University of Kent’s HR Strategy 2010 – 2012

June 2010

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. This HR Strategy is 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 is recognised by:

Continuing to develop our leadership capabilities

Providing more opportunities for people to further develop their careers at Kent

Ensuring managers have useful workforce information to help with future planning

Improving our employee communication and consultation mechanisms

Continuing to promote equality of opportunity

We will measure our achievements through Key Performance Indicators which are agreed by the University’s Staff Policy Committee.

The management of the University’s most important resource – its people - is going to be crucial in delivering each of the objectives articulated in the Institutional Plan. Human Resources will work in partnership with the leaders of the organisation to help deliver on these goals. Each department now has a designated senior HR Manager and key contacts in each of our operational teams. They will be focussed on helping to understand each of the areas of the organisation they have responsibility for, to ensure the HR service is fit for purpose. Human Resources will continue the programme of policy development to ensure there is clear guidance available for staff and managers and that the organisation is meeting its requirements under legislation.

The University will also ensure we are communicating effectively with our stakeholders through the recognised mechanisms such as the Joint Staff Negotiating and Consultation Committee (JSNCC). We will ensure that Staff Policy Committee
have a clearer picture of HR performance by agreeing and implementing some Key Performance Indicators (KPIs).

The HR Strategy is focused on five key areas:

1 Leadership
   a. The University needs to develop a plan to improve the management of the University’s performance to include a review of underpinning policies and processes (e.g. performance management and capability)
   b. Develop a Kent leadership competency framework
   c. Implement and run management development programmes for leaders at all levels

2 People Management and Development
   a. Overhaul current appraisal process in line with recommendations to improve the management of performance and implement personal development planning as part of the appraisal/performance review process to support the development of the individual in line with the objectives of the Institution
   b. Work with Schools and Departments to begin to create School/Departmental training plans which develop out of the individual development planning process
   c. Instigate coaching and mentoring initiatives to support the development of staff
   d. Create standardised role profiles to be based on the HERA framework to help ensure a consistent approach to roles, job evaluation, career path, development and recruitment
   e. Begin the development of internal career planning processes, for all groups of staff (e.g. researchers) to support succession planning and development of individuals

3 Workforce Planning
   a. Develop staffing profiles of Departments & Schools to provide information to assist with organisational planning and develop comprehensive, efficient, effective management information tailored to the needs of the Departments & Schools
b. Begin the implementation of the **HR self-service system**

4 Employee Communication and Consultation

a. **Improve consultation and communication** with staff:
   - Focus on changes to the JSNCC to improve consultation and communication
   - Include representatives from ethnic minority and disability groups
   - Offer training and resources to the staff representatives
   - Develop a policy on consultation
   - Widen the membership of the Staff Policy Committee
   - Encourage communication between staff and their managers at all levels of the University

b. Improve **communication in and from Human Resources** by:
   - Trial a communications model within the department
   - Have a regular feature within the University newsletter

c. Improve communication and consultation across the University by developing and implementing a **communication model**

d. **Improve reward and recognition** by:
   - Review reward practices and ensure **fair systems for recognising contribution**
   - Review the non-academic regrade procedures
   - Look at options to recognise staff (long service / retirements etc)

e. Focus on **wellbeing** by developing an integrated approach with Occupational Health and Sports and Recreation to help ensure that staff can have an appropriate work-life balance

5 Equality and Diversity

a. Meet the obligations set out in the **Single Equality Scheme** and ensure compliance with changing legal requirements

b. Embed **Equality Impact Assessment** into the University of Kent’s policies and practices