and was appointed to a senior technical officer role in the Maxwell ...without the University’s support I would not have been able to get up the ladder in this way. I think it’s great that the University is committed to building more apprenticeships in the future”.

Adam Brown, Maxwell Centre

With the introduction of the Apprenticeship Levy in April 2017, development and planning work has been undertaken to support the increase in take up of apprenticeships in the University. The University has participated in the national Ambitious Futures Graduate Development Programme, recruiting trainees who have made key contributions to their placements. Further work is underway to increase access to mentoring opportunities for staff to further their personal and professional development. A Senior Mentoring Initiative has been piloted involving 14 mentoring partnerships drawn from a range of senior leadership roles. Feedback to date has been very positive.

PPD on Demand

PPD On Demand, a new online training resource is being developed. This includes a range of video clips, factsheets and tips and hints to enhance learning.

Senior Leadership Programme Levels 1, 2 and 3 have been delivered to 45 senior leaders. Leadership Essentials and Managing your team through Change, have also been delivered to many staff on the open programme. A version of the established programme Leadership Essentials has been adapted for an academic audience and has been successfully piloted in a number of departments.

Bespoke sessions have also been delivered in departments and Schools, in areas such as Staff Review and Development, Leadership Essentials and Team Development.

The Cambridge Centre for Teaching and Learning (CCTL) provides training, develops networks, encourages innovation and provides a strategic and operational focus for enhancement. During 2016-17 CCTL:

- introduced the Postgraduate Certificate in Teaching and Learning in Higher Education;
- co-ordinated the University's second Teaching Forum;
- co-ordinated the annual meeting for Directors of Teaching;
- piloted an extended course which combines

theory with reflective practice for experienced supervisors of under and postgraduate students;

- co-ordinated the University's Pilkington Prize Scheme for Teaching Excellence.

The portfolio of activities to support researcher development within Schools has been extended to include development activities for postdocs, support for departmental initiatives and collaborative working with OPdA, Careers and post doc networks. More face-to-face activities have been piloted, the number of short online courses has increased, and a new website (www.rdp.cam.ac.uk) has improved the presentation and profile of development opportunities for postdocs and research students.



Reward

*To reward, recognise and retain
outstanding staff at all levels*

Remuneration

A Remuneration Working Group was formed in late 2016 to review and propose pay and reward policies to enhance the University's ability to attract and retain outstanding staff. The group has made progress on a range of reward topics including pay benchmarking, contribution related pay, gender pay, reward and benefits strategy, employee accommodation and housing, internal pay progression, initiatives to support employee financial wellbeing and the communication of pay and benefits information to employees.

To respond to changes in the pension environment, a new scheme has been introduced to enable employees adversely affected by pension tax allowances to opt out of future pension provision and apply for an additional cash element in its place, subject to certain eligibility criteria.

The Universities Superannuation Scheme (USS) Investment Builder (a new defined contribution section) was launched in October 2016 following a consultation exercise in 2015. The earnings of members in excess of the USS salary threshold (£55,560 for 2017/2018) are automatically pensioned in the Investment Builder. All USS members have the option to pay additional voluntary contributions (AVCs) to the Investment Builder and can elect to receive an employer contribution of 1% to Investment Builder if they pay an AVC of at least 1%. As at 31 August 2017, 1775 employees had taken 'the match'.

The triennial valuation of USS is due on 31 March 2017 and the University has provided input, via UUK, to a consultation on the inputs to be used in the valuation and will be responding to the consultation on the assumptions to be used in the valuation in September 2017.

1.7%

Agreement has been reached nationally on the 2017 pay settlement and will be implemented in September 2017. The settlement is a 1.7% uplift on all points, save for the first 18 points of the pay spine where larger increases apply.

The 2016 Equal Pay Review was completed successfully and work is underway to progress recommendations to address the University's gender pay gap and to meet the University's obligations under the new mandatory gender pay reporting regulations set by Government.

The Childcare Office has introduced new government initiatives including thirty funded hours for childcare and the Tax-Free Childcare scheme, with information and support for staff. A ten year contract has been agreed with the nursery services provider, Childbase Partnership, who has taken both Edwinstowe Close and West Cambridge nurseries to an 'Outstanding' grade with Ofsted (the regulatory body for nurseries). Expansion works in both nurseries have enabled additional places to be offered to staff. A new nursery on the North West Cambridge site, Eddington Nursery, is due to open in 2018. The Nursery Project Board is progressing options for a fourth University nursery, and is currently at the design stage. The location for this nursery is still under discussion with relevant parties.





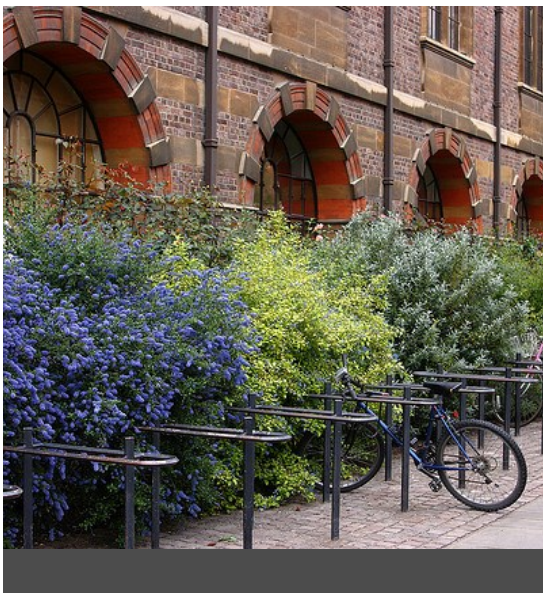
Thriving & inclusive community

*To foster a thriving community and
culture of inclusivity, diversity,
health and well-being.*

Equality & Diversity

The **Equality and Diversity** Strategy 2016-21 and Action Plan were approved in December 2016. The Strategy incorporates five key objectives which also serve to meet compliance requirements under the Equality Act 2010. Priorities are: increasing diversity at senior levels, progressing gender equality and addressing the gender pay gap, addressing disadvantage in student learning, ensuring inclusion and increasing best practice. These objectives have been advanced this year via:

- Preparatory work for the Athena SWAN silver submission in November 2017. Regular SWAN briefings and networking events have been provided to share practice and expertise and a best practice project, IDEAS, is in development.
- Work has commenced on the University's Bronze Race Equality Charter application, due July 2018, including surveys and workshops on race, for staff and students, which have been well received.
- Successors have been identified for the roles of Gender Equality Champions (STEMM and AHSS), and the Race & Inclusion Champion for 2017-2020.
- Research undertaken into the gender pay gap has identified complex contributory factors and possible ways of addressing these, which are now informing and being embedded into core HR business. Progress was presented at the Annual Vice-Chancellor's Equalities Review in July 2017.
- Cultural change events held in 2017 include the Annual Race Lecture and Black History Month, Holocaust Memorial Day, International Women's Day, WiSETI Lecture, LGBT+ History Month and mental health in the LGBT+ community.
- New training modules launched this year include 'Unconscious Bias', an online training module with over 300 participants to date. 'Where to draw the line' face to face training has been developed in collaboration with UCL, Oxford and Manchester, to begin a sensitive focus on local departmental cultures in relation to harassment and sexual misconduct between staff and between staff and students. This training goes hand-in-hand with broader work on harassment and sexual misconduct including development of a high profile campaign entitled *Breaking the Silence*. This will link with a new University statement of zero tolerance and other policies and procedures working towards clarity of professional boundaries and good conduct.
- The introduction of a new pilot employee benefit, My Family Care in May 2017, offers support to staff in finding emergency care for dependents. A new advice, consultation and networking initiative SPACE (Supporting Parents and Carers at Cambridge) was formally launched in July 2017.
- The Whistleblowing Policy has been updated to accurately reflect the requirements of the Public Interest Disclosure Act 1998 and to provide a number of important clarifications.



Wellbeing

A range of **wellbeing** initiatives have been introduced this year including the 2017 Festival of Wellbeing, which delivered over 50 events to nearly 1000 participants. In future, this festival will be taken forward by a Health & Wellbeing Sub Group which will embed and extend initiatives across the University's annual calendar.

Proposals made by the Health and Wellbeing Working Group, focussing on mental health awareness and managing work demands have been approved. These include developing a network of local Wellbeing Advocates across the University to be trained in Michaelmas term, the development of a new Wellbeing website for staff and related promotional materials, a programme of lunchtime sessions for all staff during 2017/18 and the development of greater support for disabled staff. In addition, a University Disability and Wellbeing Champion has been appointed to start in Michaelmas Term.

Office of Postdoctoral Affairs (OPdA)

In the last academic year 2016-17, the **Office of Postdoctoral Affairs (OPdA)** has seen a significant increase in activities to develop support, broaden horizons and to provide new opportunities for postdocs. The OPdA's work in this last year has built on many of the pioneering initiatives undertaken during the previous three years in order to address the particular challenges faced by postdocs regarding career security, progression and wellbeing.

The new Postdoc Centre at the Biomedical Campus opened in September 2016 enabling its 900 postdocs to run events and talks and has provided much needed working and networking space. The Clinical School Postdoc Committee has taken full advantage of the opportunity to expand its activities with 236 events and activities booked in the first 10 months. The Mill Lane Centre continues to attract even greater numbers and hosted 700 events and activities in 2016/17. The new Eddington (NWC) Postdoc Centre will open in September 2017 as a bespoke and permanent home for OPdA, and the nearly 1000 Postdocs based to the North and West of the city and in local key worker housing. This development is a validation of the success of the centre model, and the housing provision is already providing very positive feedback for the University. The strong and mutually beneficial relationships with other University services continue to flourish, and many Colleges, with a convenor in each, now offer a wide-reaching diverse set of fellowship and affiliation opportunities for postdocs.

In May 2017, the OPdA launched a three-year entrepreneurial training programme, in partnership with four other EU universities and 4 industrial partners, funded by the Isaac Newton Trust and the various partners. A range of novel opportunities have been launched as a result of this partnership and in collaboration with the CJBS, Cambridge Enterprise, IdeaSpace and IFM/ECS.

The Postdoctoral Matters Committee (PMC) was established this year and reports directly to both Council and the General Board. The PMC is responsible for the strategic vision and oversight of the OPdA which sit operationally within Human Resources.

Borysiewicz Fellowship Scheme

Development of the Borysiewicz Fellowship Scheme in Medical and Biological Sciences will recruit in the Lent Term 2018, and will comprise a training programme around multi-disciplinary teamwork, leadership and entrepreneurship. It is envisaged that this will better support identification of future leaders and is anticipated to expand to funding a wider programme across other disciplines.

OPdA volunteer scheme

The OPdA volunteer scheme continues to offer partners of Postdocs projects aligned to their skills, training and career support. Half of the 40 volunteers supported to date have moved into paid employment. A range of new pilot schemes have also been initiated during the last academic year including: an outreach training programme, an industrial engagement and readiness programme, a postdoc mentoring scheme with a view to working with HR to expand the scheme to other staff groups and the development of professional placements through the OPdA fellowships scheme and 1200 registered postdoc alumni.

PDoc Society

The PDoc Society continues to flourish, and in the Michaelmas term 2017, will launch the first National Postdoc meeting with over 100 postdocs from across the country expected to attend. The OPdA also continues to support the work of Researcher14, a network jointly established by Cambridge and Imperial College in 2014, representing 65% of the 45,000 UK research staff postdoc community. Current work streams include a review of the Concordat, an expansion of mentoring across the partnership, postdocs and teaching and best practice in local postdoc representation.

Entrepreneurial Postdocs of Cambridge

The Entrepreneurial Postdocs of Cambridge Society (EPoC) ran a successful programme of Entrepreneurial events and talks (including from Google Ventures and IndieBio) and now has an active mailing list of over 600 postdocs.



HR in numbers

2016 — 2017

Considerable work has been undertaken over the last year to initiate an ambitious programme of work under the new People Strategy.

The overriding aim of the strategy is to outline how we are going to deliver transformational change at the pace and scale necessary given the challenges the University faces. This section provides a

summary in numbers of the work undertaken by the Division over the last year.

We look forward to the year ahead delivering HR projects and services that are commensurate with the University's global standing, and that make a real difference for our employees.



Suzanne Fowler,
Assistant Director, Strategy



Andrea Hudson, Assistant
Director, HR Operations

2,979 contracts issued
with **4,555** contract
amendments issued



Freedom of
Information
requests

62

(with a cap of 18 hours work
and research per request)



5,866 CAMbens discounts registrations

£318k total employee savings,
36.5k orders placed, 264 cycle
to work scheme applications,
over 690 retailers and 35
local discounts



863 contribution related
payments implemented

124 Senior Academic
Promotions with 83% of female
applicants for a professorship
being successful.

3 Silver Athena Swan awards to the
Department of Zoology, Engineering and
the School of Clinical Medicine

1 Bronze Athena Swan award for Veterinary
Medicine – all promoting gender equality in
Higher Education.



Professorial Pay
Review —
169 professors
received an award



7,611 PPD (Personal and Professional Development) course places taken up (online and face to face)

4,135 RDP (Research Development Programme) course places taken up (online and face to face)

409
courses delivered by PPD and RDP

1,322
TES assignments started

42
bespoke training events delivered by PPD



5,031
HR Systems helpdesk calls

399
Tier 2 Certificates of Sponsorship (CoS) issued

2 new Postdoc Centres opened



Returning Carers Scheme:

67 staff received awards totalling £275,900



49,106
Web Recruitment applications

111 individual events at the Festival of Wellbeing with **1,351** bookings