The Power of People

Our University
Our Future
Our People
2016-2021
The University of Sheffield is committed to changing the world for the better through the delivery of life-changing research and teaching.

We only achieve what we do because of people. This University remains the remarkable place it is because of the talent and dedication of exceptional individuals, working together to a common purpose.

Through this we have built a global reputation for excellence in research and teaching – we are in the Top 100 universities in the world and we are a Top 100 employer in The Sunday Times Best Companies to Work for, the only University in the List in 2016.

I am very proud that our people strategies have been recognised locally, nationally and internationally as innovative and pushing the boundaries of current thinking on engaging staff and creating an outstanding and sustainable working environment.

We are an international community, and promote our values in practice through a diverse and inclusive staff. We strongly believe that diversity in all its forms delivers greater impact in our research and teaching, and enhances the experience of our students.

People are proud of the university both as a place to study and a place to work. We want our staff to embrace their unique talents and grow in confidence and capability to enhance their roles as active participants and citizens in our organisation, city and wider community.

We will continue to attract and engage talented people with ingenuity and innovation to be at the forefront of our pioneering work. We will continue to develop our people as authentic, courageous and imaginative leaders, capable, confident and curious to be a part of the bold plans for the development and growth of the university.

The efficiency and effectiveness of our resources will be crucial, both to the success of the university and achieving strategic growth to protect our long term future.

We are committed to continuing to build a university community that shapes the lives and prospects of everyone who comes here.
Vision, Mission and Values

Vision
To create a remarkable place to work.

Mission
To create an experience that inspires individuals to embrace their unique talents and ambitions and to engage with the University’s success. Our diverse University community will shape the life and prospects of all who come here.

Values
We are committed to excellence and innovation; caring about individuals’ wellbeing; encouraging collaborative working; creating a diverse and inclusive environment and inspiring people to be leaderful to help shape the University’s future.
University Strategic Plan 2016-2021

Key Themes

Our Education and Student Experience • Our Research and its impact • Our Strategic Partners • Our Place: Locally and Globally • Our Public Responsibility

The Power of People

Our University is populated by talented people with ingenuity and innovation who undertake the pioneering work essential to our ambitious plans.

Our People Strategy comprises seven inter-connected themes which together provide a remarkable place to work.

- **Talent Attraction**
  Known globally as a place where the best and the brightest want to be and for attracting diverse talent from the strongest pools.

- **Engagement**
  Create a working environment in which staff are inspired to give their best every day and are motivated to be part of the University's success.

- **Performance, Development and Growth**
  Create the capability needed for future success by motivating and engaging individuals to take responsibility for their own performance and development and to adapt to continuous change.

- **Rewarding and Recognising Excellence**
  Reward and recognise excellent contribution which reflects the values of the University and contributes to the accomplishment of its corporate goals.

- **Leadership and Management**
  Instil confidence and capability in our leaders and managers to deliver innovative and creative solutions that enable the ambitions of the University.

- **Diversity and Inclusion**
  Create a diverse and inclusive University community that catalyses creativity, imagination and innovation in research and teaching and enhances the character and culture of our city and region.

- **Wellbeing**
  Place wellbeing at the heart of individuals’ experience of working at the University and encourage and inspire people to look after their health and wellbeing.
The Power of People – Achieved through 7 inter-connected themes:

- Talent Attraction
- Engagement
- Rewarding and Recognising Excellence
- Leadership and Management
- Performance, Development and Growth
- Diversity and Inclusion
- Wellbeing

A REMARKABLE PLACE TO WORK
Talent Attraction
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1

Talent Attraction
Known globally as a place where the best and the brightest want to be and for attracting diverse talent from the strongest pools.

Our Vision
To attract and engage the most talented people from across the globe who are committed to making a powerful and positive difference to students and society as a whole.

We Will
• Enhance our employer brand, acknowledging the needs of our different audiences and celebrating what makes us unique.
• Create an agile and flexible talent attraction framework to help recruiters deliver an excellent candidate experience at every stage of the attraction, selection and engagement process.
• Develop and introduce attraction, sourcing and selection techniques which help us to attract and engage world class staff and build diverse teams of people.
• Enhance the capability and confidence of those involved in talent attraction and develop a group of skilled advocates to help spread the Sheffield brand.
Engagement
Engagement

Create a working environment in which staff are inspired to give their best every day and are motivated to be part of the University’s success.

Our Vision

To encourage our staff to be agile and creative in their communication and engagement with colleagues and external stakeholders as well as fostering a socially engaged approach that genuinely helps the society we serve.

We Will

- Develop and communicate a strong narrative about the University that is compelling and authentic which staff relate to and are able to use to describe the University as a place to work.
- Work with our leaders and managers, and in partnership with the trade unions, to encourage transformational engagement with our staff to improve the working environment and the student experience.
- Ensure staff have the opportunity to have their say, through mechanisms such as the staff survey, are involved and contribute their experience, expertise and ideas to make the workplace even better.
- Support and grow the appetite for sharing learning across the University and opportunities for staff and students to work together in volunteering within the City.
Performance, Development and Growth
Performance, Development and Growth

Create the capability needed for future success by motivating and engaging individuals to take responsibility for their own performance and development and to adapt to continuous change.

Our Vision

To encourage staff to take personal responsibility for their own performance and development. To enable and support every individual to realise the impact of working at their optimum performance on their own goals, their team and the University.

We Will

• Support the development of internal capability and capacity of our staff to address challenges of performance and development and build individuals’ confidence to address organisational issues.

• Provide expert facilitation and support to enable managers and staff to undertake transformational change; taking into account their own particular contexts and circumstances.

• Create an environment in which staff strive to continuously improve their performance in research, teaching and the student experience and in which performance is managed and improved to meet organisational objectives.

• Build on our innovative work underpinning Develop, MANAGE, Lead, with an emphasis on development as a continuous process.

• Maximise collaboration and partnership working with other organisations and staff development experts across the University and beyond.

“I am amazed. Thank you!”

Feedback on Development

Everywhere from an academic colleague.

1. Development is everywhere
2. My development is my responsibility
3. Thinking is the beginning

Three big ideas that are shaping the future of staff development at the University.
Rewarding and Recognising Excellence
Rewarding and Recognising Excellence

Reward and recognise excellent contribution which reflects the values of the University and contributes to the accomplishment of its corporate goals.

Our Vision
To reward and recognise excellent contribution, values and behaviours of our staff which align with those of the University.

We Will
• Continue to build on our total rewards approach, offering flexibility and choice to suit diverse and changing needs and to enable the University to be agile and competitive in the external market.
• Reward and recognise individual and team contributions which support the University’s values and corporate objectives.
• Drive the success of the University through the devolvement of accountability to managers for reward and recognition decisions.

“I like having all of the benefits of working for the University in one place - it means I know just where to go when I want to find out about any staff perks.”

“Love the rewards scheme and the fact that you can send a thank you to anyone in the University.”

Feedback from staff on The Deal
Wellbeing
Our Vision

To place health and wellbeing at the heart of the experience of working at the University and encourage and inspire all staff to look after their wellbeing.

We Will

• Build on the innovative Juice offer already in place to offer stimulating advice, knowledge and activities that inspire more staff to look after their health and wellbeing and get together with others to discover shared interests.

• Focus on the mental wellbeing of staff by encouraging conversations and dialogue and building on our commitments outlined in the Time to Change Pledge.

• Work with our health and wellbeing providers to provide a proactive, preventative offer that connects managers and staff to very high quality care and expertise.

“I loved the inclusiveness. Everyone was made to feel they could achieve and there was no judgement made on different levels of talent.”

“I always leave feeling positive, happy and energised.”

Juice Activity Users

Wellbeing

Place wellbeing at the heart of individuals’ experience of working at the University and encourage and inspire people to look after their health and wellbeing.
Our Vision

To grow a community of Sheffield leaders and managers with the capability and confidence to look for new solutions to new problems and encourage staff to achieve excellence.

We Will

- Equip our leaders with the necessary skills and behaviours to lead others to deliver excellence throughout the University.
- Provide support to enable efficient and effective management practice at all levels, through a culture of collaboration and collegiality.
- Draw on the talents of our growing Sheffield Leader community to address organisational challenges and prepare the institution for the future.

"If we are to secure a successful and ambitious future as individuals and as a University, we need excellent leadership. That means academic staff and colleagues from our professional services need the courage to think differently. People across our institution need to feel empowered to propose change. Develop ideas and make them happen. The Sheffield Leader plays an important role in supporting this process and making The University of Sheffield a place that supports and develops outstanding leadership at all levels."

Professor Sir Keith Burnett
Vice-Chancellor
Diversity and Inclusion
The Power of People

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Diversity and Inclusion
Create a diverse and inclusive University community that catalyses creativity, imagination and innovation in research and teaching and enhances the character and culture of our city and region.

Our Vision
To build a University community that actively attracts and engages diverse, talented individuals from many different heritages and lifestyles, and promotes inclusion of staff at all levels.

We Will
• Engage staff and students with the educational rationale for diversity at the University.
• Demonstrate that diversity and inclusion enhances the core purposes of the University: to create world class teaching and research, develop the highest level of student experience and have a significant impact on the city, country and the world.
• Engage leaders and managers to challenge the status quo and embrace transformational ideas around how we recruit and promote for diversity; enabling them to set ambitious goals that have resonance with the contexts within which their staff work.

• Continue to recruit and engage people with ambition and bring together teams with the skills, strengths and identities to make the greatest impact in the world.

“At the University we aim to attract, engage and retain the best talent, and our commitment to the principles of the Athena SWAN Charter will help us to embed inclusivity throughout the institution to create a truly remarkable place to work.”

Andrew Dodman
Chief Human Resources & Corporate Officer
Our Vision

To deliver The Power of People through an excellent HR service which makes a positive impact on all who work at the University, is renowned for being bold and influencing transformational change and leading the way in the sector and beyond.

We will achieve this by:

• Working in close partnership with leaders, managers and staff in Faculties and Professional Services.
• Being customer focused and mindful of the University’s academic mission, underpinned by the needs of the business.
• Continuously reviewing and improving our people management processes and experiences and respond to feedback.
• Delivering in a timely, accurate and effective manner whilst at the same time being inspiring and creative.
• Underpinning our practice with evaluation and a desire to learn and improve.
• Being guided by the views and opinions of our staff.

How will we measure success and impact?

Each theme will have its own measurements of achievements and success.

An ongoing collection of case studies will bring life to the strategy and report on success at organisation, department and individual levels.

The People KPIs aligned to the University Strategic Plan will be delivered through the themes of The Power of People.

Excellence in HR Service Delivery

How we will deliver and measure the impact of The Power of People.