



Anglia Ruskin  
University

# Our People Strategy 2016 -17

## Living our Values

Approved by the Board of Governors 25 November 2015<sup>1</sup>

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

## 1. Mission and Values, taken from our Corporate Plan

### Our Mission

**We are exceptional and imaginative in the advancement of knowledge and education of students. We are passionate about collaboration, innovation and transformation to enhance social, cultural and economic well-being.**

### Our Values

- *A sense of belonging.* We are proud to be part of Anglia Ruskin University. We know that lifelong relationships are formed here.
- *Academic ambition.* We want our teaching and research to be excellent. We are determined that our students and staff will realise their full potential.
- *Innovation.* We are purposeful, challenging and curious about our world. We are prepared to do things differently. We are creative, entrepreneurial and bring enthusiasm to everything we do.
- *Supporting each other.* We are friendly and inclusive, and celebrate individuality and diversity. We support and encourage everyone, and strive hard to anticipate and meet needs and aspirations.
- *Honesty and openness.* We operate with integrity, trust and respect for each other and we deliver on our promises. We share ideas, information and challenges and we seek out views and opinions.
- *Concern for the environment.* We want our concern for a sustainable environment to inform every aspect of what we do.

## 2. Our People Strategy

### 2.1 Background and Introduction

We spend £95m on staff of which 53% is spent on teaching and research staff and we employ over 2000 staff in total. Most of our income is derived from fees and grants related to teaching but an increasingly important part of our income is for research, commercial and international activity.

Our staff support is over 39000 students studying at every level from undergraduate to research degrees. Our University has five Faculties, with expertise in business, medical science, health, social care and education, arts, law and social sciences, and science and technology. We have three main campuses in Cambridge, Chelmsford and Peterborough. We have a number of partnerships in the UK and overseas.

We have a strategic approach to HR and people management and have had an HR/ People Strategy for the last 15 years. We believe that we are at the leading edge of HR developments in the sector, for example our approach to performance management, relationships with our trade unions, quality of our leadership and investment in staff development.

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

The People Strategy doesn't exist in isolation. Our approach to drafting this strategy has been to ensure that the key elements of the Corporate Plan which are people-related are included within this strategy. It also links closely with our Research Strategy and Learning, Teaching and Assessment Strategy.

The People Strategy recognises and acknowledges that our staff are our most important asset and their commitment and enthusiasm is key to achieving our corporate goals. In particular, but not exclusively, Goal 9 in our Corporate Plan is a driving force of this People Strategy.

*'We will belong to a university community in which our staff are well qualified and staff satisfaction and engagement levels are in the top quartile.'*

## **2.2 Headline Achievements from the People Strategy 2012-14**

We have made good progress, meeting or exceeding most of the targets set in our last People Strategy. Key to this has been our culture of engagement with staff involving widespread consultations through events such as our annual Vice Chancellor's Conference and Away Days, providing the opportunity for all staff to be involved in major developments such as our Corporate Plan.

Significant achievements during the period of our last People Strategy include:

- Increased numbers and proportion of academic staff with a doctorate
- Recruited significant numbers of early career researchers to help build our research capacity and profile.
- Transformed the staffing profile of our Business School.
- Increased the number of staff recruited from overseas to better reflect the diversity of our student population.
- Increased satisfaction with staff induction as a result of changing the way we do this.
- Development of our appraisal system to introduce and embed performance ratings to encourage an honest conversation and enhance the appraisal experience by moving the system online.
- Full adoption of our Academic Workload Balance Model (AWBM) across all faculties to ensure equitable workloads with sufficient time for research.
- Substantial investment in highly successful staff engagement events, including Campus Exchange and Campus Explore, to showcase to our staff what we do and build pride in our university.

In 2013 and 2015 we undertook our biennial staff survey and overall the results were very pleasing with many areas of strength identified. We have recently been focussing our efforts on ensuring that the staff survey is considered as important as the National Student Survey (NSS) and action plans are in place to address areas for improvement.

Staff development has also continued to be an important investment for us, with a new leadership and management programme aimed at the many new academic heads of department and equivalent grade support staff managers. During the reporting period, we've reshaped our Business School and Faculty of Health, Social Care and Education to ensure campus-specific leadership designed to address concerns highlighted in the NSS, and established our new Faculty of Medical Science.

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

We are delighted that we retained our Customer Service Excellence Award, HR Excellence in Research Award, and attained the institutional Athena Swan Bronze Award.

### **2.3 Key contextual factors influencing our People Strategy**

#### External environment

- Increasing expectations of our students placing greater demands on our staff
- Immigration policy and its impact on international student and staff population
- Increasingly competitive environment for recruitment and retention of the best staff
- Sector pay restraint meaning that non-pay rewards have increased in importance
- Research Excellence Framework changing the type of staff we employ
- Emphasis on high quality teaching as well as research in the NSS and Teaching Excellence Framework (TEF)

#### Internal environment

- Change of leadership at Vice Chancellor level
- Corporate Plan with challenging targets
- Continuing emphasis on doctorates and research for academic staff
- Building pride – embraced by all through staff engagement
- Increased importance of staff satisfaction as measured through our staff survey
- Emphasis on appraisal and performance management
- “Growing our own” future managers and leaders
- Highly qualified staff are more marketable/poachable
- Increased emphasis on health and wellbeing
- Drive for efficiency and Value for Money

### **2.4 Key themes**

There are a number of cross-cutting key themes in this People Strategy with an emphasis on:

- Leadership
- Employee engagement
- Performance management

### **2.5 Structure of the document**

The document is structured under five headings:

- Attracting and recruiting talented staff
- Supporting high performance
- Recognising and rewarding our staff
- Developing our staff
- Engaging our employees

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

Under each heading, we articulate our overall aim, underpinned by a number of key strategies for achieving these over the next two years, together with metrics for measuring progress. The five sections are themselves inter-related and a number of the strategies could relate to more than one heading.

Project plans already exist or will be formulated for the most complex and significant areas of activity. These will identify specific timescales and milestones.

## **2.6 Consultation**

This strategy has been through an extensive process of communication and consultation with a diverse range of stakeholders, including our recognised trade unions, UCU and UNISON, the Corporate Management Team (CMT), Heads of Department, Equality and Diversity Group and has been approved by our Board of Governors.<sup>1</sup>

## **2.7 Monitoring**

Progress monitoring is delegated by the Board to the Finance, Employment and General Purposes Committee who will receive annual reports. These are also discussed with CMT and shared with our recognised trade unions.

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

## **Attracting and Recruiting Talented Staff**

**AIM: To attract and recruit well qualified, diverse and talented people aligned to our business needs.**

### **Strategies**

#### **We will:**

Use social media and other innovative digital approaches, alongside traditional methods, to promote our university as an inspiring place to work. Reach out and target people using these approaches to attract a high calibre of staff.

Regularly review organisational structures and roles within them to make sure they are fit for purpose and jobs are designed to be future-proofed.

Ensure that our academic staff numbers grow proportionately more than our student numbers and continue to reduce the number of Associate Lecturers in order to be able to make more appointments to career grade roles.

Grow the number of joint appointments with NHS trusts in the areas of medicine, health and social care so as to have leading edge professional practice informing our research and teaching.

Review and expand our job families to include clinical academics in preparation for establishing a medical school.

Identify and apply appropriate assessment tools and frameworks, such as our behavioural competencies framework (Personal Qualities at Work), to enhance recruitment selection processes.

Take positive action to increase the proportion of women at senior management and professorial level and set new targets in our Equality Objectives from 2016.

Understand why Asian applicants are less likely to be interviewed or offered jobs than other BME groups and take appropriate action.

Explore internal work placements and internships to provide work experience for our students and enhance their employability skills. Promote our job opportunities to our graduates.

Adapt our staff recruitment processes when necessary so that we can be agile and responsive in a competitive market for specialist and leadership roles.

Recruit academic staff from the global talent pool to reflect the diversity of our student population, within the constraints of government immigration policy.

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

<b>Metric</b>	<b>Baseline</b>	<b>Target 2016</b>	<b>Target 2017</b>
Proportion of overall staff spend on academic staff	53%	55%	57%
Associate Lecturers (formerly HPLs) as a proportion of academic staff spend	7%	4.5%	4%
Improved Staff Student Ratio (SSR)	19:1	17.5:1	16:1
Proportion of newly recruited academics with a doctorate or near to completion	75%	82%	85%
Proportion of academic staff who are non-UK nationals	23%	N/A	23% <sup>1</sup>

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

## **Supporting High Performance**

**AIM: To develop a culture of high performance and efficiency.**

### **Strategies**

#### **We will:**

Supplement annual objective-setting in appraisal with regular progress monitoring and honest feedback throughout the year. Ensure consistently high quality annual appraisal discussions. Use appraisal to identify aspiring leaders and support their career development.

Encourage managers to recognise and reward high performance and help them to identify and rapidly manage poor performance, with a focus on excellent student/customer service.

Shift the emphasis from time-served incremental pay progression to contribution and market-related pay.

Make sure that the re-defined Deputy Head roles in academic departments deliver the positive impact we expect in relation to a) support for Heads of Department, b) development of future Heads, and c) more autonomy for Course Leaders.

Empower managers to try innovative ideas to deal with challenging situations.

Building on the success of our Institutional Athena Swan Bronze Award, work towards departmental Bronze Awards before applying for an Institutional Silver Award.<sup>1</sup>

Use the Academic Workload Balance Model (AWBM) to ensure that academic staff have time to undertake research and make research bids. Move to an on-line AWBM to improve staff and manager experience and provide beneficial management information.

Review our Managing Sickness Absence Policy with a focus on reducing short-term sickness absence and potential negative impact on the student experience and/or service provision.

Improve gender representation in key decision making committees.

Empower staff to work smarter not harder by investing in lean and efficient business processes which enhance student/customer satisfaction.

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017



<b>Metric</b>	<b>Baseline</b>	<b>Target 2016</b>	<b>Target 2017</b>
Review achievement of three main objectives for new Deputy Head roles	N/A	Successful review	N/A
Achieve institutional Silver Award for Athena SWAN and at least one departmental Bronze Award	Institutional Bronze Award	N/A	Application for two Departmental (Faculty) Bronze Awards in November 2017 <sup>1</sup>
Working days lost per employee p.a. through short term sickness absence	3 days	N/A	2.5 days
Proportion of women on Senate, all sub committees and Faculty Boards to be at least 45%	5/9	7/10	13/13 <sup>1</sup>

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

## Recognising and Rewarding our Staff

**AIM: To ensure that staff contribution to organisational success is recognised and rewarded appropriately.**

### Strategies

#### We will:

Ensure paths to academic promotion explicitly value teaching and other academic contributions as well as research.

Better promote the value of our total reward package, including non-pay benefits such as the wide range of development opportunities available to staff.

Building on our reputation as a Living Wage employer, work towards full Living Wage accreditation so that staff employed indirectly receive the Living Wage.

Encourage and support staff to seek external recognition and awards which enhance our reputation and individual esteem amongst peers.

Introduce a new high profile annual staff awards event to celebrate individual and team success.

Empower managers to recognise and reward their staff at a local level.

Review our Attraction and Retention policy to make sure the reward package retains our best talent and we can recruit outstanding new staff.

Review the scope, methodology and frequency of future equal pay reviews and continue to improve the disclosure rates for equality-related data.

Identify and make available funds to minimise the impact of extended leave on research for men or women and provide protected research time following maternity or shared parental leave.

Metric	Baseline	Target 2016	Target 2017
Number of staff promoted to Principal Lecturer (Grade 7) or higher for their excellence in learning, teaching and pedagogic research (from LTA Strategy)	N/A	At least 5	At least 5
Implement new annual staff awards event	N/A	Successful event	Deferred until 2018 <sup>1</sup>
Number of individuals and teams recognised with in-house awards	125	150	140 <sup>1</sup>
Proportion of full-time/ fractional staff who disclose <b>all</b> their equality-related data to use in our equal pay reviews	69%	75%	80%

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

## **Developing our Staff**

**AIM: To ensure our staff have the capability and competencies to meet organisational goals and priorities.**

### **Strategies**

#### **We will:**

Improve the effectiveness of our mentoring and work shadowing schemes, and actively promote these to enable staff to learn from experienced colleagues and share best practice.

Encourage career aspirations of female staff through attendance at Women's Network events.

Sponsor development of aspiring leaders from under-represented groups through leadership programmes such as Aurora (for women) and Stonewall (for LGBT).

Encourage a culture of high performance through setting clear expectations and effective leadership and management development.

Provide an environment which enables and requires new and current academic staff to achieve their doctorates within a reasonable timescale.

Provide an on line 'hub' for staff to access career development tools to enhance their individual journey with Anglia Ruskin.

Review existing career paths for support staff and identify new opportunities that encourage movement of staff between Faculties and Support Services.

Expand our fee waiver scheme to include foundation degree distance learning opportunities through Degrees at Work to encourage more staff to gain higher qualifications.

Support Early Career Researchers (ECRs) to become established in their fields through the development of a Post-Doctoral Staff Charter and a specific mentoring scheme.

Ensure high proportions of academic and support staff visit at least one other organisation each year in order to keep abreast of developments in the sector and beyond and then apply their learning at work.

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

<b>Metric</b>	<b>Baseline</b>	<b>Target 2016</b>	<b>Target 2017</b>
Number of staff taking advantage of Women's Network events, mentoring and work shadowing schemes	c150	200	250
Overall proportion of academic staff with doctorates	58%	62%	64%
Number of support staff on a fee-waivered course	60	75	90
Proportion of staff who undertake at least one external visit per year	c30%	40%	50%

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

## **Engaging our Employees**

**AIM: To achieve high levels of staff satisfaction through employee well-being, involvement, commitment and pride in Anglia Ruskin.**

### **Strategies**

#### **We will:**

Promote leadership that supports the health and well-being of employees and help managers to achieve this.

Address issues related to the work-life balance section of the Staff Survey by making sure that all managers encourage their staff to take their full holiday entitlement. Enable a culture which encourages 'digital switch-off' and discourages long working hours.

Develop our Health and Well-being Champions network to increase and actively promote employee health and well-being initiatives.

Provide new opportunities for the widest range of employees to have their say and be heard, through a wide mix of channels, including intranets, blogs, and social media platforms to co-exist with traditional representation.

Implement improved internal communications, including social media engagement, so that we better communicate our organisational strengths to our staff and help them understand the competitive context in which we operate.

Instil a greater sense of pride in, and of wanting to belong to, Anglia Ruskin University, through new and innovative employee engagement initiatives.

Use the data from our staff surveys to identify and take actions to improve staff satisfaction and engagement and monitor progress through 'pulse' surveys. Increase staff survey response rates from our academic staff.

Promote staff volunteering and community engagement as part of our commitment to social responsibility and citizenship.

Involve staff in helping us understand and be responsive to the challenges of a multi-generational workplace of the future.

<sup>1</sup> Revised targets for 2017 agreed by the Finance, Employment and General Purposes Committee on 3 April 2017

<b>Metric</b>	<b>Baseline</b>	<b>Target 2016</b>	<b>Target 2017</b>
Proportion of staff who tell us they have a good work-life balance	72% (support 84% academic 51%)	N/A	76%
Proportion of academic staff who respond to our staff survey	58%	N/A	65%
Proportion of staff who tell us they feel able to voice their opinion	77%	N/A	85%
Proportion of staff who tell us that overall communication is effective	57%	N/A	65%
Proportion of staff who feel proud to work for Anglia Ruskin	84%	N/A	90%

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