PEOPLE STRATEGY

2016–2020

INTRODUCTION

We delight in creating, sharing and applying knowledge to make a difference to individuals and society.

This People Strategy builds on the vision and values described in the University Strategy:

It is ambitious by pursuing bold ideas, nurturing and valuing relationships and partnership, inspiring and supporting staff and students, never settling for second best.

It is responsible through acting with integrity for the greater good, insisting on upholding the highest academic and professional standards, valuing respect and celebrating diversity and equal opportunity, aiming for sustainability across all our activities.

It is open by working consultatively and collaboratively, sharing ideas and maintaining transparency, being trustworthy, and listening and responding to the needs of our students and staff.

Through the People Strategy, we will ensure that all our people are supported to acquire the Portsmouth Hallmark. The hallmark is based on the attributes that we wish our staff to demonstrate, with the aim of supporting our students to acquire the Hallmarks of a Portsmouth Graduate (Education Strategy 2016–2020).

Peter Brook
Director of Human Resources

HALLMARK OF PORTSMOUTH STAFF

The characteristics of the Portsmouth Hallmark are that we will be knowledgeable, informed, self-aware, self-motivated and engaged.

More specifically, our people will take pride in realising the aims of the University of Portsmouth, as appropriate to their role, and will:

- Have an excellent understanding of their role and the part they play in ensuring that the University achieves its strategic aims.
- Have the ability to work independently as well as collaboratively, coming up with creative and better ways of doing things, embracing change and challenges as they arise.

- Be engaged, with a sense of professional responsibility linked to a culture of valuing equality, diversity, difference, respect and sustainability.
- Be effective team players, able to communicate clearly and effectively, supporting all members of the University community.
- Be able to work in a range of environments, responding positively to new situations by being aware, flexible, agile and realistic in their expectations.
- Be proactively engaged in, and proud of, working for the University, and strive for excellence in all they do in order to achieve the best outcomes for the University and its students.

Be passionate and effective advocates in promoting the University to the wider community and with intercultural skills that facilitate international collaboration.

STRATEGIC PRINCIPLES

The People Strategy will support all our people to engage actively and energetically in the achievement of the University's strategic aims. Our People Strategy is underpinned by the following four principles:

Capacity

We will increase our attractiveness as an employer of choice, to recruit, support, develop and retain outstanding people who share our values and ambitions.

Capability

We will align our academic and professional service staffing capabilities with our University Strategy, investing in development opportunities for staff that enable them to contribute fully to the delivery of our vision and values.

Engagement

We will increase the engagement of our people, continuing to improve our organisational performance, by working to increase their advocacy of, commitment to and motivation for the University's vision and values.

Reward

We will recognise and reward excellent and exceptional performance and contribution aligned to our University Strategy, ensuring that we develop further the culture of valuing equality, diversity and difference.

STRATEGIC ACTIONS

A number of strategic actions underpinning each of the four principles have been developed.

Capacity

We will increase our attractiveness as an employer of choice, to recruit support, develop and retain outstanding people who share our values and ambitions.

We will do this by:

- establishing ambitious and innovative approaches to attracting and recruiting talented staff who are committed to our University vision and values.

- using workforce planning to drive understanding of our capacity and capability, to be sustainable and meet the requirements of the University Strategy.
- developing new ways of providing work opportunities in the University for students to contribute to the provision of career-enhancing activities.
- ensuring our academic community has the capacity to meet the teaching and research ambitions of the University.
- enhancing leadership and management roles across our University to ensure that they are effectively defined and fit for purpose.
- increasing organisational resilience and flexibility for our people, to allow greater agility in meeting changing requirements.

Capability

We will align our academic and professional service staffing capabilities with our University Strategy, investing in development opportunities for staff that enable them to contribute fully to the delivery of our vision and values.

We will do this by:

- ensuring that leaders and managers are able to support, engage and direct their colleagues in their work, performance and development and that the workforce is aligned and equipped to meet the changing University needs.
- supporting our academic community to build capability to deliver targets for teaching and learning, and for research and innovation activities.
- promoting succession planning and ongoing staff development, identifying and nurturing talent that inspires people from across the workforce, supported by a set of comprehensive, transparent and tailored career development frameworks and associated career pathways.
- investing in learning and development to support and enhance transformative change management and team development by creating an institution-wide coaching and mentoring culture.
- encouraging everyone to engage in the achievement of external recognition as appropriate to their role and discipline.
- developing and delivering, where appropriate, an enhanced offer of continuous and flexible professional development courses which offer external accreditation and named awards.
- exploring and delivering new models of staff development, such as apprenticeships.

Engagement

We will increase the engagement of our people, continuing to improve our organisational performance, by working to increase their advocacy, commitment and motivation to the University's values.

We will do this by:

- creating a more coherent approach to wellbeing across the University.
- promoting equality and inclusion, encompassing the achievement of further recognition with a range of external charter and benchmarks, such as Athena SWAN and ECU Race Equality Charter.
- ensuring that everyone appreciates and celebrates their contribution to achieving our strategic ambitions.
- supporting a continuous improvement culture, encouraging staff to develop new ideas and new ways of working and continuing to seek feedback from our staff and acting upon it.

- engaging with all staff to ensure that their voice is heard in decisions that impact on their working lives.

Reward

We will recognise and reward excellent and exceptional performance and contribution aligned to our University Strategy, ensuring that we develop further the culture of valuing equality, diversity and difference.

We will do this by:

- creating flexible remuneration and reward frameworks that support the University in meeting its strategic aims.
- developing an open and transparent performance assessment framework that is aligned to our University remuneration and reward framework, facilitating the move away from service-related incremental progression to review-related pay progression, linked to University strategic objectives.
- introducing excellence awards for staff which celebrate success in bringing together teaching, research and innovation.
- creating and implementing an online Performance and Development Review scheme, tailored to meet the needs of different types and levels of roles. The scheme will enhance the understanding of how each member of staff contributes to our University Strategy.
- committing to the Living Wage.
- identifying and addressing any gender pay gap issues and identified gaps for other protected characteristics.
- developing appropriate reward systems and packages to acknowledge and recognise staff working overseas.

DELIVERING THE STRATEGY

As we move through the strategic planning period, our plans for action will inevitably evolve but early areas for action include:

Implementing an academic workload planning system that reflects the broad contribution of our people and specifically the contribution to teaching, research and innovation and University management.

- Developing the Modernising Performance and Reward project and its work streams, including:
- reviewing pay structures and mechanisms
- reviewing the Performance and Development Review process and the development of performance assessment frameworks
- creating career development frameworks
- Review and redefinition of specific roles and academic departments/school internal structures.
- Developing methods for linking student and customer satisfaction with staff performance.
- Creating, implementing and evaluating a comprehensive leadership development programme.
- Developing policies and resources that support our people as they approach and work through change.
- Modernising and overhauling our recruitment and selection techniques and approach, in order to be competitive in a global staff recruitment market.

- Developing HR capability with dedicated, specialist international knowledge in order to respond to the University's global engagement agenda.
- Ensuring that HR's resources are aligned to deliver the University's strategic ambitions.
- Integrating HR systems with the University planning business intelligence to develop appropriate HR workforce analytics for benchmarking purposes and to inform future decision-making.
- Implementing the use of 'smart' systems that both facilitate the delivery of appropriate analytics and streamline processes.
- Using tools and approaches to make sustained changes to the organisational culture, which support the University's strategic ambitions.
- As part of the University's Equality Objectives, continuing to enhance the Equality and Diversity monitoring of staff, tackle any potential bias in recruitment processes, and challenge inequalities across the University.
- Reviewing the Occupational Health Service to support the strategic ambitions of the University and foster more effective collaborative working with managers.
- Developing business capacity and delivery of customer value by increasing streamlined and agile approaches to change within HR and ensuring effective working across teams within the department.

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