University of Kent’s HR Strategy 2010 – 2012

January 2011 Update

The University of Kent is a successful organisation which has developed due to the efforts and talents of its staff. The University values its very good employee relations and its excellent record of encouraging staff to achieve their ambitions. The University of Kent’s HR Strategy was launched in June 2010 and was written with a view to supporting our staff to continue to develop and excel and to ensure their contribution to the success of the University’s Institutional Plan.

The focus of the Strategy is on the themes of:

1. Developing Leadership Capabilities
2. Providing People Management and Development Opportunities
3. Supporting Workforce Planning
4. Improving Employee Communication and Consultation
5. Promoting Equality and Diversity

Since June 2010 an additional theme has been added to ensure that, as we approach times of increasing funding challenges. This theme confirms the commitment we have made in:

6. Ensuring HR Systems and Processes are Efficient and Effective

Strategy creation and implementation is an ongoing process and the University is regularly reviewing initiatives within the strategy to ensure they meet the emerging needs of our changing environment.

We are also in the process of developing how we will measure our achievements through Key Performance Indicators to be agreed by the University’s Staff Policy Committee.
HR Strategy

1. Developing Leadership Capabilities
2. Providing People Management and Development Opportunities
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5. Promoting Equality and Diversity
6. Ensuring HR Systems and Processes are Efficient and Effective

January - June 2011 Operational Plan

1. Further revisions to Heads of School Leadership & Management Programme
2. Pilot 68 Cross-University Leadership Programme
3. Implement New Heads of Academic School Renewal Process
4. Revise Heads of Academic School Role Profile
5. Develop Job Evaluation Panel Terms of Reference
6. Review and Revise HERA Guidelines
7. Pilot Job Evaluation of Replacement Roles
8. Pilot Humanities Faculty Role Profiles Project
9. Implement Simplified Appraisal Process
10. Develop Pilot Department-Specific Management Development Session (e.g., Managing Absence, etc.)
11. Review Organisational Change and Redeployment Policy and Processes
12. Review Absence at Work Policy and Processes
13. Refine Fixed-Term Contracts Processes
14. Timesheet, caseload project
15. Review Central Induction event
16. Introduce Hospital Scheme
17. Review Non-Academic Re-grading Processes
18. Linking System to HR Reporting Needs
19. Review and Revise HR Website Communications
20. Start Athena Swan Project Work
21. Build on Disability and Staff Networks and Reporting
22. Launch International Staff Website
23. Implementation of Administrative Review Adjustments
24. Process Mapping Pilot

Year One: 2010
1. Revised Heads of School Leadership & Management Programme (including self-assessment)
2. Pilot 68 Academic Division Leadership Programme
3. Newly Promoted Senior Staff Event
4. New Organisational Change and Redeployment Policies
5. New Voluntary Redundancy and Early Retirement Scheme
6. New Internal Recruitment Process
7. New Improving Performance Policy Briefings and Workshops
8. New Academic Promotion Scheme
9. New Benchmark Roles for School Administration Managers
10. Improved Induction Materials
11. Review of Annual Appraisal Process Begins
13. Improved Links to Finance for Institutional Planning Process; School-Level Staff Profiles
14. Joint HR, Finance, IS HR Payroll System Project Scoping
15. Refreshed E&O Comms Staff Policy Committee Membership
16. USS Pension Consultation
17. New Single Equality Act University-wide Briefings
18. New Commitment to Athena Swan Charter
19. Review of administrative systems and processes

June - December 2010 Achievements

Year Two: 2011

Year Three: 2012