

# Human Resources

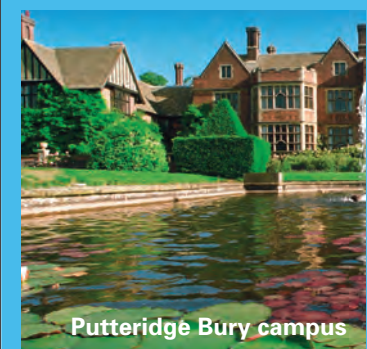
Strategy summary 1 August 2007 to 31 July 2009



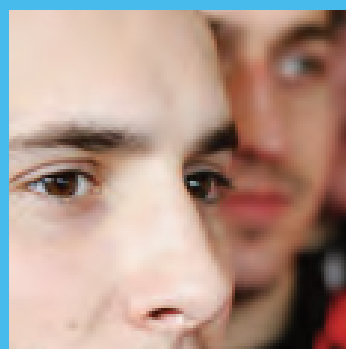
Bedford campus



Luton campus



Putteridge Bury campus





Professor Les Ebdon  
Vice Chancellor  
and Chief Executive

The University of Bedfordshire has seen significant change over the last year, and like our other support functions, HR has contributed to ensuring that the recruitment, welfare, development and motivation of our staff has been maintained.

**This booklet is intended to raise awareness of how HR, through its Strategy 07-09, will contribute to the delivery of the University's overall objectives using seven clear dimensions. These dimensions are explained in detail in this document; having been identified and developed as a result of various inputs, including your feedback in January 2007 during the self assessment of people management in the University. This HR Strategy was also part of the self assessment report that the University submitted to the Higher Education Funding Council for England (HEFCE) in June 2007. This resulted in HEFCE removing the conditions on the Rewarding and Developing Staff Grant in the University with effect from August 2007.**

**Given the substantial work ahead to develop and grow the University, I would like line managers and staff to be aware of how HR will continue to support you in achieving your faculty or departmental objectives. Your relationship with HR is a two way process - help HR to help you.**

## Introduction to Human Resources Strategy 2007-2009

The Human Resources (HR) Strategy recognises that the University's staff are its most important asset and that their recruitment, engagement, development, participation, motivation and retention will be critical to the University of Bedfordshire's success.

The HR Strategy covers the period 1 August 2007 to 31 July 2009 and is a summary of the key actions required to improve human resources management at the University of Bedfordshire, and thereby contribute to its success.

The HR Strategy aims to ensure that we recruit and retain the best quality staff at all levels, in order to integrate fully with the University's Vision, Mission and Values, thereby meeting its strategic aims and objectives.

Our employment policies and procedures aspire to reflect best practice and are based on the principles of effectiveness, practicality, fairness, transparency and consistency.

The way that staff are employed, developed, motivated and rewarded is critical. Our approach to staff development is ambitious and comprehensive, enabling the University to succeed as a learning organisation.



## Background to the development of the HR Strategy

The Strategy has been shaped taking into consideration the following:

- Report on the Senior Managers Away Day in October 2006, the aim of which was to discuss and define the culture and common purposes of the new University. The event also provided the opportunity for working together and clarifying the vision of the new University of Bedfordshire
- The draft plan for the new University entitled “Achieving great things together” submitted to HEFCE in July 2006 was used as the source document to review the Vision, Mission, Values and Development Plan of the University
- Findings and report from the Self Assessment Tool for People Management
- UK and European employment legislation
- Best practice in Human Resources
- The National Pay Framework Agreement - resulting from the recommendations of the Bett and Dearing Reports
- The White Paper
- Guidance from the Universities and Colleges Employers’ Association
- The University’s Education Strategy
- The University’s Teaching and Learning Strategy

The Director of Human Resources is responsible for proposing and implementing the Strategy.

The Vice Chancellor’s Management Group (VCMG) has responsibility for approving the Strategy.

The Human Resources Committee (HRC) is a committee of Board of Governors, responsible for scrutiny and will review the HR Strategy on an annual basis to assess progress against the objectives.

The HR Strategy covers a two-year period and, as such, will be adapted to respond to changing factors through regular reviews. In addition, these reviews will take account of any current and emerging employment trends, local, national and EU legislation and best practice in HR and higher education.

Arrangements for the implementation of the Strategy will be outlined in an action plan. This will provide details of alignment of objectives and actions to the University’s Development Plan, responsibility for each action and deadlines for achievement.

## Our key challenges

- Growth in student expectations which may impact on working practices, for example, the need to have round the clock delivery of services in some areas of the University, developing new skills to match the new ways of working, such as blended learning and a flexibility in delivering learning and development
- The need to take provision close to our customers, and to operate as a distributed university
- The need to refresh our portfolio continuously in response to student and employer demands, with consequences for flexibility and development of the workforce
- Devise a longer-term strategy on Pay and Reward and investigate the possibility of using a mix (ensuring no further strain on the pay budget) instead of remaining within the National Framework Agreement - given the increases that have resulted from this
- Leadership and management development that can sustain a culture of continuous change and which will relate to a change in behaviours

Building on the above challenges and the University’s existing HR policies, procedures and codes of practice, the purpose of the HR Strategy will be to respond to the emerging challenges and to ensure our HR strategy is aligned to the University’s needs. It will also provide an effective framework for recruiting, developing and retaining staff in a fair and supportive environment. To this end, the strategy is structured around the following key dimensions:

**Dimension 1** Staff Recruitment and Retention

**Dimension 2** Remuneration, Fair Employment and Reward

**Dimension 3** Staff Development and Skills Needs: Organisational Development

**Dimension 4** Leadership, Involvement and Change Management

**Dimension 5** Performance Management

**Dimension 6** Occupational Health, Staff Welfare and Health and Safety

**Dimension 7** Size and Composition of the Workforce

# Strategy aims and commitments

## Dimension 1

### Staff Recruitment and Retention

The recruitment and retention of high calibre staff is vital to the University achieving its strategic objectives of providing high quality teaching to full time and part-time students.

### Recruitment

#### Aim

To recruit high-calibre staff in all staff groups to meet the University's objectives and changing requirements.

#### The University will:

- Continue to provide a range of benefits and effectively publicise these
- Attempt to identify and resolve the key longer term risk of increasingly fewer young academics in higher education
- Introduce a benefits booklet to all staff joining the University
- Review and continue to use market supplements and other identified incentive schemes
- Market existing non-financial benefits more effectively in recruitment advertising
- Review and benchmark annually the University's benefits package against other comparable higher education institutions (HEIs)
- Report annually to the Human Resources Committee on the effectiveness of recruitment and retention initiatives, incentives and packages
- Build upon the progress made in relation to the shift towards a praise culture
- Recruit and conduct proactive activities to retain excellent academic staff
- Attract a well-qualified level of management and senior academic staff
- Streamline the recruitment process through reviewing internal processes as well as exploiting the new HR Midland Trent system currently being implemented by the University

### Retention

#### Aim

To retain and motivate high achieving staff at all levels and reduce staff turnover.

#### Turnover

##### The University will:

- Report on turnover to enable the University to address areas of concern
- Ensure competitive salaries as part of the National Framework Agreement (NFA) project, benchmark salaries with other relevant HEIs and local employers

#### Exit questionnaires

##### The University will:

- Re-launch the exit questionnaire with a view to increasing the response rate
- Analyse and report on this feedback, including equality and diversity information to the VCMG and HRC

#### Staff Survey

The staff survey conducted in January 2006, identified the following areas to address: concern for the state of our physical environment; a perception that the University is reactive not proactive; and improvement of communication between departments.

The University has investigated the issues and all staff have been informed of the steps that the University proposes to take to address them.

The action plan developed was sent to all staff by email and bulletin in September 2006.



## Dimension 2

# Remuneration, Fair Employment and Reward

### Aim

To develop and implement a fair and transparent reward strategy that supports the education strategy, teaching and learning strategy of the University and ensures that all staff are paid a fair and competitive salary, receive appropriate salary supplements (where required), and are rewarded and recognised for high performance. The University will set a strategic target to restrain any growth of staff expenditure, however, this target will not be met by removing the fairness of rewards to our existing staff.

#### The University will:

- Continue to offer reward packages to retain high-performing staff
- Develop and implement more creative and attractive reward packages
- Continue to develop fair and transparent recruitment, selection, promotion and research opportunities
- Introduce a succession planning policy
- Continue the University's commitment to Investors in People
- Review the skills mix, flexibility and nature of staff contracts
- Develop a comprehensive performance management scheme for senior managers

#### Job evaluation

The University has provided for equal pay for work of equal value through the managed implementation of a University-wide job evaluation scheme. This was achieved in August 2006, however the University will continue to utilise the developed system for evaluating existing jobs that change and new jobs, post-implementation of the National Framework Agreement.

#### Pay and grading structure

The University will continue to operate the new pay and grading structure based on the principles of equal pay for work of equal value, fairness and transparency.

#### Market supplements

##### The University will:

- Continue to utilise the market salary supplement in order to recruit and retain high performing staff and reward staff for additional work; this will be done using consistent, fair and transparent practices
- Carry out trend analysis on such payments

#### Terms and conditions

##### The University will:

- harmonise relevant terms and conditions in conjunction with the trade unions
- Introduce flexibility in the delivery of service in applicable areas

#### Contribution pay

##### The University will continue to:

- Review, develop and implement new systems for contribution pay and promotion

#### Equal pay audit

##### The University will:

- Carry out the next equal pay audit following implementation of the new grading structure and conduct an audit every two years thereafter

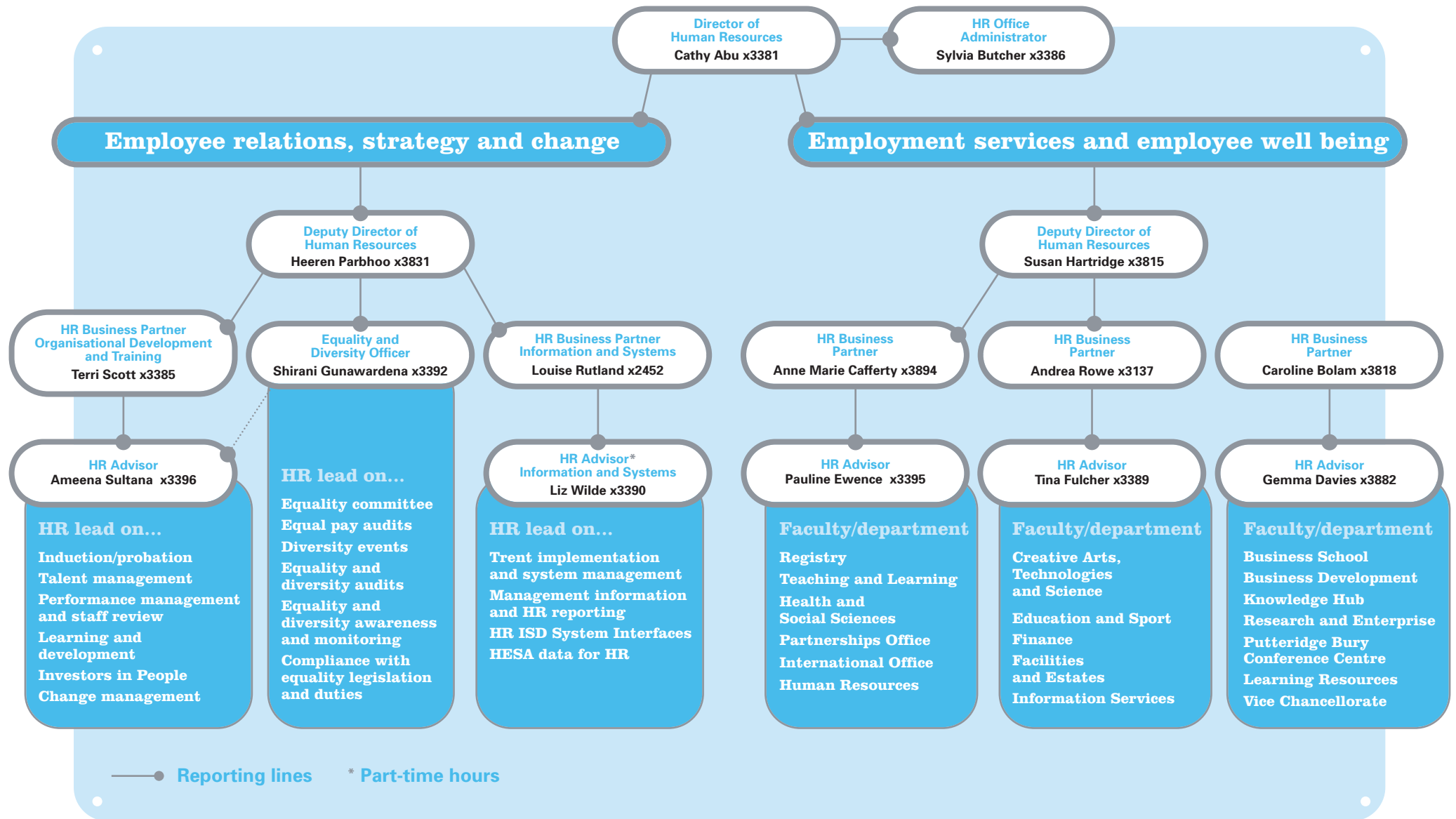
#### Recognition

##### The University will continue to:

- Implement annual awards scheme to highlight and recognise staff and team achievement



# Human Resources



Staff organogram

### Dimension 3

## Staff Development and Skills Needs - Organisational Development

### Aim

**A strategic aim and management priority for the University is to be a learning organisation that creates and nurtures the conditions for well-supported and well-motivated staff.**

#### The University will:

- Ensure the new higher liP standards are successfully embedded through full accreditation
- Develop customer care programmes to place students at the centre of the learning experience
- Build on the praise culture to increase staff motivation and performance
- Develop synergy between job descriptions, recruitment processes and performance management
- Implement the shadowing scheme
- Further develop training and development, at each level in the institution
- Introduce a Balanced Scorecard methodology for measuring organisational performance, complemented by the introduction of project management processes
- Link into the University's Education Strategy at the programme team level, so we should expect that:
  - 50% of academic staff have relevant professional qualifications
  - 50% have recent relevant professional experience (within the last five years)
  - 50% are members of the HE Academy or have a professional qualification in education
  - 50% are members of Research Institutes (for Masters' level provision)
- Develop, implement and monitor the EIA process, including providing necessary guidance and training
- Revise our own CPD processes to ensure engagement and application of the processes
- Continue the two post-doctoral research posts

#### Equality and diversity

##### The University will:

- Provide a positive working environment where equality of opportunity, and the appreciation of diversity and dignity at work, are respected values
- Aim to attract and retain a diverse staff community
- Comply with equal opportunities legislation
- Monitor and address any staff or student recruitment and retention issues
- Encourage wider participation and ensure appropriate contribution, recognition and reward of staff
- Develop management information to support institutional planning

#### Gender, Race and Disability Equality duties

##### As a requirement under the Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005 and Equality Act 2006, the University will:

- Create, maintain and renew the Race Equality Policy and Action Plan; Gender Equality Scheme and Action Plan and Disability Equality Policy and Action Plan
- Develop, monitor and review the Equality Impact Assessment process, ensuring staff receive appropriate guidance and training
- Monitor the recruitment, admission and progression of staff and students
- Publish our equality policies and schemes with details of impact assessments and monitoring information

#### Target setting and monitoring

##### The University will:

- Develop a planned approach to obtaining accurate diversity data, backed up by a communication strategy to explain to staff why it is important to have this information

#### Training

##### The University will ensure:

- That all staff are aware of their obligations under equal opportunities legislation through relevant training
- All training events include awareness raising on Equality and Diversity
- The training programme is reviewed annually to ensure it supports the delivery against the Equality Action Plans

#### Dimension 4

## Leadership, Involvement and Change Management

### Aim

In order to facilitate the cross-cutting supporting aim in the area of leadership, governance and change management the University is committed to developing a full and coherent strategy for developing management and leadership capabilities across the University.

#### The University will:

- Implement the Senior Leadership and Management Development Programmes
- Ensure staff are managed appropriately and professionally
- Promote effective succession management
- Develop staff to comply with legal and performance management requirements
- Up-skill Line Managers to support staff development
- Continue to extend the research-training programme
- Build on senior management and middle management development programmes
- Place strong emphasis on culture change and customer care
- Reinforce our commitment to the new Investors in People standards

#### Dimension 5

## Performance Management

### Aim

To ensure that staff carry out their roles effectively and efficiently and are able to develop and operate to their full potential.

#### The University will:

- Focus on robust change management
- Invest in a fully embedded, competency based performance management system
- Ensure HR develops approaches to help managers manage performance
- Conduct a staff survey during 2008

#### Career Review and appraisals

##### The University will:

- Aim to achieve 100% participation in the scheme
- Provide Career Review and appraisals training for all Line Managers and new staff
- Collate identified training requirements and provide training where relevant
- Produce an annual report on return rates

#### Under performance

##### The University will:

- Provide professional support to Line Managers to deal with under performance
- Ensure that performance and capability issues are dealt with promptly
- Provide training to Line Managers to manage under performance

#### Sickness absence

##### The University will:

- Improve sickness absence recording and reporting
- Embed and review the University's pro-active sickness management procedure
- Determine if the HR system can be utilised to support absence management more effectively
- Monitor the effectiveness of the Occupational Health Service



## Dimension 6

# Occupational Health, Staff Welfare and Health and Safety

### Aim

To provide an effective framework for managing occupational health, staff welfare and health and safety issues.

#### The University will:

- Work with the occupational health provider to address the key priorities of absence management, which include:
  - absence management
  - conflict management and dealing with difficult people
  - education seminars focusing on lifestyle, stress, diet, exercise, smoking, etc
- Support staff on issues relating to dealing with and working with, younger age groups

## Dimension 7

# Size and Composition of the Workforce

### Aim

To ensure that our workforce matches our operational needs and that the University has timely, essential data on its workforce.

#### The University will continue to:

- Improve HR management information
- Provide training and support to all stakeholders of the new HR system
- Establish a robust mechanism for the monitoring and reporting of workforce data
- Ensure effective data migration from the old to the new HR system



## Governing principles underpinning the HR service

- Highly professional and therefore focused on business need, accurate, consistent and reflecting best employment practice in all activities
- Outward looking and reflecting the best developments of private and public sector organisations but applying these with sensitivity in the University context to achieve the desired goals
- Operating successfully on two distinct levels - developing long-term policies and strategies whilst delivering efficient services and helping to deal with day-to-day issues and problems

**The result of the actions set out within the strategy will improve the credibility of the HR function within the University and provide a more proactive service.**

The key success criteria of the HR department are:

### **Responsiveness**

Maintaining active relationships with key service users, responding quickly and accurately and acting as an informal channel for important information to key decision makers.

### **Flexibility**

Ability to adapt to variable and unpredictable situations, highly collaborative with other individuals and departments.

### **Supportiveness**

Finding and promoting ways of improving staff well-being.

### **Solution finding**

Innovative and creative thinking, realising imaginative solutions to management problems rather than bureaucratic barriers.

### **Efficiency**

Regular reviews of how resources are used, reducing or ceasing activities that do not add value, strongly committed to the training of managers and others in HR management skills.

### **Target and objective orientation**

Clear descriptions of the outputs to be achieved.

### **Proactivity**

Identifying trends, opportunities and problems and making proposals which reflect and anticipate these.

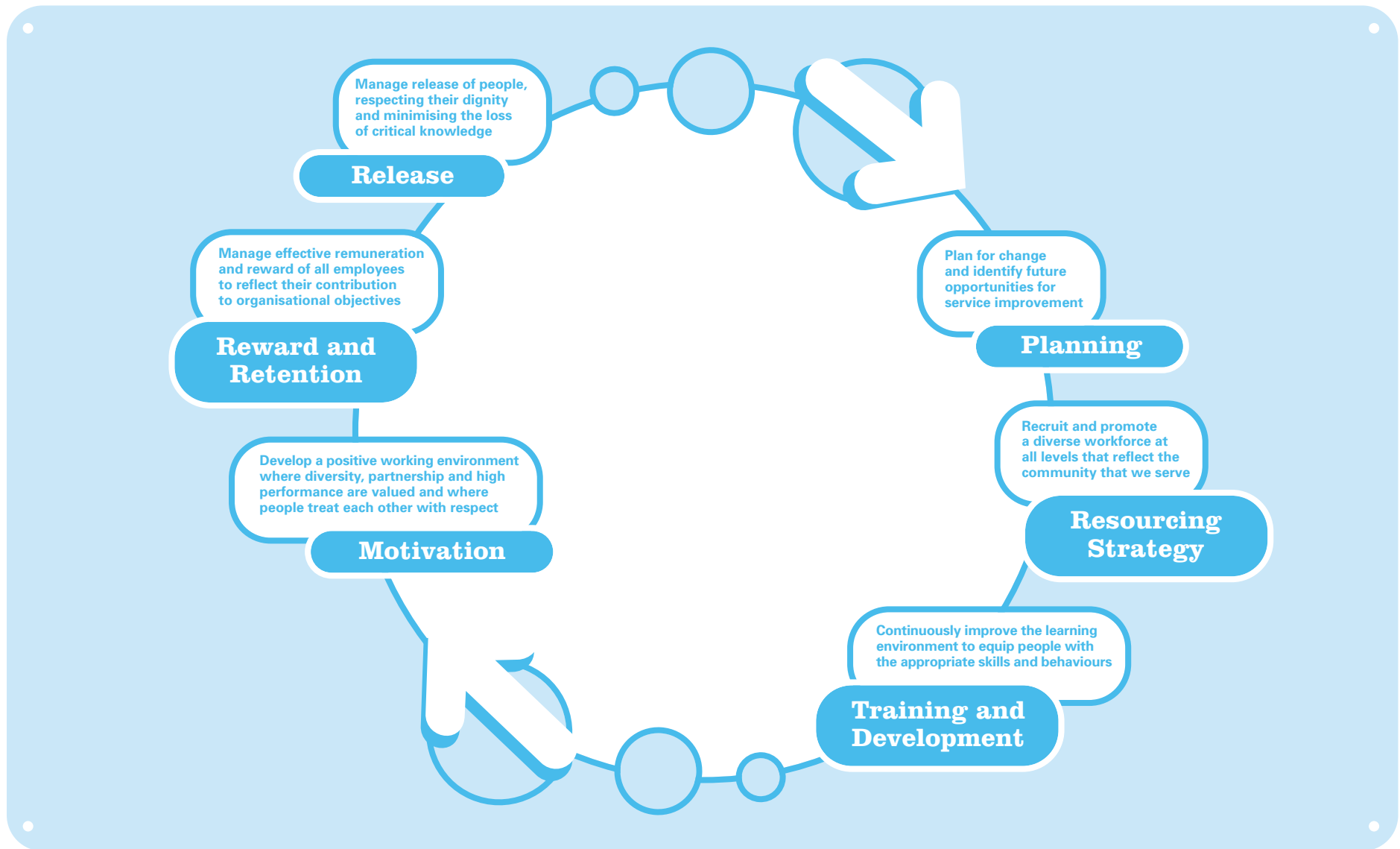


## Review of delivery against strategy

**Mechanism for monitoring delivery of HR aims and commitments**

Who	How
HR Lead Team	via a monthly review
Vice Chancellor's Management Group	via monthly reports
HR committee (from the Board of Governors)	via annual assessment of progress against objectives

# Employment Life Cycle



Human Resources

## Further information

**More details about the current HR Strategy and the HR staff organogram can be found at [www.staff.beds.ac.uk](http://www.staff.beds.ac.uk)**

Please contact your HR team if you would like to discuss or have any queries about the content of this strategy summary.





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