

The University of Huddersfield

Human Resources Strategy 2009-2013

Valuing and Developing Our Staff

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Valuing and developing our staff

Introduction

The University of Huddersfield seeks to deliver an accessible and inspirational learning experience, to undertake pioneering research and professional practice, and to engage fully with employers and the community. The University's vision is:

"To be an inspiring, innovative University of international renown"

To be successful we need to ensure that we recruit and retain the very best talent across all fields, drawing on local, regional, national and international labour markets. We must ensure that our staff are adequately prepared for and able to manage future demands; respond quickly to change to be able to deliver the University's aims and objectives.

Our staff are the key factor in our continued success.

To attract and retain high quality staff

To achieve our aims the University must attract high calibre staff.

Whilst facing competitive labour markets, nationally and locally, the University will seek to ensure effective recruitment practices operate and develop and disseminate a positive Employer Brand. The University will continue to develop its position as an “Employer of Choice” by becoming recognised for its positive working environment, its competitive terms and conditions of employment and its reputation for supporting success.

The University will seek to retain its high performing staff by providing a stimulating and supportive working environment; providing competitive terms and conditions of employment; and by supporting personal and career aspirations of all who work here. We will seek to enhance the motivation and job satisfaction of all our employees. We will allocate resources to ensure that staff workloads reflect the University’s priorities and that academic staff have time and resources to engage in curriculum development, research and reach-out activity which enhances the quality of teaching and learning.

We will seek to maintain a positive working culture based on mutual respect and trust within our community. We will look to provide a working experience that promotes worklife balance taking account of needs staff have outside work through the maintenance of flexible working/retirement arrangements.

Objective

Key Performance Indicator

Be an employer of choice

- Staff turnover, absence and grievances are below HE average

Improve efficiency and effectiveness

- Year on year improvements in staff satisfaction surveys

Ensure competitive total reward package is available

- Increase in application rates by 3% and re-advertisement rate below 5%

Ensure staff are engaged

To support our staff to achieve their best

In order to develop our capability for dealing with the challenges posed by changes in the government's policies, in addition to more competitive national and international HE markets, we need to support new ways of working.

We believe that our staff are creative innovators but we need to overcome particular barriers to innovation by encouraging staff to create time away from short term delivery pressures and becoming more confident in utilising new approaches to teaching and learning, building individual research capacity and encouraging wider engagement with employers and the community.

Objective

Ensure workforce is equipped with skills/experience

Encourage continuous learning

Key Performance Indicator

- All staff review development needs
- liP is maintained
- Staff postgraduate qualification base increases by 20% by 2013

To promote equality of opportunity and diversity

In supporting recruitment and retention of a diverse workforce we need to ensure that we have access to the whole labour market and do not inadvertently exclude groups by our practice or culture (perceived or real). We need to ensure that equal opportunity is fully realised for our own staff. We will actively seek to increase applications from the black minority ethnic communities, both locally and nationally. We will actively seek to secure employment of individuals with disabilities through both retention of staff currently employed and targeted recruitment of new staff.

The University will seek to mitigate the impact of historical discrimination through positive action, where appropriate, by targeting recruitment opportunities for under represented groups and ensuring development opportunities are available to staff to raise career goals and aspirations.

The University will carry out equality assessments on both existing and new policies to ensure that at an early stage in the decision making process policies can be changed to maximise impact and to ensure compliance across the range of legislation.

Objective

Ensure workforce reflects the diversity of our student body and community

Ensure all employees are treated with respect and equity

Ensure equality is mainstreamed

Key Performance Indicator

- Diversity at HE benchmark
- 3% increase in BME application rates
- Disability Symbol User status maintained
- Female distribution in management grades representative

To develop leadership/management skills in a wider range of staff

We need to ensure that staff are engaged at all levels in the University in determining how services may be improved, efficiency and effectiveness increased. Managers will need to exercise measured risk taking to seek out and foster innovation from all staff to secure continuous development and improvement.

This requires leadership at all levels of the University.

Objective

Ensure there is sufficient leadership and management capacity to implement change

Develop competency frameworks

Ensure employee communication channels are effective and accessible

Key Performance Indicator

- Development programmes are provided for all individuals with management responsibility
- Mentoring programmes available for new staff and staff in role
- Performance management is embedded in the appraisal process