



The University Of Sheffield.



Department of Human Resources HR Strategic Priorities for the Period 2010 - 2013

Over the three year period 2010 - 2013, the HR team will help the University achieve its mission to become firmly positioned amongst the world's leading universities, recognised for the impact, excellence and distinctiveness of its graduates and research activities.

Our **Strategic Priorities** will be sufficiently flexible to respond to opportunities, changes and risks in both the external and internal environments. They will create a sense of belonging and will harness commitment and talent right across the University. Our priorities will:-

- promote and develop a culture of excellence, innovation, commitment and respect;
- provide an environment where all staff can excel, flourish and succeed;
- engender a strong sense of belonging and staff engagement;
- develop a motivated and diverse community which is inclusive at all levels;
- promote openness and transparency across the University;
- facilitate the achievement of the University's academic mission;
- manage staff costs in line with University strategy.

To achieve the above, we will focus upon a number of key themes:



To support our Strategic Priorities, there will be a flexible planning document which will include set milestones and key performance indicators. Progress towards our Strategic Priorities will be reported through the HRM Committee to the University Council, and will be made available on the HR website.

Priorities

Leadership

This is a critical area requiring considerable focus to lead and manage the likely changes ahead. Over the planning period, emphasis will be placed upon the development of leadership and strengthening of management development capabilities across the University.

| Priority | By When |
|---|----------------|
| Introduce a leadership development programme for Heads of Departments. | September 2010 |
| Increase support for Heads of Academic Departments and senior managers. | Ongoing |
| Provide focussed HR support at University, faculty and departmental levels to address local needs. | Ongoing |
| Develop appropriate succession planning. | Ongoing |
| Work with the Registrar and Secretary to develop and implement leadership and management capabilities in Professional Services. | Ongoing |

Staff Engagement

The involvement of staff in the University, Sheffield and beyond is critical to our success, and it is vital that our work enables the development of a culture of belonging and engagement.

| Priority | By When |
|---|---------------|
| Support the University's Corporate Social Responsibilities Agenda. | December 2012 |
| Support social interaction. | Ongoing |
| Conduct a staff survey and develop an action plan. | To be agreed |
| Maintain and develop positive industrial relations with the trade unions to enable the successful management of restructuring and change. | Ongoing |

Recruitment of Talent

The University will recruit the most talented individuals at every level, able to operate in a multi-cultural and international environment.

| Priority | By When |
|---|---------------|
| Put in place revised web pages to promote awareness of the benefits of working for the University and enhance the University's profile as a leading employer. | December 2010 |
| Improve recruitment and selection systems across the University. | December 2010 |
| Fully and successfully implement e-recruitment. | March 2010 |
| Improve staff induction, with increased emphasis on students' needs and the inclusion of online Health and Safety induction. | April 2010 |

Recognition and Reward of Staff

The performance and contribution of all our staff will be recognised and fairly rewarded.

| Priority | By When |
|--|---------------|
| Develop a new pay structure for senior professional staff. | December 2010 |
| Continue to develop the Total Reward approach taking into account salary, benefits and pension, advantageous working conditions, and the benefits of flexibility and adaptability. | July 2013 |
| Implement the hourly paid/atypical framework in all departments. | April 2010 |

Diversity and Inclusion

We recognise the importance of ensuring the University has a motivated and diverse community where staff and students work together to maximise the rewards of difference and where a culture exists of inclusivity at all levels and in every system and process.

| Priority | By When |
|---|------------|
| Review the Excellence through Inclusion strategy. | April 2010 |
| Continue to implement our strategy for developing under-represented groups across the University, including focus upon women academic progression. | July 2013 |
| Ensure the University is non-discriminatory in its systems and processes, complies with legal obligations and is seen as a fair and equitable employer. | Ongoing |
| Develop a meaningful approach to the statutory requirement of Equality Impact Assessments. | July 2010 |

Nurturing Excellence

The creation of a culture where excellence is nurtured is essential to the University's aims. We value the achievements and contribution of all staff, and will focus upon enhancing staff development initiatives to ensure the talents of all staff are fully used.

| Priority | By When |
|--|---------------|
| Continue to implement the Staff Review and Development Scheme in order to help staff develop and stretch their expectations. | Ongoing |
| Clarify expectations, including reviewing the role of the Sheffield Academic. | December 2010 |
| Ensure effective and fair management of under-performance. | Ongoing |
| Build a culture where staff have the support and skills to operate and innovate at a local level. | July 2013 |
| Facilitate internal movement to develop skills and knowledge. | July 2013 |
| Review our employment arrangements for Researchers. | December 2011 |

Health and Wellbeing

The provision of health and wellbeing initiatives to support staff will be at the forefront of our work.

| Priority | By When |
|--|---------|
| Improve the management of sickness absence. | Ongoing |
| Continue to nurture a healthy campus for staff and implement the wellbeing strategy. | Ongoing |
| Support faculties to put in place appropriate and agreed workload allocation frameworks. | Ongoing |

Supporting Future Sustainability

It is essential that we support the sustainability of the University in order to ensure future achievements and promote the University as an exemplar within higher education.

| Priority | By When |
|---|------------|
| Manage resource to sustain capacity, achieve strategic growth and support the University to meet its financial targets. | Ongoing |
| Support the evaluation and implementation of major reviews. | Ongoing |
| Put in place appropriate mechanisms to respond to future organisational development initiatives. | Ongoing |
| Seek to influence UCEA, UHR and the Russell Group on the broader HEI HR agenda. | Ongoing |
| Lead a working group focussing on the skills development of technical staff. | April 2011 |

HR Service Delivery

Internal HR management, development and innovation are essential to support the University and achieve the above priorities.

| Priority | By When |
|---|---------|
| Ensure all HR staff are highly skilled and appropriately trained | Ongoing |
| Align support with faculties to embed business awareness and deliver services in a manner appropriate to customer needs | Ongoing |
| Review and develop HR policy to meet legal, University and staff requirements, and to promote the University as an excellent place to work. | Ongoing |
| Review and implement procedural and system initiatives, such as the Electronic Staff Record, and drive forward HR projects for the benefit of the University. | Ongoing |