

HR Division Work Plan 2017-18	
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The workplan highlights the high priority projects under the People Strategy for the Academic year 2017/18 (section a), and summarises the ongoing operational work of the Division (section b). Each strategic project is clearly linked to one of the eight People Strategy goals. The workplan has been developed in discussion with a range of stakeholders across the University.

Work will also continue during 2017/18 to progress many of the other strategic projects under the People Strategy Action Plan not highlighted in this document.

Status	Key
	Yet to be initiated
	In progress (planning & implementation)
	Completed

Strategic Priorities

RECRUITMENT					
To attract and retain the best talent from across the world and give them the best possible start.					
Goal	Description	Objectives	Projects/initiatives	Estimated date of delivery	Status
2	Recruit using rigorous, fair and professional selection methods	Flexible recruitment and selection procedures to meet departmental needs	Review of academic recruitment	30 March 2018	
			Redevelopment of recruitment guidance for all staff categories	30 September 2018	
		Skills development for those involved in selection decisions	Deliver recruitment essentials training programme. Further develop tools and guidance for skills development	31 October 2017	
		Develop improved contract of employment	Develop model contract of employment and terms and conditions	30 April 2018	
	Provide excellent induction and early career support to give new employees the best possible start	Effective management of probation to ensure expectations are clear and development needs identified and met	Initiate review of probationary arrangements for all staff categories	01 October 2018	

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	Projects/initiatives	Estimated date of delivery	Status
5	Recognise people's achievements and provide structured routes to progress their careers	Provide structured routes to career progression for both academic and professional careers	Academic career pathways (to develop promotion and recognition schemes to replace SAP and PPR)	01 October 2018	

Strategic Priorities

REWARD					
To reward, recognise, motivate and retain outstanding staff at all levels.					
Goal	Description	Objectives	Projects/initiatives	Estimated date of delivery	Status
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	Initiate development and consultation on a reward strategy for the University	01 October 2018	
		Competitive, fair, equitable and sustainable pay structures	Project to tackle the gender pay gap at Cambridge (initiate cultural change projects and internal equity review, and meet statutory reporting requirements)	31 March 2018	
		Attractive range of benefits which help to differentiate the University as an employer of choice	Develop and launch benefits strategy for the University and introduce new wellbeing and housing related benefits for all staff	01 October 2018	

THRIVING AND INCLUSIVE COMMUNITY					
To foster a thriving community and culture of inclusivity, diversity, health and well-being.					
Goal	Description	Objectives	Project / Operational activity	Estimated date of delivery	Status
7	Embed a supportive culture which is inclusive, positive and fair where opportunities are open to all, where people can lead and are led effectively, and change is well managed	Increase workforce diversity , in particular at senior levels	Athena SWAN Charter - University Silver submission and provision of data and support for Departmental awards	30 November 2017 (Silver) Ongoing Departmental	
		Ensure an inclusive and supportive culture for work and study (including parents and carers)	Launch ' Breaking the Silence ' sexual harassment avoidance website, policies, support and training (Where to draw the line training rollout)	01 October 2017	
			Expand childcare provision for University staff with opening of new NW Cambridge nursery	31 March 2018	
		Develop and promote best practice beyond basic legal compliance	Conduct University wide staff survey to track success of cultural change initiatives	01 October 2018	

Strategic Priorities

THRIVING AND INCLUSIVE COMMUNITY continued					
Goal	Description	Objectives	Project / Operational activity	Estimated date of delivery	Status
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	Progress wellbeing initiatives (wellbeing website, festival of wellbeing, mental health awareness, wellbeing advocates, pilot of leadership essentials for academic staff, build support for disabled staff under business disability forum pilot)	01 October 2018	
			Workload management review (Heads of Department and Departmental Administrators)	01 October 2018	