

Aim 1 : Recruitment and retention of the World's best talent					
GOAL	ACTION	TEAM	LEAD & OTHERS INVOLVED	TARGET COMPLETION DATE	STRATEGIC GOAL*
a. Establish modern and tailored recruitment and retention strategies that promote the University of Aberdeen and the area as a great place to work/live.	(1) Promote the attractiveness of the University as a globally significant institution, through tailored recruitment strategies that market our reputation and distinctiveness.	Recruitment Team and HRP	Head of HRP/HRPs/Head of Specialist Services/ Specialist Services Team/HRA/Recruitment Team	Recruitment Material mid October 2015 Recruitment Strategy September 2016.	People Goal 2
	(2) Implement a modernised Recruitment Strategy to ensure that our recruitment processes make most effective use of technologies available including the use of Social Media.	OneSource Build Team, Recruitment Team, HRP	Head of HRP/Head of Specialist Services/HRP's/HRA/ Recruitment Team/External Relations	October 2015 (short term) September 2016 (longer term)	People Goal 2
	(3) Develop and implement modernised recruitment webpages, policy and guidance documentation as part of OneSource e-recruiter launch.	OneSource Build Team, Employment Services Centre, Recruitment Team	Kenny/Tim, Employment Services Manager, Recruitment Team, HRA, Specialist Services, External Relations	Mid October 2015	People Goal 2
	(4) Review recruitment procedures and recruiting material for OneSource e-recruiter implementation.	OneSource Build Team/Specialist Services	Kenny/Tim, Tony, Beth, Employment Services Manager, HRP's	Mid October 2015	People Goal 2
	(5) Capture all recruitment requirements for OneSource e-recruiter implementation.	OneSource and Recruitment Team	Kenny/Tim and Recruitment Team to support	September 2015	People Goal 2
	(6) Develop and deliver appropriate training to HR Team and Recruiting managers on new devolved recruitment practices.	OneSource Build Team/Recruitment Team	Tim/HRAs/Recruitment Team	Mid October 2015 – November 2015	People Goal 2

	(7) Implement OneSource e-recruiter to deliver a positive applicant and recruiter experience and provide robust management information concerning the success and cost of recruitment exercises.	OneSource Build Team	Kenny/Tim, HRA and Recruitment Team to support	Mid October 2015	People Goal 2
	(8) Identify areas where staff turnover and retention are problematic and mechanisms that could be used to enhance staff retention.	HRP	Head of HRP, HRP's, Julia, SS	January - March 2016	People Goals 1/2/3
	(9) Develop a Retention Strategy	Specialist Services	Tracey/Specialist Services	July 2016	People Goal 2
	(10) Investigate and implement alternative benefits, discounts and salary sacrifice schemes to enhance the employment package and provide flexible benefits including purchase of annual leave.	Specialist Services	Tracey, Catherine	July 2016	People Goal 2
	(11) Explore the option to introduce a total reward package.	Specialist Services	Tracey, Tony/Catherine	July 2016	People Goal 2
	(12) Promote and enhance the flexible working options available to staff (eg through exploring the option of a 9 day fortnight).	Specialist Services	Tracey, Tony/Catherine, HRPs/HRAs	Ongoing	People Goals 2/3
	(13) Maximise information available on staff benefits through Employee Self Service and the online HR Handbook.	Specialist Services	Catherine, HRAs	Ongoing	People Goal 2
	(14) Implement modernised induction procedures – corporate and departmental induction.	Staff Development	Head of Staff Development, HRAs,HRP's,	July 2016	People Goals 1/2/3
	(15) Explore options to enhance the support offered to new staff and their families.	HR Partners	Head of HRP/HRPs, HRAs	Option appraisal by December 2015	People Goal 2

	(16) Continue to monitor and enhance the redeployment process.	Employment Services	Marian/Isaac, HRA, HRP	Ongoing	People Goal 2
b. Recruit staff on the basis they are the best or have the potential to be the best	(1) Development of competency based selection techniques – application, selection and interviewing stages.	Specialist Services/ HRP's	Tracey/Head of HRP/Specialist Services	July 2016	People Goal 2
	(2) Consider introduction of alternative selection processes eg occupational testing.	Specialist Services/ HRP's	Tracey/Head of HRP /Specialist Services / Employment Services	July 2016	People Goal 2

Aim 2 : Encourage and recognise excellence					
GOAL	ACTION	TEAM	LEAD & OTHERS INVOLVED	TARGET COMPLETION DATE	STRATEGIC GOAL
a. Facilitate definition of what excellence means in the University	(1) Assist in establishing how excellence can be defined across the University and translated into policies/procedures including a review of the FAE.	Specialist Services/HR Partners	Debbie/Tracey/ Tony/HR Partners/HRP Reward	August 2016	People Goal 3
b. Embed the principles of performance management across the University	(2) Assist in the implementation of the new line management structures University-wide through ongoing support, briefings etc.	HR Partners/Staff Development	Head of HRP/HR Partners/Amanda	December 2015/ongoing	People Goal 3
	(3) Implement OneSource Manager Self Service for the key areas aligned with performance management – induction, probation, annual review, promotion, attendance management, leave.	OneSource/ HR Partners/ Employment Services Manager	Debbie/Tracey Kenny/Tim/Head of HRP/HRP/HRA/ Employment Services	August 2016 and ongoing (for promotion)	People Goal 3

	(4) Implement new Probationary procedures through a series of communications and briefing sessions for managers.	HR Partners	Head of HRP/HR Partners	Ongoing	People Goals 2/3
	(5) Review annual review processes in line with the project to link pay to performance and implement alternative arrangements.	Specialist Services/HR Partners	Debbie/Tracey/ Head of Specialist Services/HR Partners/HRP Reward	August 2016	People Goal 3
	(6) Continue to support line managers with capability casework and employees accordingly.	HR Partners	Head of HRP/HR Partners/ HRA	Ongoing	People Goal 3
	(7) Develop and implement competency /contribution frameworks for academic, academic-related and support staff.	Specialist Services/HR Partners	Debbie/Tracey/ Head of HRP/Head of Specialist Services/Tony/ HR Partners/ HRP Reward	August 2016	People Goal 3
	(8) Contribute to the development of a Professional Skills Framework.	Specialist Services	Tracey/CAD	Ongoing	People Goal 3
c. Create an environment that gives staff the opportunity to thrive	(1) Review Promotion and Contribution Pay Award Procedures – short term	Specialist Services	Debbie/Tracey /Catherine	December 2015	People Goal 3
	(2) Review actions against the last IIP survey.	Specialist Services	Tracey/Head of Specialist Services/Catherine	December 2015	People Goal 3
	(3) Prepare for the next IIP survey (Dec 16) including conducting scoping exercise and preparing interview schedules.	Specialist Services	Head of Specialist Services/Catherine	June 2016	People Goal 3
	(4) Implement recommendations/actions arising from the last Employee Survey.	Specialist Services /HR Partners	Head of Specialist Services/Tony/HR Partners	October 2015	People Goals 1/3
	(5) Undertake employee survey.	Specialist Services	Head of Specialist Services/Tony	December 2016	People Goals 1/3
	(6) Develop an employee engagement strategy, including an action plan to operationalise this.	Specialist Services	Debbie/Tracey/Head of Specialist Services/Tony	March 2016	People Goals 1/3

	(7) Develop and implement a change management protocol	Specialist Services	Tracey/Tony	December 2015	People Goals 1/3
d. Recognise excellence on the basis of contribution to the University and beyond	(1) Develop a Reward Strategy including implementation of a pay structure linking performance/contribution to pay.	Specialist Services/ HR Partners	Debbie/Tracey/ Head of Specialist Services/Tony/Head of HRP, HRP Reward	August 2016	People Goal 3
	(2) Devise other methods (inc non-financial) of recognising contribution by staff.	Specialist Services	Debbie/Tracey/ Head of Specialist Services/Catherine/Head of HRP & HRP Reward	August 2016	People Goal 3

Aim 3 : Outstanding, inclusive and supporting work environment					
GOAL	ACTION	TEAM	LEAD & OTHERS INVOLVED	TARGET COMPLETION DATE	STRATEGIC GOAL
a. Foster an inclusive and supportive work environment. Enable and support cultivation of health, safety and wellbeing.	(1) Develop and implement the Healthy Working Lives action plan – with the aim of achieving HWL gold accreditation by July 2017.	Specialist Services/Health, Safety & Wellbeing	Debbie/Head of Specialist Services/Tony	Ongoing	People Goal 1
	(2) Develop a calendar of events for HWL.	Specialist Services	Tony with Health and Safety.	March 2016	People Goal 1
	(3) Provide support for relevant groups and meetings – HWL Working Group and Health, Safety & Wellbeing Committee.	Specialist Services	Head of Specialist Services/Tony	Ongoing	People Goal 1
	(4) Monitor stress using staff survey, HWL	HR Partners/	Head of HRP/Head of	From October	People Goal

	survey, Occupational Health data and HR casework.	Specialist Services	Specialist Services/HR Partners/Tony	2015	1
	(5) Deliver stress management training to managers.	HR Partners/Staff Development	HRP Partners/Specialist Services Team	June 2016	People Goal 1
	(6) Develop and deliver stress management training for staff.	HR Partners/Staff Development	Head of HRP/HR Partners/Staff Development	Ongoing	People Goal 1
	(6) Continue to monitor attendance levels in line with the commitment to HWL.	HR Partners	Head of HRP/HR Partners/Tony	Ongoing	People Goals 1/3
	(7) Continue to provide support to short term and long term absence casework.	HR Partners/ Employment Services	Head of HRP/HR Partners/ HRA	Ongoing	People Goals 1/3
	(8) Continue to deliver briefing sessions on Attendance Management for managers.	HR Partners/ Staff Development	Head of HRP/HR Partners	Ongoing	People Goals 1/3
	(9) Participate in review meetings with NHS Grampian Occupational Health Services and make appropriate recommendations for service enhancement.	HR Partners	Debbie/Tracey/Head of HRP/HR Partners	Ongoing	People Goals 1/3
	(10) Participate in review of occupational health provision in the University.	HR Partners	Debbie/Tracey/Head of HRP/ HR Partners/HRA	March 2016	People Goals 1/3
	(11) Promote flexible working/family friendly policies including opportunity for 9-day fortnight.	HR Partners	Head of HRP/Head of Specialist Services/Tony	March 2016	People Goals 1/3
	(12) Support the roll out of the Workload Modelling Project	HR Partners	Debbie/Tracey/Head of HRP/Head of Specialist Services/ HR Partners/HRA	December 2015 – March 2016	People Goals 1/3
	(13) Lead on the Terms and Conditions working group and implement amendments arising from this.	Specialist Services/HR Partners	Debbie/Tracey/Head of HRP/Head of Specialist Services/HR Partners/HRA	November 2015 onwards	People Goals 1/3

	(14) Explore opportunities to support staff, particularly overseas staff and their families.	HR Partners/ Employment Services	Head of HRP/HR Partners/HRA	July 2016	People Goals 1/3
b. Establish a work environment where equality and diversity permeates the University's DNA	(1) Ensure the University's compliance with the Equality Act 2010.	Specialist Services/HR Partners	Debbie/Tracey/Head of Specialist Services/Janine/HR Partners	Ongoing	People Goals 1/3
	(2) Review the existing governance structure for Equality and Diversity and adapt according to the outcomes of the review.	Specialist Services	Debbie/Tracey/Head of Specialist Services/Janine	March 2016	People Goals 1/3
	(3) Undertake an annual review of the Single Equality Scheme and Action plan including institutional Equality Outcomes and ECU mainstreaming activities.	Specialist Services	Head of Specialist Services/ Janine	April 2016	People Goals 1/3
	(4) Oversee the delivery of Equality and Diversity training for staff and students and monitor uptake of compulsory training.	Specialist Services	Janine	April 2016	People Goals 1/3
	(5) Develop and Deliver Unconscious Bias training.	Specialist Services	Specialist Services/ Staff Development	May 2016	People Goals 1/3
	(6) <i>Progress Protected Characteristics data collection and reporting. Develop a strategy around communication etc</i>	Specialist Services	Janine	May 2016/ Onesource Rollout	People Goals 1/3
	(7) <i>Participate in the ECU Attracting Diversity in Student Recruitment Project.</i>	Specialist Services	Janine/ Rhiannon	August 2016	People Goals 1/3
	(8) Progress achievement in other national E&D chartermarks (eg Stonewall, Race Equality)	Specialist Services	Janine	August 2016	People Goals 1and 3

	(9) Provide guidance and support on Equality and Diversity including impact assessments.	Specialist Services	Janine	Ongoing	People Goals 1/3
	(10) Monitor completion of impact assessments for all new policies and strategic decisions.	Specialist Services	Janine	Ongoing	People Goals 1/3
	(11) <i>Progress E&D review and potential consolidation of Endowments (with DT and Finance) on University Endowment Fund.</i>	Specialist Services	Janine	Ongoing	People Goals 1/3
	(11) Manage and promote involvement in internal E&D strand focus groups (LGBT, Disability, Carers Network, Race).	Specialist Services/ HR Partners	Janine/HR Partners	Ongoing	People Goals 1/3
	(12) Draft BSL Plan (statutory requirement to have published by October 2018).	Specialist Services	Janine	August 2016 (initial draft)	People Goals 1/3
	(13) Increase and enhance the support of E&D activities for students.	Specialist Services	Janine	August 2016	People Goals 1/3
	(14) Provide HR support to relevant working groups and support implementation of HR related recommendations arising from action/ implementation plans.	Specialist Services/ HR Partners	Janine/HR Partners	August 2016	People Goals 1/3
	(15) Undertake an Equal Pay Review and analyse outcomes identifying any actions to ensure improvement.	Specialist Services	Debbie/Tony	March 2016	People Goals 1/3
	(16) Develop and deliver International Women's Day Conference.	Specialist Services	Head of Specialist Services/Catherine/Events Team	March 2016	People Goals 1/3

	(17) Oversee the renewal of the Athena Swan Institutional Bronze Award.	Specialist Services	Debbie/Tracey Head of Specialist Services/ Rhiannon	November 2016	People Goals 1/3
	(18) Oversee the implementation of the Athena Swan Institutional Action Plan and achievement of Athena Swan Silver Award.	Specialist Services	Debbie/Tracey/Head of Specialist Services/Rhiannon	Ongoing	People Goals 1/3
	(19) Assist in school submissions for Athena Swan awards – bronze and silver.	Specialist Services/ HR Partners	Head of Specialist Services/Rhiannon/Maria/ HR Partners	November 2016	People Goals 1/3
	(20) Oversee the implementation of the Athena Swan School Action Plans and achievement of silver awards.	Specialist Services/ HR Partners	Head of Specialist Services/Rhiannon/Maria/ HR Partners	Ongoing	People Goals 1/3
	(21) Participate in and contribute to Self-Assessment Teams.	Specialist Services/ HR Partners	Rhiannon/Maria/ HR Partners	Ongoing	People Goals 1/3
c. Social responsibility and sustainability	(1) Contribute to meetings of the Emergency Planning Committee	Specialist Services	Head of Specialist Services/Tony	Ongoing	People Goal 1
	(2) Undertake a desktop exercise to test the responsiveness of the HR Service.	Specialist Services/ HR Partners	Tony/HR Team reps.	October 2015	People Goal 3
	(3) Seek Living Wage Accreditation and maintain accredited status.	Tracey	Tracey/Lynda/Working Group	Achieved August 2015/ongoing	People Goals 1/3
	(4) Sign up to Investors In Young People (IYYP).	Specialist Services	Debbie/Tracey/Head of Specialist Services/Catherine	August 2016	People Goals 1/3
	(5) Sign up to the Armed Forces Covenant	Specialist Services	Debbie/Tracey/Head of Specialist Services/Catherine	March 2016	People Goal 1/3

Aim 4 : Development, management and leadership					
GOAL	ACTION	TEAM	LEAD & OTHERS INVOLVED	TARGET COMPLETION DATE	STRATEGIC GOAL
<p>a. Developing leaders - invest strategically in staff to inspire and equip them to shape, influence and lead</p> <p>b. Invest in managers to ensure they are equipped to take decisive action and take responsibility for their decisions.</p>	(1) Continue the development and delivery of programme content for leadership and management development activities including ILDP.	Staff Development	Head of Staff Development Partner/Amanda	Ongoing. ILDP likely to commence late 2016	People Goals 1/2
	(2) Deliver the Head of School development programme.	Staff Development	Head of Staff Development/ Amanda/Beth	March 2016 – Feb 2017	People Goals 1/2
	(3) Offer CPD opportunities to ILDP graduates.	Staff Development	Head of Staff Development / Amanda	Ongoing. Availability through mentoring scheme launch April 2016	People Goals 1/2
	(4) Develop and deliver the Academic Line Manager development programme.	Staff Development /HR Partners	Head of HRP/Head of Staff Development/Amanda/Beth /HR Partners	Sept 2015 – Feb 2016. Ongoing Ongoing	People Goals 1/2
	(5) Develop and deliver ILM accredited Management Diploma to Graduate Trainees.	Staff Development	Head of Staff Development/ Amanda/Beth	June 2017 onwards	People Goals 1/2
	(6) Offer coaching and mentoring services to	Staff	Head of Staff Development/	Ongoing.	People Goals

	management development graduates as requested.	Development	Amanda/Beth		1/2
	(7) Offer CPD events to management development graduates on an ongoing basis.	Staff Development	Head of Staff Development /Amanda/Beth	Ongoing: Mindfulness CPD sessions commencing October 2016	People Goals 1/2
c. Foster an environment of high aspiration and performance, drawing on excellent leadership and management development	(1) Review and revise Staff Development Policy.	Staff Development	Head of Staff Development	June 2017	People Goals 1/2
	(2) Develop a Staff Development business plan for income generation.	Staff Development	Head of Staff Development	June 2017	People Goals 1/2
	(3) Provide relevant coaching and mentoring development events to train staff.	Staff Development	Amanda/Beth	Beginning Feb 2016. Now ongoing	People Goals 1/2
d. develop a clear succession planning policy to support the University in identifying management and leadership roles and opportunities.	(1)Develop and implement a succession planning policy	HR Specialist Services	Tracey/Head of Specialist Services/Catherine/HR Partners	August 2016	People Goals 1/2

Aim 5 : Global impact					
GOAL	ACTION	TEAM	LEAD & OTHERS INVOLVED	TARGET COMPLETION DATE	STRATEGIC GOAL
a. Support the University's global ambitions	(1) Support the application of the Internationalisation Policy and its review.	HRD	Debbie/Tracey/Head of Specialist Services/Head of HRP/HRPs/HRP – Internationalisation	Ongoing	Research & Knowledge Exchange Goal 1
	(2) Establish appropriate HR professional and transactional support to internationalisation initiatives.	HRD	Debbie/Tracey/Head of HRP	Ongoing	Research & Knowledge Exchange Goal 1
	(3) Provide strategic support to the Internationalisation Strategy Committee and the Partnership Unit	HR Partner Internationalisation	HR Partner – Internationalisation/HRPs	Ongoing	Research & Knowledge Exchange Goal 1
	(4) Provide strategic and operational support to internationalisation project boards and other adhoc arrangements including transnational education.	HR Partner Internationalisation/HRPs	HR Partner – Internationalisation/HRPs	Ongoing	Research & Knowledge Exchange Goal 1
	(5) Provision of structured support to international staff and family including supporting relocation and integration	HR Partner Internationalisation/HRPs	HR Partner – Internationalisation/HRPs	Ongoing	People Goals 1/2/3

Aim 6 : Underpinning Infrastructure					
GOAL	ACTION	TEAM	LEAD & OTHERS INVOLVED	TARGET COMPLETION DATE	STRATEGIC GOAL
a. Support the University in achieving and maintaining financial sustainability	(1) Support the Voluntary Severance Scheme and other efficiency saving initiatives.	All	Debbie/Tracey/Head of HRP/Head of Specialist Services/HRP	July 2016	All
	(2) Provide HR support to the Professional Services review, Technicians Review and other service review activities.	HRD/HRP	Debbie/Tracey/Head of HRP/Head of Specialist Services/HRP	Ongoing	All
b. Support the University in maximising efficiency in systems and processes	(1) Implement OneSource (including e-recruiter)	All	Debbie/Kenny/Employment Services Manager/all	September 2016	People Goal 1
	(2) Provide ongoing support post roll out of OneSource	ESC/ HR Systems Team	Kenny/HR Systems Team	October 2016 onwards	People Goal 1
	(3) Continue to develop key partnership working with Campus Trades Unions, NHS and other external parties.	HRD/HRP	Debbie/Tracey/Head of HRP/HRP/Head of Specialist Services/Specialist Services	Ongoing	People Goal 3
	(4) Support other initiatives developed as part of the Digital Strategy	Specialist Services/ Employment Services / Systems Team	Kenny/Employment Services Manager/ Specialist Services	Ongoing	People Goals 1/3

	(5) Capture all transactional requirements for OneSource implementation.	OneSource Build Team/ Employment Services Centre	Kenny/Employment Services Manager/ Build Team/Team Leads/Employment Services teams	August 2016	People Goals 1/3
	(6) Develop and implement modernised employment services transactional processes to support the implementation of OneSource.	Employment Services Centre	Employment Services Manager/ Team Leads/Employment Services teams	August 2016	People Goals 1/3
	(7) Develop and implement updated pages for Staffnet including policy and guidance documentation as part of OneSource launch.	Employment Services Centre	Employment Services Manager/ Team Leads/Employment Services teams	August 2016	People Goals 1/3
	(8) Develop and deliver appropriate training to HR Team and managers on new transactional processes.	Build Team/ Employment Services/ CAD?	Kenny/Build Team/Employment Services Manager/CAD	July 2016	People Goals 1/3
	(9) Implement OneSource	HRD	Kenny/Build Team/all	September 2016	People Goals 1/3
	(10) Ongoing review of transactional processes to identify further areas for improvement, establishing key performance indicators of success/efficiency.	Employment Services Centre	Employment Services Manager	Ongoing	People Goals 1/3
	(11) Undertake a review of honorary appointments/ processes.	Employment Services Centre/ Specialist Services	Employment Services Manager/Head of Specialist Services	June 2016	People Goal 1
c. Ensure the University adopts the principles of good practice and	(1) Ensure delivery of Policy Review plan	Specialist Services	Head of Specialist Services/ Catherine	Ongoing	People Goals 1/3
	(2) Ensuring legal compliance including responding	Specialist	Head of Specialist	Ongoing	People Goals

is legally compliant.	to audit activities eg PVG, clinical, UKVI, FOI etc.	Services	Services/ Catherine/Peter		1/3
	(3) Review our processes to ensure compliance with UKVI regulations and formulate recommendations for improvement.	HR Partners	Head of HRP/HRP – Internationalisation/HRP	May 2016	People Goals 1/3
	(4) Continue to provide professional support to the Consultation on Avoidance of Redundancy/ redeployment process.	Employment Services/ HR Partners	Employment Services Manager/Redeployment Coordinators/HRP	Ongoing	People Goal 3
	(5) Provide professional support to casework.	HR Partners	Head of HRP/HR Partners/ HRA	Ongoing	People Goal 3