A new, streamlined central Human Resources & Organisational Development directorate providing high-level, specialist advice and guidance around centrally developed practices and procedures that are developed through engagement with Kent’s employee voice and have good EDI practice at the heart of all we do.

The directorate ensures there is a clearly agreed framework that is relevant and appropriate so devolved HR services can remain connected to Kent’s overall people strategy.

Directorate activity is aligned into two cohesive areas (HR department and Talent & OD), each of which have ownership of related and complementary activity areas.

Within each department, there are subject matter experts (SMEs) in:

- Reward & recognition
- Talent
- Organisational development
- HR project management
- HR systems
- Contract management
- Staff immigration
- Recruitment
- Employee relations
- HR management information

Underpinning the work of the directorate are policy development and process design and reengineering to enable a more agile, proactive HR function.
The Talent & Organisational Development team (T&OD - formally L&OD) was reviewed in 2020, and as a result re-focused on talent management and organisational development activity.

Skillsets and resources were aligned to service requirements in order to continue to deliver Kent’s strategic objectives and raise the T&OD department’s profile as a centre of expertise and partner of choice, and providing a coherent, relevant, flexible and cost effective central learning and development offer (including engaging digital learning content) that is primarily focused on strategic organisational development.

With their earlier restructure, T&OD started rationalising and streamlining processes around talent development by optimising resources within the team in anticipation of the devolution of some L&OD activities into divisions.

To support this, and in recognition of the need to house all developmental, reward and recognition activity together, the Reward team will be renamed Reward & Recognition and will move into this area and will focus more towards providing University-wide research-based reward and recognition strategies that help maintain Kent as a great place to work.
Part of Talent & Organisational Development, the Reward & Recognition team develops, maintains and supports the consistent and fair application of all of the University's reward and recognition activity, including the new Reward Framework, job evaluation and grading processes and academic probation and promotion processes.

Their focus is on providing University-wide research-based reward and recognition strategies that help attract and retain the high calibre of staff essential to the success of the University.
The University’s in-house HR experts

Our **Policy & Projects team** are the University’s in-house experts in HR policy guidance, support and advice. As well as turning latest sector guidance into practical frameworks and procedures for staff, they lead on agreeing and maintaining ways of working across both central and devolved HR teams. Alongside this, they manage all projects and change programmes, either led by HR or run in collaboration with other areas of the University, ensuring a coordinated approach throughout.

**Staff engagement** is central to all aspects of policy and projects, ensuring our people have the chance to shape policy and input into the way we work wherever they can.

The team is be led by a **Policy & Projects Manager**, reporting directly to the Deputy HR Director. They are supported by subject matter experts in contract management, staff immigration and recruitment as well as policy and project-development specific support via HR Advisers (Policy & Projects).
The collaborative approach at the heart of HR

Positive relationships with staff are at the heart of HR, with our Employee Relations team there to make sure the way we support staff is inclusive and constructive throughout.

Whether working with trade union and staff representatives to find solutions to staff concerns or monitoring and responding to key issues coming out of our ongoing casework, the ER team have their finger on the pulse of the University so we can move quickly whenever there is an area of concern.

They also set the standards for how we work with staff across our devolved model, keeping on top of developments in the UK and Europe to translate wider legislation into employee relation practices that are right for Kent.

The team is by a specialist Employee Relations Manager, who will be supported by an HR Officer (Employee Engagement).
Supporting insightful and data-led decision-making

The MI & Systems (MIS) team play a pivotal role in developing HR services and people analytics as we evolve our strategy and support devolution.

The team strive towards developing and creating business intelligence via people analytics that will really help divisions and directorates to move to a position where they are able to more effectively workforce plan.

Led by the HR MIS Manager, the team provide Systems support both internally within HR&OD as well as to managers, and they work collaboratively with other professional services directorates where HR systems support other systems and processes.
Our day-to-day HR hub

Working in partnership with central areas of the University, the Central Services HR team will have an in-depth understanding of what each directorate needs and what we can do in turn support them. This includes dedicated support for the Executive Group and other senior leaders across the institution.

As part of a tailored approach that puts staff first, the team take responsibility for supporting the people agenda in each directorate, ironing out issues and finding solutions wherever we need to. They also have central oversight of our European Operations support, and lead on senior recruitment activity.

The Senior HR Manager is supported by an HR team using the same blueprint for devolved HR teams, to ensure consistency and a solution-focused, adaptable and proactive approach to HR services.

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DEVOLVED HR TEAMS

Empowering divisions to build, develop and support the teams they need

Devolved HR professionals offer **advice and expertise** based on an in-depth understanding of divisional context, aspirations, staffing and challenges and are **partners in joint problem solving** with divisional colleagues.

Each of the six Academic Divisions **take accountability for local people-related decisions**, processes and administration within our agreed framework and governance agreement (MoU).

Devolved HR teams help divisions to create **bespoke people strategies** and plans that identify specific people-related interventions and activities that facilitate the achievement of directorate/divisional objectives and aspirations.

Located within each of the divisions, as well as a Facilities HR team supporting Commercial & Facilities Management and IS, devolved HR teams are able to **respond quickly and flexibly**, ensuring services are joined up, prioritised and shaped to the specific needs of that division, whilst still in support of the University’s overall People Strategy.

<table>
<thead>
<tr>
<th>Arts &amp; Humanities HR team</th>
<th>Natural Sciences HR team</th>
<th>Computing, Engineering &amp; Mathematical Sciences HR team</th>
<th>Kent Business School HR team</th>
<th>Human &amp; Social Sciences HR team</th>
<th>Law, Society &amp; Social Justice HR team</th>
<th>Facilities HR team</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Manager: Suzanne Lake</td>
<td>HR Manager: Tracey Myhill &amp; Fiona Poole</td>
<td>HR Manager: Jo Bembridge</td>
<td>HR Manager: Georgia Bozekova</td>
<td>HR Manager: Claire Griffiths</td>
<td>HR Manager: Sarah Marsden</td>
<td>Senior HR Manager: Sarah Williams</td>
</tr>
<tr>
<td>HR Adviser: Emily Fell</td>
<td>HR Adviser: Gemma Batchelor</td>
<td>HR Adviser: Tanya Williams</td>
<td>HR Adviser: Colin Stretch</td>
<td>HR Adviser: Charlotte Densham</td>
<td>HR Adviser: Angela Clark</td>
<td>HR Adviser: Alex Ashley, Amy Hills &amp; Samantha Rintaul (IS)</td>
</tr>
<tr>
<td>HR Coordinator: Grace Daniels</td>
<td>HR Coordinator: Alex Haydon</td>
<td>HR Coordinator: Peta Budd</td>
<td>HR Coordinator: Victoria Hodgkinson</td>
<td>HR Coordinator: Stuart Erskine</td>
<td>HR Coordinator: Hayley Cloke</td>
<td>HR Coordinator: Kay Disturnal &amp; Helen Frampton</td>
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</table>

Find out more: Take a look at our new HR&OD structure for more information on who’s who in the new teams