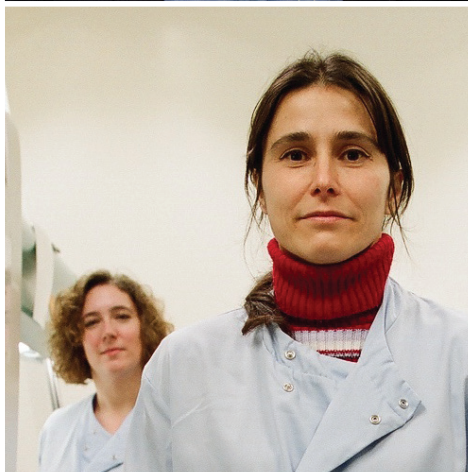
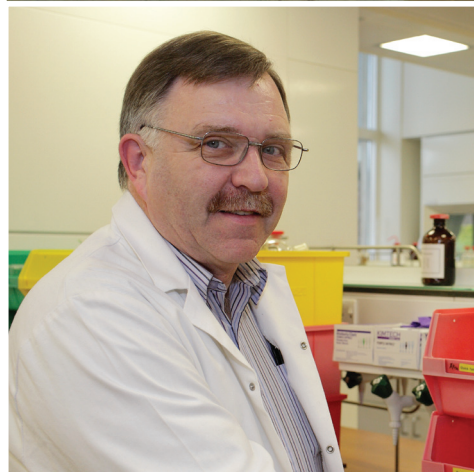


People Strategy





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Introduction



Welcome to this year's Annual Review for the Human Resources Division.

In the following pages, we have set out the work that has taken place in 2017-18 in support of the 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.

It has been a challenging but focussed year. One of the key operational changes within the Division was updating of the HR Team's service delivery model to introduce a more effective structure for providing support to the Schools and Non-School Institutions in the future. These changes have been designed to enable us to deliver a more responsive service.

Achievements under the People Strategy programme have included the launch of "Breaking the Silence" to tackle and prevent sexual harassment, significant changes to academic recruitment to provide more transparency and increase the speed of decision making, and progress towards the University's new Academic Career Pathways scheme.

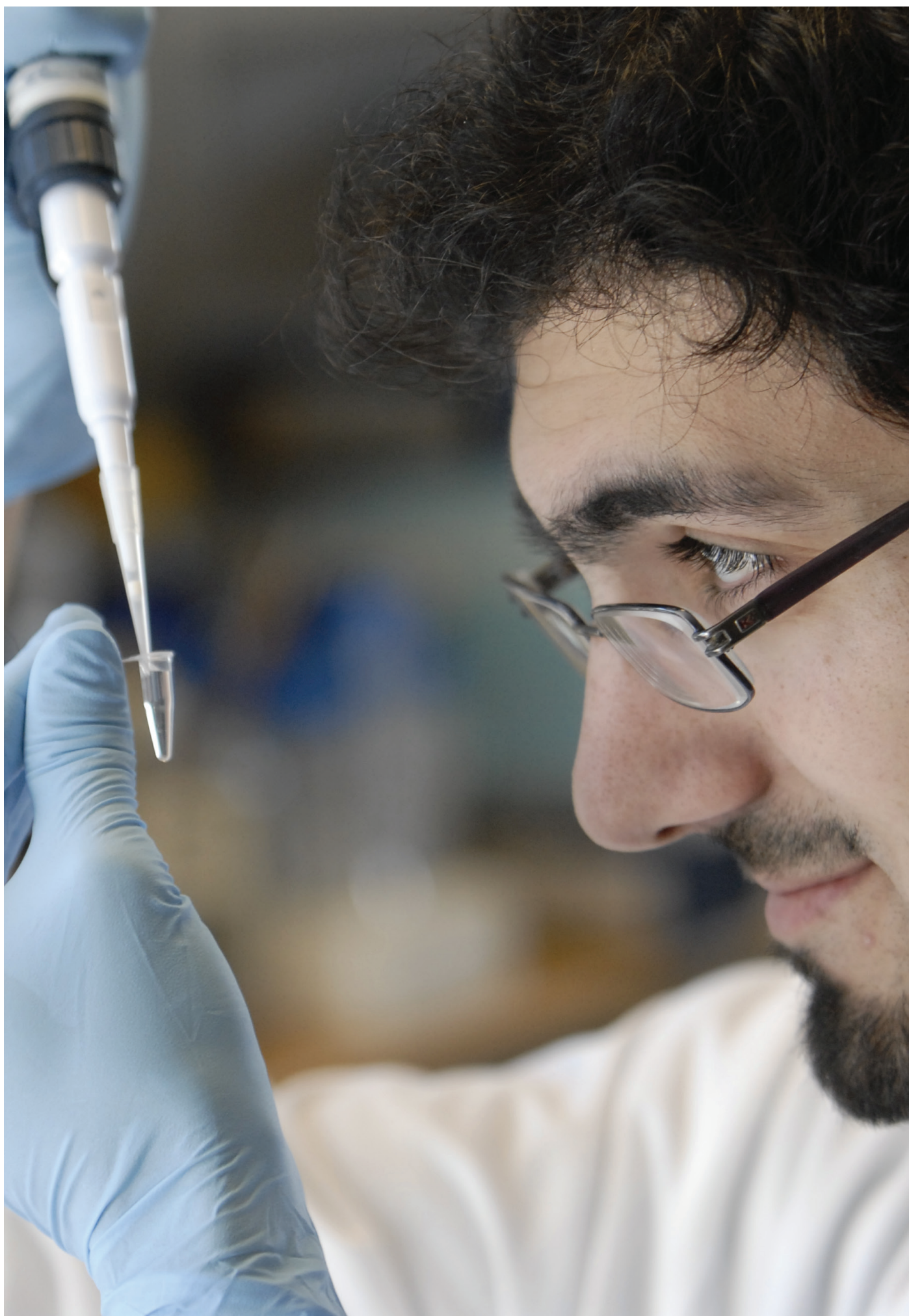
Everything we deliver is only achievable through the efforts and dedication of our staff within the Division and the support of our colleagues in the faculties and departments. Thank you to everyone both within the Division and in the wider collegiate University, who has contributed to the work set out in this Review.

I hope you find this Review informative and useful. I welcome any feedback that you may have so please do 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 2018



Recruitment

The University strives to ensure that a world class environment is provided and rigorous, fair and professional methods are used to attract and select the individuals that enable us to maintain and enhance Cambridge's world leading reputation.

Highlights of 2017/18...

- Significant changes were made to the arrangements for **academic recruitment** following a review in 2016. A new, more flexible structure for academic recruitment across the University was approved, which aims to increase process transparency and speed of decision-making. The change will enhance the experience of candidates and reduce the risk that candidates withdraw from the process.
- The **further particulars template** used in advertising roles across the University, was enhanced to better communicate essential information to candidates in a more visually appealing format.
- A new **Resourcing team** was formed to undertake a substantial planned programme of activity in 2018/19 to improve the effectiveness of recruitment, relocation, induction and probation processes, including support for global mobility.
- A **recruitment essential briefing programme** was introduced for those involved in the new academic recruitment processes. Its purpose is to ensure the recruitment process is fair and inclusive to all candidates and to avoid common pitfalls, including implicit bias, so that the best candidate is recruited. One hundred and twenty-six people across the University participated in the pilot workshops during the year and a full programme will be running during 2018/19.
- A **visa loan scheme** was launched. All current and prospective staff, and their dependents, who hold or need a Tier 2 visa sponsored by the University are eligible to apply for up to £8,000 under this initiative.

Coming up in 2018/19:

- Enhancing academic-related recruitment processes.
- Redevolving and simplifying the Recruitment Policy and guidance for all staff categories.
- Launching revised University probation and induction arrangements to strengthen our processes and align with the academic and professional career pathway projects.
- Identifying the impact of Brexit on international staff and taking appropriate action.
- Further refining of the University further particulars for use on both Windows and OS operating systems.

55,000
applications received
through WebRecruitment




842

individual visa and
settlement applications
supported by Compliance



8,600
contract and contract
amendments issued



507 
Certificates of Sponsorship
issued for Tier 2 visa applications,
an increase of 18%
on the previous year.

100%
achievement of Tier 1 applications

Further information

Academic recruitment

[www.admin.cam.ac.uk/reporter/2017-18/
weekly/6496/section5.shtml#heading2-10](http://www.admin.cam.ac.uk/reporter/2017-18/weekly/6496/section5.shtml#heading2-10)

Recruitment essentials

www.training.cam.ac.uk/cppd/course/cppd-recruitess

Visa Loan Scheme

[www.hr.admin.cam.ac.uk/hr-services/immigration/
working-uk/time-limited-right-work/tier-2-
recruitment-guidance/tier-2-visa](http://www.hr.admin.cam.ac.uk/hr-services/immigration/working-uk/time-limited-right-work/tier-2-recruitment-guidance/tier-2-visa)

Key contact:

Sarah Botcherby,
Resourcing Manager

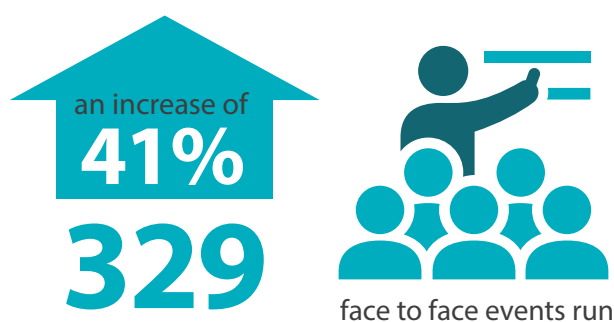
Telephone: 44 (0)1223 332352
email: sarah.botcherby@admin.cam.ac.uk

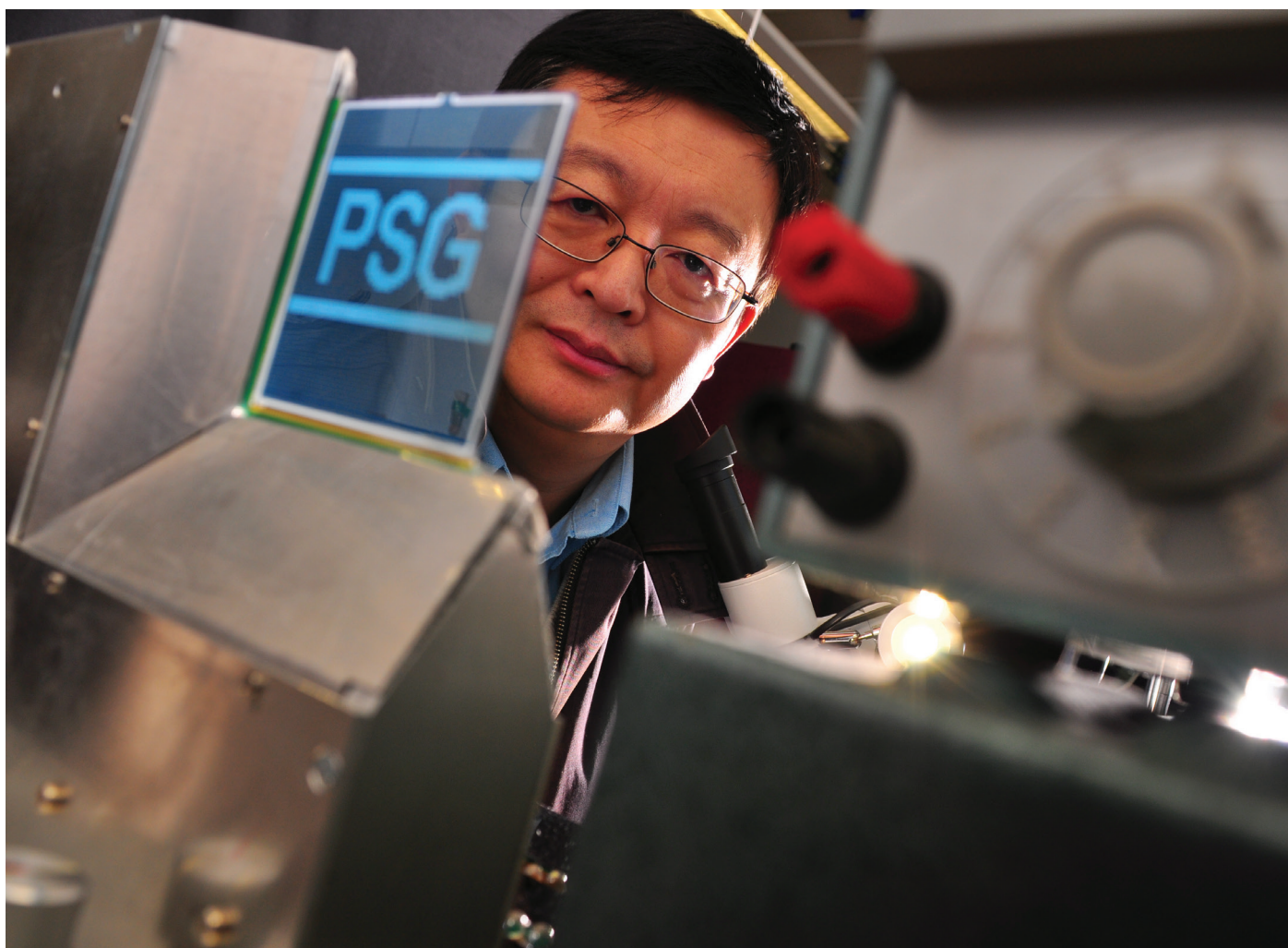
Talent Management

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 2017/18...

- Development of the **Academic Career Pathways (ACP) scheme** to replace the University's Senior Academic Promotions process. Key changes include more weighting given to teaching, streamlining processes, and putting greater emphasis on equality and diversity including contextual factors and minimising the risk of implicit bias in decision making. SAP will continue to run for a final year during 2018-19 while work is done on preparing systems and guidance ready for ACP's launch in 2019-20.
- A Senior Leadership **Mentoring Scheme** was launched and following a briefing in September and subsequent invitations sent to eligible staff, a second cohort of 20 mentor and mentee partnerships has recently commenced.
- Apprenticeship funds that the University receives as part of the levy arrangements have been used to fund a **programme of apprenticeships** managed by Personal and Professional Development (PPD). Cohorts included Level 5 in Leadership and Level 3 in Business Administration. Staff information events have run throughout the year and support provided directly to departments recruiting new colleagues to apprentice roles.
- The University became a signatory of **the Technician Commitment**. The Pro-Vice-Chancellor for Strategy and Planning, Professor David Cardwell is the University champion, supporting and driving forward the University's action plan to ensure visibility, recognition and career development for technicians working at Cambridge across all disciplines.
- A new range of **on-demand web resources** was launched with short, high impact videos, quick tips guides and interactive bite size modules available for real time learning.
- A **workforce planning toolkit** was developed and launched to Schools and Institutions.





Coming up in 2018/19:

- Further evolution of the ACP scheme during 2018-19 ready for first use at the beginning of 2019-20.
- Career progression pathway for teaching-only staff.
- Delivery of the Technician Commitment action plan.
- Developing and launching a mentoring scheme for administrators in grades 4 to 6.
- New apprenticeship cohorts including Level 4 project management and Level 4 data analysis.

61 bespoke events designed

93% booking rate for places available

91% attendance rate for places booked



Further information

Academic Career Pathways (ACP)

www.admin.cam.ac.uk/reporter/2017-18/weekly/6509/section10.shtml

Mentoring

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

Apprenticeships

www.apprenticeships.admin.cam.ac.uk/

Technician Commitment

www.technicians.admin.cam.ac.uk/technician-commitment

PPD On Demand

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

Key contact:

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Head of Personal and Professional Development (PPD)

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email: sue.pandey@admin.cam.ac.uk

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 2017/18...

- The University committed to seeking accreditation as a Living Wage Employer by paying the **Real Living Wage** to its staff, and, as part of a longer term implementation plan, ensuring that it is paid to the contractors who work regularly on University premises. The HR Division have been working closely with colleagues from Estates Management, Procurement, Finance, subsidiaries of the University, and the Living Wage Foundation to prepare for accreditation during 2018/19.
- A **rental deposit loan scheme** was launched to assist staff with the high cost of obtaining housing in Cambridge.
- The University published its **gender pay gap** in April 2018 of 19.6%. Work has been undertaken to identify key measures to address the known reasons for the gap and a programme of activities developed to tackle these causes and speed up the ongoing reduction in the pay gap.
- Further work has been undertaken to redesign an improved **Contribution Reward Scheme** for assistant, academic-related and research staff in grades 1-12.
- The terms of reference for the University Remuneration Committee of Council (REMCO) are being revised to ensure compliance with the **Higher Education Senior Staff Remuneration Code** published by the Committee of University Chairs in June 2018.
- Reflecting on the period of **industrial action**, the HR and Education taskforces have now merged into a single taskforce to effectively and smoothly handle any future industrial action. We are also working more closely with the trade unions in our communications process.

Coming up in 2018/19:

- Expanded professional career pathways and pay progression schemes, as well as career coaching and an augmented line management development programme, to enable professional career progression and help to tackle the gender pay gap.
- Implementation of a revised Professorial Pay Review scheme, including the design and delivery of a new online tool to support the process in 2019.
- Accreditation under the Real Living Wage.
- The implementation of improvements to the Contribution Reward Scheme during 2018/19.
- New benefits that support the Equality & Diversity team's work on Wellbeing.



980

3.7%

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

employees received
additional pay increments in
addition to annual uplift



1008

national and 52 local
discounts provided to staff
through CAMBens



8%

average saving on household
expenditure through CAMBens Discounts

Further information

Gender pay

www.inclusivecambridge.admin.cam.ac.uk/files/gender_pay_gap_report_2017_uoc.pdf

CAMBens

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

Key contact:

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(Assistant HR Directors, Strategy)

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email: hradstrategy@admin.cam.ac.uk

Thriving & Inclusive Community

A supportive culture that is inclusive, positive and fair is essential for people to be able to thrive in their 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 2017/18...

- A 12 month action plan to advance **race equality** at Cambridge was developed and commenced. This initial plan will run until June 2019 and encompasses the establishment of a BME staff network, a wide-ranging cultural awareness training programme, and guidelines for staff on both how to hold sensitive conversations around race in teaching environments and increasing diversity in recruitment.
- The University's **Breaking the Silence** campaign on recognising and preventing harassment and sexual misconduct was launched in October 2017. This programme of cultural change encompassed policies and guidance, training and sources of support (including an anonymous reporting tool) for those affected by sexual harassment and misconduct.
- The University and Trade Unions ran a **joint survey of staff on nurturing a culture of mutual respect**. Data from the responses is currently being analysed and the results from the survey will inform a cultural change action plan to tackle bullying and harassment at the University.
- A new, purpose built **nursery** facility for babies and toddlers will open shortly at Eddington. Designed to combine colour, shapes and natural light from the architecture and surrounding play spaces, the nursery has already been nationally recognised by RIBA.
- **Wellbeing** initiatives during 2017/18 included the establishment of a network of institutional Wellbeing Advocates, the launch of the WellCAM website with information on training, events and employee support, and a briefing to support the further development of academic leadership skills in supporting wellbeing matters. Additional activities included a programme of lunchtime briefings, open to all staff.
- The **Festival of Wellbeing** took place in June and July 2018 across central Cambridge, West Cambridge, the Clinical School, the Institute of Continuing Education and five of the Colleges. 94% of post event feedback said the Festival was important for supporting staff and 84% agreed that the event they attended had had an impact on their subsequent experiences at work.



13

departments directly supported with department level Athena SWAN awards

97

institutional Wellbeing Advocates identified and trained

1,200 bookings made for 150 workshops and events

held during the 2017/18 Festival of Wellbeing





Coming up in 2018/19:

- The ongoing review of the role of Heads of Institution to address workload and capacity, and the implementation of any recommended changes.
- The 12 month action plan to advance race equality at the University.
- The results of the joint survey and the University's action plan to nurture a culture of mutual respect.
- Plans for the fourth University nursery.
- A review of sickness absence across the University with a focus on improving disability support and disclosure.
- Increasing awareness of mental health issues.

316 reports of inappropriate behaviour made through the anonymous reporting facility since launch

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

Key contact:

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(Lead Equality & Diversity Consultant)

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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, 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 that operates for up to 14 weeks of the year at two separate sites in Cambridge.
- **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, undertakes strategic planning and research, and works with the project teams to ensure the delivery of initiatives.

Personal and Professional Development 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 **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.

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.



Andrea Hudson,
Assistant Director (Operations)



Suzanne Fowler,
Joint Assistant Director (Strategy)



David Field,
Joint Assistant Director (Strategy)



Sue Pandey,
Head of Personal & Professional Development



Karina Prasad,
Head of Office, OPdA



Sue Davis,
Manager of Childcare Services



Sarah Hickling,
HR Shared Services Manager



Sarah Botcherby,
Resourcing Manager



Paul Wales,
Reward Manager



Miriam Lynn,
Lead Equality & Diversity Consultant



Simon Virr,
Head of HR Business Systems and Analysis



Vivienne Lee Martinez,
Strategy Programme Manager

