

IMPLEMENTING THE PEOPLE STRATEGY - OUR TRANSFORMATIONAL PROJECTS

TRANSFORMATIONAL PROJECT 1 RIGHT PEOPLE, RIGHT PLACE, RIGHT TIME

Our ability to ensure the staff capacity we need to deliver our objectives is a top organisational risk and a major ongoing operational issue. Problems with the UK job market are exacerbated by an underdeveloped recruitment service and a lack of a strategic approach to talent acquisition.

We will address recruitment and retention issues by :

- Providing a seamless recruitment, onboarding and induction experience for staff at all levels;
- Supporting schools and services to plan for their future workforce needs with data and advice from partners; and
- Developing our reputation and profile as an employer - nationally and internationally

OUR BIG GOALS

- We will eliminate unplanned vacancy gaps and hit staff/student ratio objectives (within financial targets)
- We will rank in top 10% for employer reputation in HE (e.g. through Glassdoor)

TRANSFORMATIONAL PROJECT 2 DEVELOPING SKILLS FOR THE 4.0 ECONOMY

The delivery of training and development opportunities is inconsistent at UEL - investment, impact and compliance are not centrally monitored and aligned to our strategy. Clearer career pathways for all job families need to be developed and aligned with individual development discussions

We will equip our staff with the skills we need through:

- Developing ,demonstrating and disseminating exemplary leadership practice;
- Reviewing our Learning and Development model, maximising impact on an institutional and individual level; and
- Providing Career Pathways for all job families, maximising the opportunities for growth and development of UEL careers

OUR BIG GOALS

- Our retention and internal progression rates will be in the top 10% of the sector (UCEA benchmarking)
- We will achieve IIP Platinum by 2028

TRANSFORMATIONAL PROJECT 3 THE MOST WELCOMING, ENGAGING AND HEALTHY UNIVERSITY IN THE UK

Staff engagement data is not sufficiently robust or sophisticated to ensure trust and drive meaningful action. Significant organisational effort on Health, Safety, Wellbeing required more effective coordination and impact measurement.

We will develop an inclusive, engaged and healthy community by:

- Embedding high-quality staff engagement into our decision making and planning;
- Developing a cohesive and combined strategy and operating model for Health, Safety and Wellbeing; and
- Building a strong alignment with the Office for Institutional Equity to embed inclusive practice and address equity gaps

OUR BIG GOALS

- Staff Engagement will be in the top quartile for the UK
- Be recognised as a leader in staff wellbeing (e.g. by Great Place to Work)
- We will eradicate the ethnicity pay gap

TRANSFORMATIONAL PROJECT 4 BUILDING A SUPPORTIVE, HIGH-PERFORMANCE CULTURE

Engagement with the PDR process is extremely high but the experience is inconsistent. Our approach to additional reward is innovative - there is the opportunity to further develop the links with Vision 2020 and organisational behaviours, improve non-pay recognition and develop consistent management practice.

We will create an environment where all are supported to succeed by:

- Improving our performance management framework and the ability of our managers to use it;
- Implementing innovative frameworks to reward and recognise staff for their achievements; and
- Ensuring that all staff uphold our values, demonstrate positive behaviours and operate flexibly to further our objectives

OUR BIG GOALS

- 90% of staff will be able to outline their role in delivering Vision 2028

TOTAL REWARD DEAL

IMPLEMENTING THE PEOPLE STRATEGY

**WELLNESS
FAIRNESS SUCCESS**
Creating a Culture that
delivers on our vision and
values

TRANSFORMATIONAL GOALS
Partnership working across the University, improving the Culture and
supporting the delivery of Vision 2028

OPERATIONAL EXCELLENCE
Effective and efficient services, underpinned by a Service Catalogue, Key Performance Indicators and Service
Level Agreements, to build trust in the function and improve the staff experience

FOUNDATIONS
Prerequisites to the effective functioning of HR - these must be developed and strengthened

Policies

Clear and fit for purpose

Systems

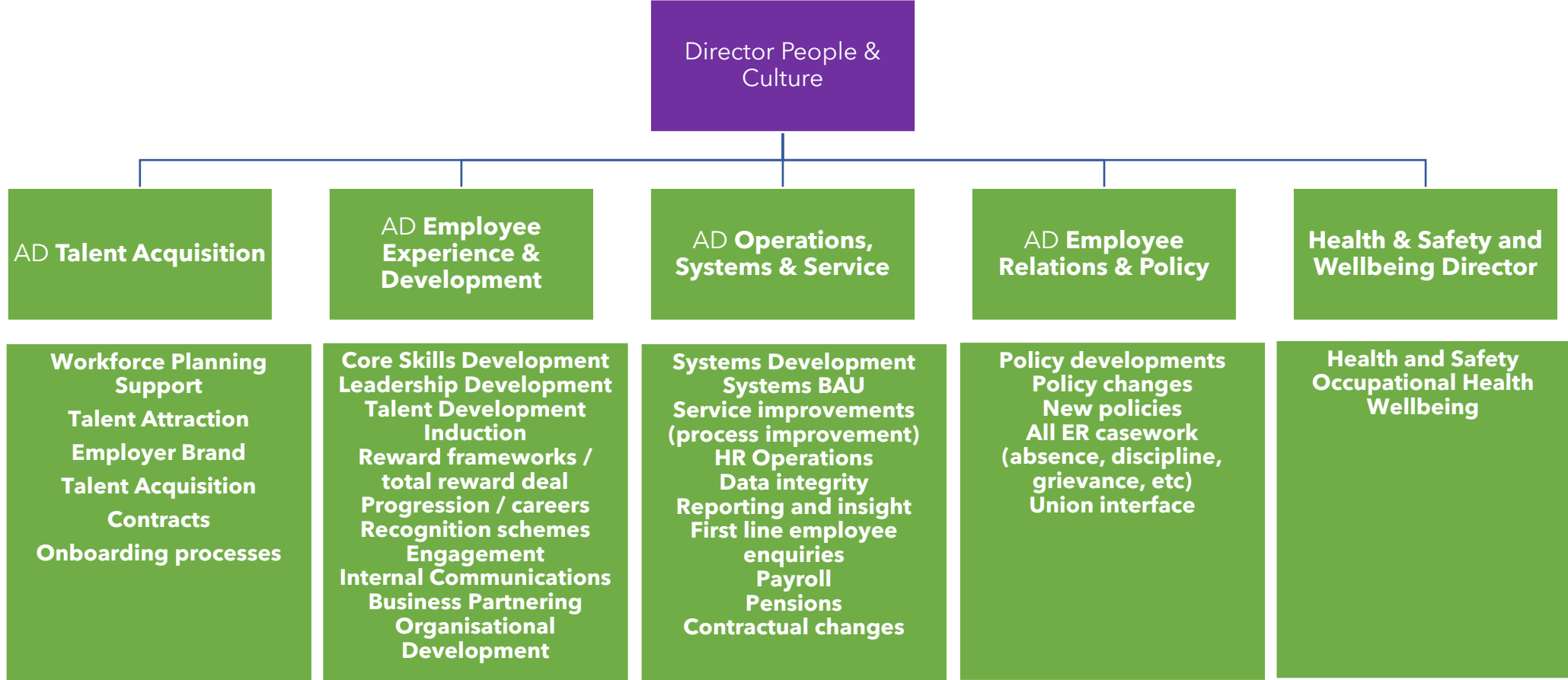
*Reduce effort, enable self service
and generate great data*

Data

*Provide insight, support strategic
decisions and operational work*

Processes

*Clear processes that support compliance
and enable great services*



Talent Acquisition

Requirements

- Proactive workforce planning and building a 'bench' of potential candidates in advance.
- Provide increased levels of support for hiring managers, from shortlisting to selection criteria and interviews.
- A leading employer brand, that builds interest from candidates.
- Effective role marketing, ensuring that potential candidates are aware of the roles.

The team will Transition to a 'direct hire first' model, where possible promoting all vacancies internally before engaging the external market to support inward mobility and be accountable for delivering these elements of the Strategic Delivery Plans:

- Providing a seamless recruitment, onboarding, and induction experience for staff at all levels.
- Supporting schools and services to plan for their future workforce needs with data and advice from partners; and
- Developing our reputation and profile as an employer – nationally and internationally

This team will be responsible for all operational processes for staff until day one (e.g. offer and contract generation) – taking on responsibility from the Staff Hub for these processes

Strategic Purpose

Providing a seamless recruitment, onboarding and induction experience for staff at all levels;

Supporting schools and services to plan for their future workforce needs with data and advice from partners; and

Developing our reputation and profile as an employer - nationally and internationally

Big Goals

We will eliminate unplanned vacancy gaps and hit staff/student ratio objectives (within financial targets)

We will rank in top 10% for employer reputation in HE (e.g. through Glassdoor)

Operational Excellence

Reduce time to hire to top quartile in benchmarks

Become a direct hire first employer, minimising dependency on agencies

Develop measure for quality of hire and set objectives

Promote vacancies to all employees, helping to minimise attrition

KPIS

Staff Student Ratios reduction

Unbudgeted vacancy gaps reduced year-on-year

Candidate and Hiring Manager NPS (captured for each recruitment process)

Employer reputation rankings

Employee Experience & Development

Requirements

This team will:

- Lead the development and delivery of new induction and leadership programmes
- Provide digital learning solutions for core training need
- Build and integrate the Total Reward Deal
- Provide new approaches to career development and progress.
- Create and deliver a new approach to employee engagement

We will bring in specialists and delivery expertise to provide a Centre of Excellence that focusses on:

- Building a learning function that meets the core learning needs of UEL and develops leadership skills for the future.
- Building a reward, recognition and progression function that introduces the new Total Reward Deal, builds new ways to recognise performance and supports the progression of people through our organisation.
- Building an employee engagement and communications function that deeply understands the experience of our people, promotes great work and addresses issues and barriers to engagement.
- We will also re-align our Business Partnering function away from dealing with Employee Relations cases.

Operationally, this team will be accountable from day one to final day, managing every stage of the employment journey.

Strategic Purpose
Improving our performance management framework and the ability of our managers to use it;
Implementing innovative frameworks to reward and recognise staff for their achievements;
Ensuring that all staff uphold our values, demonstrate positive behaviours and operate flexibility to further our objectives
Building a strong alignment with the Office for Institutional Equity to embed inclusive practice and address equity gaps

Big Goals
Our retention and internal progression rates will be in the top 10% of the sector (UCEA benchmarking)
We will achieve IIP Platinum by 2028
90% of staff will be able to outline their role in delivering Vision 2028
Our retention and internal progression rates will be in the top 10% of the sector (UCEA benchmarking)
We will achieve IIP Platinum by 2028

KPIs		
Increase in Staff Survey response rates & %age of staff who believe that action will be taken as a result of responses	Staff Engagement top quartile in UK	Race Equality Charter Accreditation - Silver or Above
Improved IIP feedback and achievement of Platinum by 2028	Increased retention rates and year on year increase in internal promotions in all job families	Pay gaps eradicated

Operations, Systems and Services

Requirements

A combined Operations, Systems and Service function will bring together the teams responsible for providing operational excellence in everything we do.

They are essential in delivering our core services, including:

- **Systems Development**
- **Systems BAU**
- **Service improvements (process improvement)**
- **HR Operations**
- **Data integrity**
- **Reporting and insight**
- **First line employee enquiries**
- **Payroll**
- **Pensions**
- **Contractual changes**

This team will be responsible for Employee Lifecycle process from day one to exit (with recruitment to day one moving to the Talent Acquisition team)

Operational Excellence

Review 100% of Business Processes, agree Service Catalogue and Publish Online

Introduce Service Level Agreements / Performance Indicators for all Services

Capture User Satisfaction and achieve 80%+ for all service lines

Development of dashboards and self service leading to reduction in queries

Reduce total staff time taken to deliver payroll process by 20% (pre- Digital First)

Reduce staff time taken to deliver payroll process by 50% through digital first

Review HR Systems architecture as part of Digital First and deliver minimum viable product by 2024

KPIS

Achieve 50,000 hours saved for University staff PA through reform of HR processes

Deliver 10 Operational and 10 Strategic PowerBI dashboards across University

90% of queries resolved within 3 days

Employee Relations and Policy

Requirements

A newly combined Employee Relations and Policy function will

- Provide expert HR advice to managers and lead the management of all ER cases.
- Provide support and coaching to managers
- Identify trends and root cause issues.
- Provide seamless support from the early, informal intervention, to formal processes and onto (the rarer) employment tribunals,
- Track, progress and provide insight into the ER challenges and issues across UEL – informing and influencing future services and programme development (e.g., manager and leader training).
- Gather feedback on the suitability of policies and processes
- Develop a suite of fit-for-purpose policies
- Manage the relationship with staff unions, reviewing formal and informal arrangements on an ongoing basis.

This team will take responsibility for:

- Policy developments
- Policy changes
- New policies
- All ER casework (absence, discipline, grievance, etc.)
- Advisory service to line managers
- Union interface

Operational Excellence

Establish Target Delivery Timelines for disciplinary and grievance process
Review of operating model to include establishment of centre of excellence and training for managers
Reduce amount of formal cases year on year in proportion to staff headcount
Agree new Trades Union Recognition Agreement
Review of all Employee Relations Policies and establish Policy Review Group to steer this work
Review all HR policies on annual cycle to ensure conciseness, clarity, consistency and alignment with legal requirements

KPIS

Target Delivery Timelines for disciplinary and grievance process	Reduce amount of formal cases year on year in proportion to staff headcount
Review all HR policies on annual cycle to ensure conciseness, clarity, consistency and alignment with legal requirements	Increased retention rates and year on year increase in internal promotions in all job families

Health, Safety and Wellbeing

Requirements

A new approach to HSW will deliver:

- Proactive Fire Safety Management
- Improved support and monitoring for Risk Assessment
- Clear roles and responsibilities for HSW staff and those with H&S responsibilities in schools and services
- Improved governance and communications
- Legal assurance through support, monitoring and control
- Proactive management of WRS
- Regular inspections and audits and monitoring of actions and improvements
- Delivery of effective training /induction and monitoring of training records
- Improved Occupational Health service, supporting managers in ensure staff can function in their role

Operational Excellence

Establish programme of ongoing Health Surveillance

Reduce referrals for Work Related Stress

Review and implementation of Occupational Health operating model

Review of all Health and Safety Policies

Review of Risk Assessment Processes

KPIS

Improved compliance with mandatory and expected training

Improved reporting on Health, Safety and Wellbeing incidents