



People strategy

Annual Review 2018-19

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Introduction



Welcome to the Annual Review for 2018/19 for the Human Resources Division. In the following pages, we set out the work that has taken place over the last academic year in support of the People Strategy. The People Strategy articulates the strategic direction of the Human Resources Division for the period 2016 to 2021. It was developed to support the mission and values of the University and reflects the Vice-Chancellor's Priorities Framework. 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 – and this Annual Review is presented under these themes.

The work undertaken by the Division during 2018/19 established the foundations for a number of significant change projects. Many of these projects focus on inclusion, such as improving racial equality, reducing the gender pay gap, and nurturing a culture of mutual respect at the University. Achievements included the establishment of a network for black, Asian and ethnic minority (BAME) staff, a reverse mentoring pilot involving the Vice-Chancellor and other senior members of the University, and the launch of a Diversity Fund to support initiatives across the University that contribute to raising awareness of and challenging issues related to equality and diversity. Two significant programmes, to develop inclusive leadership skills and targeted career development support for professional services staff, were piloted and rolled out during 2019/20 to improve pay and career progression for women. Alongside this activity, work continued on improving career pathways for academic, research and teaching staff, supported by enhancements to the University's recognition schemes and the introduction of a Cambridge Living Wage to ensure all employees receive a minimum rate of £10 per hour.

Looking forwards to the coming year, the Division will continue to work on these long-term projects to ensure they support the change articulated in the Vice-Chancellor's programme of action. Once again, I must thank both the Division's staff for their effort and dedication and our colleagues in the faculties and departments for their input into and support of these projects. I welcome any feedback that you may have on this year's Annual Review; please email your comments to emma.stone@admin.cam.ac.uk.

A handwritten signature in black ink, appearing to read 'Emma Stone'.

Emma Stone,
Director of Human Resources, University of Cambridge

October 2019

Recruitment

The University strives to provide a world class environment using rigorous, fair and professional methods to attract and select outstanding individuals to maintain and enhance Cambridge's world leading reputation.

- Following the introduction of a more flexible structure for academic recruitment in 2017/18, a **Recruitment Policy** has been developed. The Policy provides a consistent approach to recruitment across the University and ensures recruiting managers are aware of legal requirements and good practice principles. It is supported by an interactive process flowchart and enhanced recruitment guidance.
- The University's academic **probation and induction arrangements** have been strengthened in preparation for the Academic Career Pathway (ACP) scheme (see **Talent Management** for more information). This included a review of the existing Pathways to Higher Education Practice (PHEP) and resulted in a proposal for a modular approach to academic induction, probation and ongoing development. A new Welcome Event for academics joining the University was also launched in October 2019 to be delivered annually.
- To complement work on academic probation, a combined **Probationary Policy** has been prepared for all staff categories, accompanied by practical guidance for managers. This policy will be introduced during 2019/20.
- A comprehensive **global mobility policy** has been developed, to better support individuals and departments with the arrangements and risks involved in overseas assignments and engaging international staff.
- Members of the Division have worked collaboratively with colleagues across the University to prepare for the potential **impact of Brexit** on staff. The Division worked closely with the Communications Office to ensure that information and advice was made available to staff and Heads of Institution, including briefings provided by the Compliance team on the Government's pilot EU Settlement Status scheme when it opened up to all UK HEI staff at the end of 2018.

54,500

applications received through WebRecruitment



340

Settlement and Pre-settlement, Citizenship and Tier 1 applications supported, with **100% of applications achieved**

8,600

contract and contract amendments issued



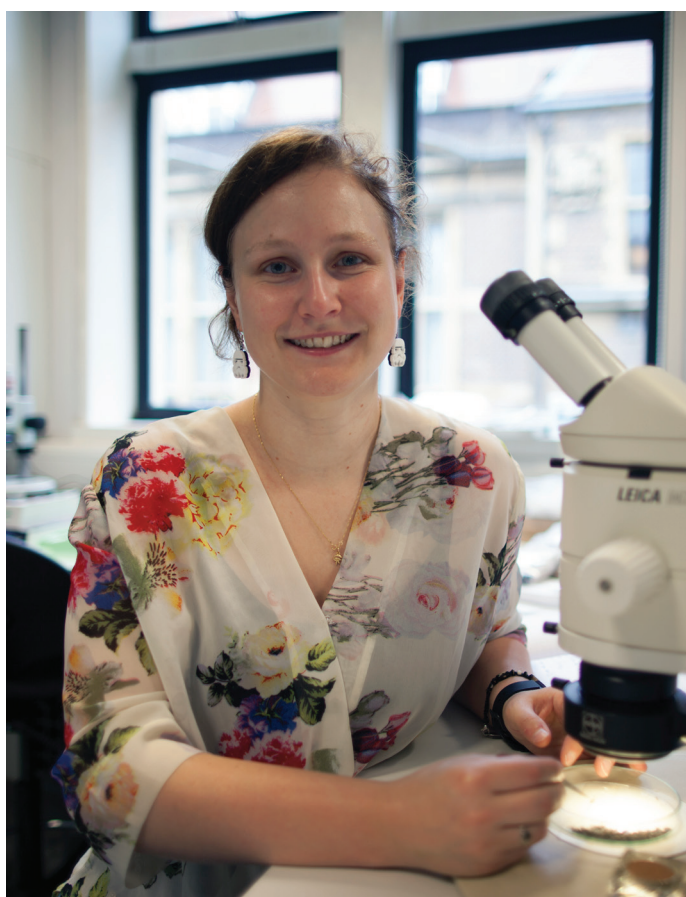
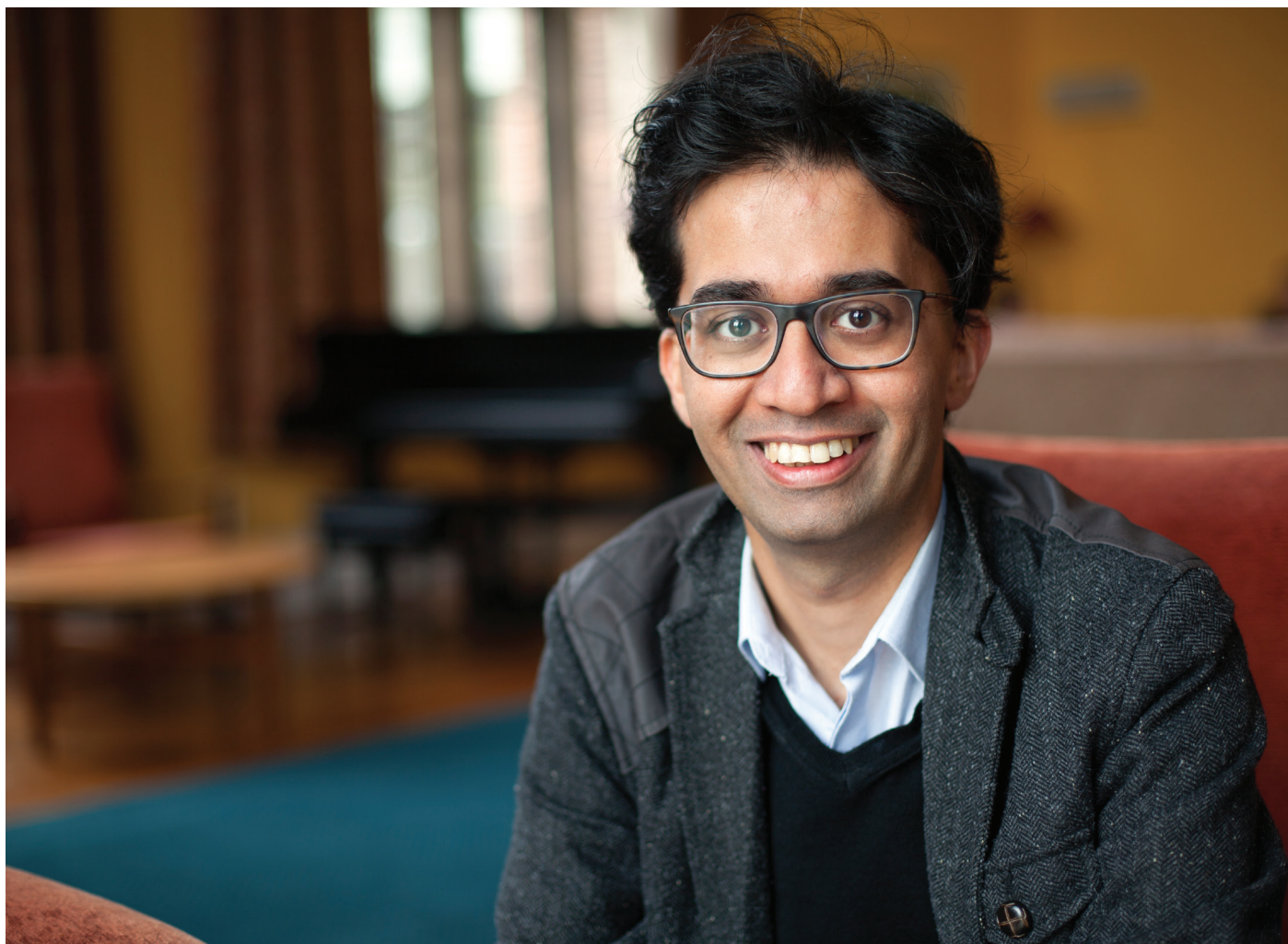
125%

Recruitment Essentials briefing attendance

492

Certificates of Sponsorship issued for Tier 2 visa applications





Further information

Brexit-related information for staff

<https://www.eu.admin.cam.ac.uk/>

Key contact:

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Resourcing Manager

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Talent Management

The University recognises that it is crucial to develop people's personal and professional skills and knowledge throughout their careers to help them achieve their full potential at Cambridge. We must recognise people's achievements and provide structured routes to career progression.

Highlights of 2018/19...

- Development of the **Academic Career Pathways (ACP)** scheme to replace the University's Senior Academic Promotions (SAP) process has been completed, and approved ready to launch in September 2020. Work on this project during 2018/19 saw the introduction of broader excellence criteria as well as the review of academic induction and probation. Web-based guidance is being prepared to support applicants and administrators using ACP, and IT development has been undertaken for a new Integrated Reward System to support the scheme's implementation. SAP continued to operate during 2018/19 and the final annual exercise will be run during 2019/20.
- Related to the work undertaken on ACP, proposals for a **Research Career Pathway (RCP)** scheme aligned to ACP have been developed to replace the Senior Researchers Promotion (SRP) scheme and work commenced on the development of **Teaching-focussed Career Pathways**. These career strand projects will continue during 2019/20 with the aim to launch with the ACP Scheme in September 2020.
- A mentoring scheme focussing on women and BAME administrators in grades 4 to 6 was introduced as part of the long-term programme of work to increase access to mentoring for all staff. In addition, the *ourcambridge* team, working in partnership with PPD and other colleagues shared good practice from across the University to create a "one-stop shop" webpage to help staff access information more easily about the wide range of mentoring services available in the University.
- The *ourcambridge* team has also assessed the current practices around **secondments** to inform a more agile approach to career development. Areas reviewed included the policy and guidance for secondments and arrangements for backfilling with a view to simplify these processes and make them more effective.
- A **case management system** was developed using IT solution provider iCasework, to support the way in which conduct and capability issues are managed, recorded and reported across the University.
- Good progress towards the **Technician Commitment** action plan has been made. Action has included an inaugural Technician's Conference with Professional Registration Workshop, introduction of a technician's website, career case studies, news articles, face-to-face and virtual networking (including a Yammer group) and development of a poster campaign - 'Technicians Make it Happen'.

220

volunteer *ourcambridge* champions recruited

290

members of the *ourcambridge* Yammer collaborative social network

LEAN in Higher Education training for over 500 staff

to support their areas of work with continual business improvement



3,780

participants in blended, online and face to face events run by Personal and Professional Development (PPD) during 2018/19

270



face to face training events delivered

19 bespoke events designed

99% booking rate for places available

92% attendance rate for places booked



Further information

Academic Career Pathways (ACP)

www.admin.cam.ac.uk/reporter/2018-19/weekly/6547/

Mentoring

www.ppd.admin.cam.ac.uk/professional-development/mentoring-university-cambridge

Secondments

www.ppd.admin.cam.ac.uk/professional-development/secondments

PPD On Demand

www.ppd.admin.cam.ac.uk/learn-online/ppd-demand

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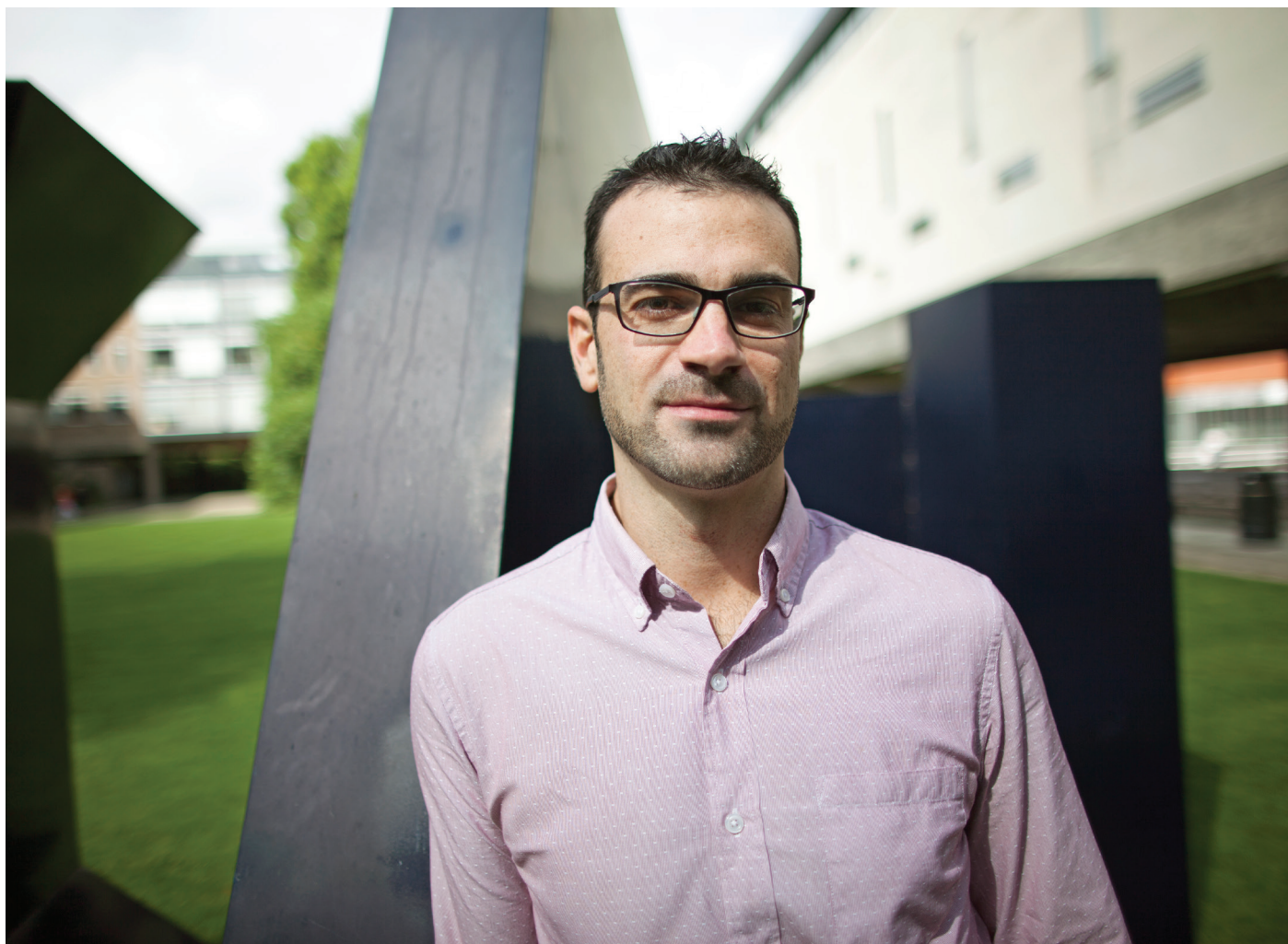
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Reward

The University aims to reward people fairly using transparent frameworks that enable us to remain competitive and allow for changing external pressures.

Highlights of 2018/19...

- The University underpinned its commitment to addressing pay and benefits by introducing a minimum **Cambridge Living Wage** of £10 per hour, increasing the salaries of some of our lowest paid staff. Work also continued on seeking formal accreditation as a Living Wage Employer from the Living Wage Foundation with colleagues from Procurement working to identify the wide range of supplier contracts held across the University as part of preparations to ensure that the Real Living Wage is paid to contractors who work regularly on University premises.
- An extensive review was undertaken of the University's **grading processes** and to centralise grading activity within a dedicated team. Centralisation has significantly improved the speed and consistency of the process for faculties and departments and the review has identified a robust model for handling these processes in the future. Direct input into the change process was received from Schools and the UAS through surveying, fora meetings and discussions with a representative group of staff responsible for managing the grading process within their departments.
- The University published its second mandatory gender pay gap report in April 2019, reporting a gap of 19.7%. Two significant programmes of work were undertaken during the year as part of the University's commitment to closing the gap, which tackle issues of pay inequality relating to gender, race and other characteristics. The first scheme, the **Inclusive Leadership Programme**, is designed to strengthen leadership skills and ensure fair and objective decision-making for academic, research and professional service leaders. A pilot programme was launched in Michaelmas Term 2019/20. The second scheme, the **Professional Services Career Development Programme**, commenced in June 2019 and includes career development workshops and one-to-one coaching to help individuals develop strategies for identifying and achieving their career goals as well as highlighting tools and networks to support further career development. The scheme is open to all professional service (non-academic) staff, particularly women, BAME staff and other under-represented groups.
- Work continued on developing a revised **Contribution Reward Scheme** to consolidate the existing Grade 1 – 11 assistant and academic-related staff scheme, the termly contribution increment researchers' scheme and the biennial contribution scheme for academic-related staff in Grade 12. A consultation has been undertaken to identify departmental perspectives on both the current and proposed combined schemes and the feedback is being incorporated into the proposed design for further consideration.
- Work continued on reviewing the structure of the **Professorial Pay Review Scheme** with particular focus on applicant criteria, movement within and between bands, and examples of evidence to support applications.
- Work began on developing an **Integrated Reward System** to enable the more efficient delivery of all University pay progression schemes. The full system will be ready to deliver Academic Career Pathways (ACP) from Michaelmas 2020 but several finished component modules will be used to bring online elements of application and administration of the schemes.
- The **shared equity scheme** was reviewed, with proposals to extend eligibility to all staff and improve the terms of the scheme to be of greater benefit to participants.



Key contacts:

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85%

reduction in grading request
turnaround time since
February 2019

3.57%

average staff pay increase
(both cost of living and
automatic scale point
increases)



1,126

employees received
additional pay increments in
addition to annual uplift

Further information

Academic Career Pathways (ACP)

Gender pay

www.inclusivecambridge.admin.cam.ac.uk/files/gender_pay_gap_report_2018_final_2.pdf

Grading Review case study for ourcambridge

www.ourcambridge.admin.cam.ac.uk/news/case-study-grading-review

Inclusive Leadership programme

Full day version - <https://training.cam.ac.uk/cppd/course/ppd-incleap1>

Half-day version (for Academic and Research Leaders) - <https://training.cam.ac.uk/cppd/course/ppd-incleapars>

Professional Services Career Development Programme

www.training.cam.ac.uk/cppd/course/ppd-incamcareer

Shared Equity Loan

www.hr.admin.cam.ac.uk/pay-benefits/cambens-employee-benefits/relocation-housing/shared-equity-scheme

CAMBens

www.hr.admin.cam.ac.uk/pay-benefits/cambens-employee-benefits

Thriving & Inclusive Community

A supportive culture that is inclusive, positive and fair is essential for people to thrive at work. To achieve and maintain this culture, the University aims to ensure that opportunities are open to all, health and wellbeing are actively promoted, and our people are led effectively and valued for their contribution.

Highlights of 2018/19...

- Following the development of a 12 month action plan undertaken to advance **race equality** at Cambridge, the University applied for an award under the Race Equality Charter. As part of this application, a BAME staff network was established and a race awareness training programme piloted and rolled out to the Dignity at Work contacts and College Discrimination & Harassment Contacts. Other activities included the pilot of a reverse mentoring scheme involving the Vice-Chancellor and other senior members of the University and the launch of a Diversity Fund to support local initiatives to improve race equality. Guidelines were also prepared to help departments increase diversity in recruitment.
- The University retained its Silver **Athena SWAN** award, which has been renewed until 2023. The application is supported by an extensive action plan to guide the University's work on gender equality over the next four years.
- The University ran its first **University-wide Staff Engagement Survey** in March 2019 supported by OCR International. This enabled the University to benchmark its findings against other Russell Group universities for the first time. The results were published and communicated in May 2019 and individual meetings held with each School, Non-School Institution and UAS Division to identify key actions points for every institution. In-depth, analysis of the qualitative data was undertaken, and a report prepared on the results. A specific report was prepared on the post-doctoral community to identify how the University might further support them in the context of the new Concordat published in September 2019. The findings of the joint University and Trade Unions survey of staff into **nurturing a culture of mutual respect** was also published to accompany the results of the University-wide survey and action plans.
- Work continued to review the role of **Head of Institution** and a new role profile was agreed together with a summary of the duties attached to the role and suggestions for delegation. These documents were refined following consultation with current and former Heads of Institutions, and Heads/ Secretaries of Schools. The role profile was launched in September at a new induction event.
- The **Festival of Wellbeing** took place in June and July 2019 across central Cambridge, West Cambridge, the Clinical School, the Institute of Continuing Education, six museums and eight Colleges. 94% of staff feedback responses said the Festival was important for supporting staff and 87% agreed that the event had impacted their subsequent experiences at work. 97% said they would attend a future Festival of Wellbeing event (in comparison with 88% in 2019).



20 departments directly supported by the E&D team with their department level Athena SWAN awards

129

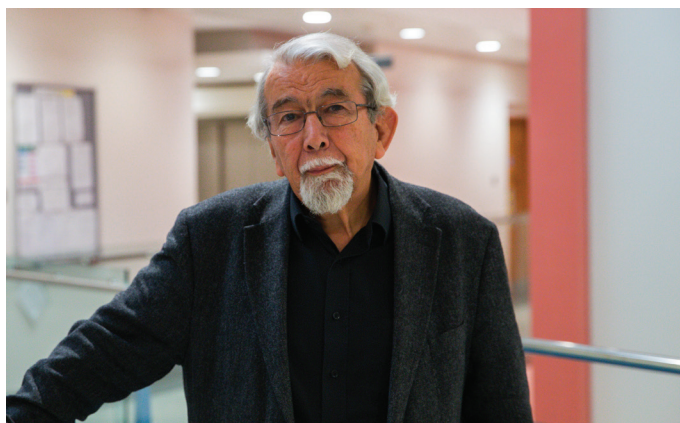
reports of inappropriate behaviour made through the anonymous reporting facility during 2018-19

30

institutional Wellbeing Advocates trained

1,487 attendees over 236 workshops

sporting activities and events during the 2018/19 Festival of Wellbeing - 60% increase in participation from 2017/18



Further information

Athena SWAN

www.equality.admin.cam.ac.uk/projects/athena-swan/athena-swan-cambridge

Race Equality Charter

www.race-equality.admin.cam.ac.uk

Breaking the Silence

www.breakingthesilence.cam.ac.uk

Wellbeing

www.hr.admin.cam.ac.uk/hr-services/wellbeing

Coming up in 2019/20

Recruitment

- Implementing the modular academic induction programme following the launch of the Welcome Events for new academics.
- Launching and embedding awareness about the new combined Probationary Policy across the University.
- Reviewing the Board of Electors process following on from implementation of ACP for academic staff, including a focus on BAME professorial recruitment to support the University's Race Equality Charter action plan.
- Rolling out the Recruitment Essentials briefing to staff involved in academic-related recruitment.
- Continuing to support planning for the implications of Brexit with colleagues across the University.

Talent Management

- Launching Academic Career Pathways (ACP) to replace Senior Academic Promotions (SAP) in September 2020.
- Implementing Research Career Pathways and Teaching-focussed Career Pathways.
- Implementing changes to our secondment policy and procedures across the University to make them more agile and accessible and showcasing secondments as both a development and career progression opportunity.
- Continuing to support the *ourcambridge* programme including developing a Professional Services staff career framework, implementing Communities of Practice to support collaborative working, providing peer to peer support and promoting career development.
- Reviewing the current Staff Review and Development process with a move to more effective career reviews.
- Adapting our flexible working practices to meet the expectations of today's workforce and ensure that our staff are able to have a positive work life balance to support their wellbeing and engagement.
- Piloting the new case management system in the School of Clinical Medicine and School of Technology prior to a full rollout across all Schools.

Reward

- Delivering the pilot Inclusive Leadership Programme in conjunction with Pearn Kandola, experts in inclusive leadership development.
- Continuing the rollout of the Professional Services Staff Career Development programme, including the launch in Michaelmas Term of a new Online Career Development Tool.
- Implementing a series of initiatives resulting from the grading review.
- Concluding the work on combining the existing contribution reward schemes and improving the Professorial Pay Review scheme, and preparing for the implementation of the approved changes.
- Completing the accreditation process for the Real Living Wage Foundation.
- Launching the changes to the shared equity scheme and undertaking a review of the CAMBens scheme.
- Undertaking the next phase of development of the Integrated Reward System to support changes to the Contribution Reward scheme and revised Professorial Pay Review scheme.

Thriving & Inclusive Environment

- The ongoing plan to advance race equality at the University, including continuing the race awareness training programme, consultation on the diverse recruitment guidelines, the introduction of equality tools such as School-level internal indicators and equality dashboards, and local community events.
- School, Institution and UAS action plans will be finalised following the University-wide staff survey run during 2018/19. Further work has been commissioned regarding Grades 1-3 and Grades 10-12 to inform a University-wide action plan that will be published in early 2020.
- University wide actions for key areas of improvement identified in the nurturing a culture of mutual respect survey.
- Continued roll out of *Where Do you Draw the Line?* training across institutions.
- Improved communication of Staff Support Services.
- Recruitment of new Dignity at Work contacts and Mediators.

HR Division structure

The HR Division is formed from four teams that provide services and support to the University in operations, strategy, personal & professional development, and postdoctoral matters.

The **HR Operations Team** is responsible for:

- **Advisory Service** – works with the Schools on HR queries, employee relations issues, organisational change and HR projects, and facilitates annual reward and other regular University-wide exercises.
- **Resourcing** – leads the design and development of recruitment policy and procedures for the University supports professorial and senior academic-related appointments, staff relocation, international assignments, and redeployment.
- **Shared Services** – delivers the transactional HR service, including immigration and compliance, the CHRIS helpdesk, and the Temporary Employment Service, issues all contractual documents, and leads on HR business process improvement.
- **Communications** – prepares and delivers both internal and external HR communications including the HR Bulletin and the HR website.
- **Childcare Office** - oversees the facilities and assistance offered to University staff and students with children, including the University's day nurseries and the holiday play scheme.
- **Policy & Employment Relations** – leads the review, design and development of modern HR policy at the University and works to build and maintain a positive employment relations structure.
- **Equality & Diversity** – supports policy development and implementation, provides advice and guidance, and delivers bespoke School equality & diversity training. Leads the University's WellCAM programme.
- **Systems & Analytics** - provides reports and analysis of HR data to Committees, Division staff and institutions, and data to external bodies, such as ONS and HESA. Works with University Information Services on the Division's strategy for HR systems.
- **Programme Management** – manages the programme of People Strategy projects and the Staff Survey action plans, undertakes strategic planning and research, and works with the project teams to ensure the delivery of initiatives.

The **HR Strategy team** is responsible for leading the planning, development, and implementation of the People Strategy and HR policy to support the mission and values of the University. The section includes teams in:

- **Reward** – supports the development and implementation of policy and structures around pay, benefits and other aspects of reward at the University, provides advice and guidance, and raises awareness across the University of the range of benefits available to staff.

Personal and Professional Development (PPD) delivers a wide range of learning and development activities, including programmes, courses, on-line learning support, bespoke provision for departments, and related projects. Much of their work focusses on enhancing performance at work and enabling individuals to reach their potential.

The Office for Postdoctoral Affairs leads on matters relating to the postdoctoral community at the University and provides information for and support to postdocs in both career-related and pastoral issues, including identifying areas of need and potential improvement and collaborating with other services and organisations.

