

People Strategy

2016 — 2021

Purpose

The People Strategy has been developed to support the mission and values of the University. The Strategy makes a clear statement about how the University values and treats its people, and the culture it wishes to foster to enable everyone to achieve and sustain excellence in all areas of its teaching, research and administrative activity. The Strategy supports the University's key values of freedom of thought and expression and freedom from discrimination. It aims to ensure that the University is an employer of choice with a culture, policies and procedures that set high expectations, whilst providing a stimulating and rewarding environment for its people and a competitive advantage to the institution.

The Strategy recognises that the higher education sector is entering a challenging period that will be characterised by an exceptional level of change. It provides a people-centred framework to guide choices the University and its staff will face as they seek to steer a successful course through an unsettled landscape.

“We are well placed to attract staff from around the world and are able to engage in exciting collaborative projects alongside the best international researchers...”

*Vice Chancellor
Professor Sir Leszek Borysiewicz,*



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.

Strategic context

The University aims to attract, recruit and retain the most able staff across all areas of academic and professional activity to maintain and enhance its world leading reputation.

Increasing competition in a global market means we must strive to be world leading in our approach to managing and supporting our very talented people.

It is essential that we maintain a competitive advantage in order to attract the best people to come to Cambridge and to remain here. Growth and innovation is vital not just for the sustainability of the University but for the city and the region.

The talent, ideas and collaboration of the people working in the University are crucial to that development.



People Strategy goals

1. Attract and retain the best people by providing a world class environment.
2. Recruit people using rigorous, fair and professional selection methods.
3. Provide induction and career support to give people the best possible start.
4. Develop people's personal and professional skills and knowledge throughout their careers, providing ongoing support to help them achieve their full potential in the Cambridge environment.
5. Recognise people's achievements and provide structured routes to progress their career.
6. Reward people fairly within transparent and appropriate remuneration frameworks; remaining competitive and allowing for changing external pressures.
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.
8. Provide an environment where health and wellbeing are actively promoted, where people feel engaged with the wider University and valued for their contribution.

These goals are informed by the University Key Risk Register and by the plans of the Schools and non-School institutions. HR risks will continue to be monitored by HR Committee and by the Risk Steering Committee of Council.



Supporting strategies

Under the umbrella of the overarching People Strategy, the Personal and Professional Development work plan articulates the aims for staff development. The Equality and Diversity Strategy ensures inclusivity and delivery of fair and accessible workplaces and practices. A Reward Strategy will be developed to address the approach to remuneration and benefits.

The People Strategy is also supported by the Estates Strategy, which is predicated on the need to attract the very best staff and students, and to provide them with an environment in which they can flourish. Across all of the strategic areas plans must be conscious of costs and adhere to the University's financial planning framework.

Work undertaken to date

In 2015–2016 the University Council gave approval in principle to develop the University's first People Strategy. Recognising that developing a full strategy would be a longer-term project, Council approved a number of particular workstreams to commence immediately.

Strategic working groups began work during 2015-16 to address particular issues within the areas of recruitment, reward, career development and wellbeing. These workstreams are now incorporated within the overarching People Strategy.

The Strategy is supported by a detailed work plan, which will be updated periodically during the five year period.

For eight centuries our ideas and innovations have shaped the world. Our principal goal is to remain one of the world's leading universities in an increasingly competitive global higher education sector. Attracting the best people is the only way we can do this.

*Professor Eilís Ferran FBA,
Pro-Vice-Chancellor for Institutional and International Relations*



Objectives

Specific objectives have been developed to focus activity to meet our strategic goals:

Goals 1 & 2

Attract and recruit the best people through a modern, open approach to recruitment. This will include improved recruitment materials, wider use of social media and other platforms. Selection processes will be flexible to suit departmental needs, but built on a clear University recruitment policy that incorporates good practice supported by training for those involved in selection decisions.

Goal 3

Structured induction of staff at all levels to ensure they receive the information, guidance and support they need to perform their role and operate within the Cambridge culture. Effective management of probation periods to ensure that expectations are clear and development needs are identified and met.

Goals 4 & 5

Provision of development opportunities for people at all levels both for role-related skills and for personal development. These include leadership and management programmes and career pathways for academic and for professional careers. Career pathways will be supported by effective role design, promotion processes, mentoring and sponsorship. Joining up career pathway planning with recruitment, succession planning and redeployment will bring improved workforce planning and a sustainable resourcing model.

Goal 6

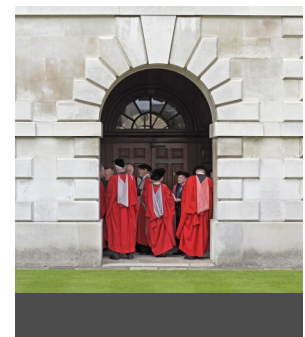
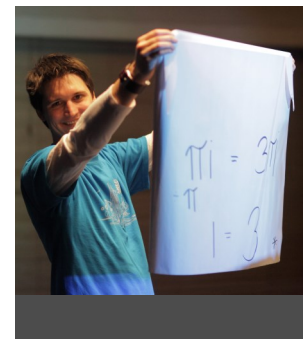
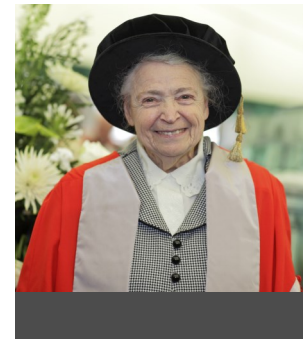
Explore the sustainability of current pay structures, terms and conditions. Develop alternatives or additional elements to maintain a competitive edge both in recruiting staff and in recognising and rewarding excellent performance. Review pension and wider benefit provision, particularly in the face of pensions scheme changes and changing tax regimes, to provide benefits that are truly valued by people. Maintain up to date benchmarking data drawn from within the sector and from other sectors both nationally and internationally to inform remuneration decisions.

Goal 7

Continue to address areas of inequality. Embed behaviours and processes that promote a culture of inclusivity and equality of opportunity, taking account of all protected characteristics, within the Collegiate University. Particular focus will be given to accelerate progress towards gender equality.

Goal 8

Provide a healthy, happy and purposeful environment for all staff that promotes their wellbeing and enables them to achieve their personal goals. The physical environment, local management of people in the faculties and departments (particularly in managing change), and provision of innovative wellbeing initiatives all contribute to a positive, productive and rewarding environment which is at the heart of the Strategy.



Next steps

In some areas work to achieve these specific objectives will involve reviewing existing policies, many of which are outdated and cumbersome. In other areas it will involve developing new policy and practice. Increased use of benchmarking activity within the sector and beyond will be important and much of this work will be data driven. Locally we are sharing practice and plans with Cambridge Assessment and Cambridge University Press, and we will foster those links more closely in future.

Review and development of the underpinning HR management information systems will be key to improving service delivery, the efficiency of administrative processes and reporting capability. Sharing accurate and timely management information with institutions to inform their decision making will be a priority. The activity will be delivered using a project management approach to ensure effective progress and risk management. Within the Strategy framework the approach must remain agile with room to adapt plans as internal and external drivers change.

Underpinning the Strategy will be a drive to refine and improve communications with staff and with departments, faculties and institutions on HR matters. An ongoing dialogue with the trades unions, the Regent House and staff forums together with closer collaboration and consultation between the HR division, Schools and the non-School institutions will be essential to shaping the action and implementation plans to achieve credible outcomes. In delivering a professional service to support the Strategy, the Human Resources Division, as with other service functions, will adopt a model of continuous improvement to ensure a high quality service is established and maintained.



Human Resources

The People Strategy will be led by the HR Division working closely with key stakeholders throughout the development and implementation phases.

Whilst certain workstrands can be planned within existing resources there will need to be real investment by the University to bring about significant change. The level of investment of both financial resource and of time will be identified for each project.

However, as processes are reviewed efficiencies will also be achieved with the opportunity to redirect existing resource. The need for more specialist knowledge and skills will become important during the development and implementation stages of certain areas of work.