

HR STRATEGIC PLAN 2015-2020

Foreword

This document sets out the strategic direction of the Human Resources (HR) Department for the next five years. The aim of the Plan is to ensure that we remain focussed on delivering professional and enabling HR services that are aligned to the strategic priorities as outlined in the University's Strategic Plan 2015-2020.

There are exciting and challenging times ahead and this plan recognises that our employees are fundamental to the University achieving its ambitions therefore the importance of their engagement, motivation, leadership, development and reward.

The HR Department undertook a significant restructuring exercise in late 2014 with the aim of transforming the HR services we provide to ensure they are aligned to business needs. From November 2015 the HR Service has also assumed lead responsibility for Equality and Diversity, with initiatives including Athena Swan, which are important in the delivery of the University's Strategic Plan.

We continue to embed and develop our service delivery model in supporting the University in achieving its strategic priorities by providing a business-oriented and client-facing service through our HR Partnering, Specialist Services, Employment Services and Staff Development sections.

A key factor for this plan is the OneSource HR and Payroll Project which will see the implementation of new software and business processes that will transform our transactional activities and how managers and employees engage with us.

The HR Strategic Plan sets out our people management aims, goals and objectives to assist the University in achieving its strategic aims. They are all designed to be challenging and measurable in order that we can operate successfully in a highly competitive global environment and assess how we are performing during the 5 year period.

Translating strategy into practice

The HR Strategic Plan will be underpinned by a detailed implementation plan, the HR Operational Plan, which sets out clear actions, timescales, responsibility and measures for success. The successful implementation of both the Strategic and Operational Plan will be monitored by the HR Management Team and Senior Management Team.

Purpose, Vision and Mission

The HR Strategic Plan has been derived from the University's Strategic Plan 2015-2020. It is informed by the many challenges facing the HE sector and sets out a progressive and ambitious people agenda designed to augment the University's global standing.

The University's Strategic Plan sets out our **vision** as 'transforming the world with greater knowledge and learning'.

HR Vision

Our HR Vision is to be a service defined by excellence in working in partnership with managers and our Campus Trade Unions to enable the delivery of the University's Strategic Plan through people.

Aims and Goals

Our overall aim is to advance the University's global significance through our approaches to attracting, retaining, developing and rewarding our people. This is reflected in 6 key strategic people aims and supporting goals as outlined below.

| Aim 1 : Recruitment and retention of the World's best talent | |
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| Goal | Description |
| Establish modern and tailored recruitment and retention strategies that promote University of Aberdeen and the area as a great place to work/live. | <p>We will have an HR Service that acts as an enabler in creating recruitment processes that are tailored to circumstances and are effective and efficient.</p> <p>We will promote the attractiveness of the University as a globally significant institution through recruitment strategies that market our distinctiveness and reputation, enhanced by the University's branding exercise.</p> <p>We will become an 'employer of choice' through our rewards and benefits package and have in place adaptable and modern HR policies that meet the needs of a globally competitive market.</p> |
| Recruit staff on the basis they are the best or have the potential to be the best | We will enable the appointment of the best talent available world-wide and aim to achieve greater diversity across our staff workforce. |

| Aim 2 : Encourage and Recognise Excellence | |
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| Goal | Description |
| Enable the process of defining of what excellence means in the University | <p>We will support the University in determining what excellence means across the University.</p> <p>We will translate excellence into policies and procedures to support the delivery of performance management culture.</p> |
| Embed the principles of performance management across the University | We will embed a performance management culture, University-wide, which encourages, enables and recognises high performance. |

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| Create an environment that gives staff the opportunity to thrive | We will establish career pathways, encourage and enable staff to achieve their full potential in whatever way they wish their career to develop. |
| Recognise excellence on the basis of contribution to the University | We will create a reward structure that moves away from a traditional approach to one which recognises contribution at all levels. |

Aim 3 : Outstanding, inclusive and supporting work environment

| Goal | Description |
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| <p>Foster an inclusive and supportive work environment.</p> <p>Enable and support cultivation of health, safety and wellbeing.</p> | <p>We will cultivate a work environment where the health, safety and wellbeing of staff is of paramount importance including continuing our commitment to Healthy Working Lives, the development of workload modelling to ensure a fair workload for all and the promotion of family friendly policies.</p> <p>We will explore opportunities to expand support to staff and their families, particularly overseas staff coming to work in the UK.</p> |
| Establish an environment where equality and diversity permeates the University's DNA. | We will drive the University's commitment to equality and diversity through the implementation of the Single Equality and Diversity Scheme Action Plan and achievement of Athena Swan awards at institutional and school levels. |
| Social responsibility and sustainability | We will commit to social responsibility and sustainability in our policies and contribute to wider social objectives such as the Living Wage. |

Aim 4 : Development, Management and Leadership

| Goal | Description |
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| Developing leaders - invest strategically in staff to inspire and equip them to shape, influence and lead | <p>We will identify and nurture talent early on to support effective succession planning.</p> <p>We will invest strategically in staff to inspire and equip them to shape, influence and lead.</p> <p>We will increase the proportion of under-represented groups in leadership roles at all levels of the University.</p> |

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| Invest in managers to ensure they are equipped to take decisive action and take responsibility for their decisions. | <p>We will support managers in increasing their awareness and taking responsibility for their people management activities.</p> <p>We will invest in managers to ensure they are equipped to take decisive action and responsibility for their decisions.</p> |
| Foster an environment of high aspiration and performance, drawing on excellent leadership and management development | <p>We will provide a range of management and leadership development opportunities, linked by clear career pathways and succession planning routes, to build the next generation of academic and professional leaders.</p> <p>We will develop a clear succession planning policy to support the University in identifying management and leadership roles and opportunities.</p> |
| Develop a clear succession planning policy | We will create and implement a succession planning policy to support the University in identifying management and leadership roles and opportunities. |

Aim 5 : Global impact

| Goal | Description |
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| Support the University's global ambitions | We will act as enablers for the University to achieve its ambitions regarding globalisation through facilitating collaborative arrangements and overseas projects. |

Aim 6 : Underpinning Infrastructure

| Goal | Description |
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| Support the University in achieving and maintaining financial sustainability. | We will provide professional HR support to exercises aimed at achieving and maintaining financial sustainability. |
| Support the University in maximising efficiency in systems and processes. | We will lead in the delivery of OneSource HR and Payroll and support other activities incorporated in the University's Digital Strategy, maintaining our competitive edge in digital activities. |
| Ensure the University adopts the principles of good practice and is legally compliant. | We will ensure that a good practice approach is adopted in our policies and day to day processes and that the University maintains compliance with legislation in our people activities. |