



The
University
Of
Sheffield.

Introduction

The University attracts highly able people and our key challenge is to ensure that all our staff are able to excel in all they do and have a strong sense of contribution and achievement.

The engagement and commitment of people is absolutely essential for the achievement of *Our Shared Vision*. We recognise and value the involvement of individuals in all their differing capacities right across the University. We recognise too the need to develop and support leaders and managers who will nurture an environment where individuals will flourish and develop, an environment of respect and collaboration, and an environment of innovation and high achievement.

We want to create an environment where every individual feels and acts as part of a larger whole, where they place the student experience at the centre of their activity, and where they are able to work together to innovate and focus on their key activities.

Over this planning period the University's HR strategy will focus on 3 key areas, each supporting *Our Shared Vision*:

1. **Achieving excellence;**
2. **Strengthening leadership and management capabilities;**
3. **Building a strong sense of community.**

Rosie Valerio

Director of Human Resource Management



**Our
HR
Operating
Strategy
2007-2009.**





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Strategic Themes

Achieving Excellence

We want to nurture an environment where we set and achieve high standards, be this in a front line or supporting role.

We recognise the need for excellence in teaching, and in support for learning and teaching, to ensure our students receive a consistently high quality teaching experience.

We will place greater emphasis upon the recruitment of excellent researchers (i.e. those in academic and/or research only roles), on their progression, and on developing new ways of encouraging and rewarding outstanding contribution.

We will also focus on the development of skills for all staff and on the implementation of the necessary changes to structures in order to deliver excellence across all activities.

Strengthening leadership and management capabilities

We recognise that we need strong leaders and managers to take forward change and create the necessary environment where all

staff can excel and contribute to their full potential. These managers need strong professional support, and the necessary structures to drive forward improved performance at both individual and corporate level.

In this next period, we will take forward a range of initiatives to increase leadership capacity, and to support managers in making the necessary structural and cultural changes.

Building a strong sense of community

The 2005 centenary year provided many opportunities for staff to feel a great sense of pride and community, and for the University to strengthen its links with the city of Sheffield.

In the coming period, the University will build upon these successes, with enhanced internal events and networks, and greater links with the community across the city.

Given the diverse nature of the University's activities, we also need to develop further strategies for improved communication and involvement, for more inclusive working practices, for increased flexibility to suit differing needs, for greater empowerment of individuals, and for the development of an energising and respectful working environment.





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Achieving Excellence

Our Objective

Recruit, develop and reward outstanding staff recognised for their expertise and innovation.

Provide suitable training and support to all those who teach our students.

Recruit, retain and develop the very best researchers and those with the potential to be tomorrow's leading researchers.

Success will be evident through:

Implementation of the framework for hourly paid teachers and other 'casuals'.

Improved recruitment and selection processes and training of panel chairs.

Achievement of targets contained within the Excellence through Inclusion strategy.

A review of the Certificate in Learning and Teaching (CiLT), with appropriate changes in place.

Improvements to the selection, management and development processes, and support for research staff.

Greater encouragement of the definition and achievement of high quality research outputs through SRDS.

Our Objective

Reduce administrative burdens through improved systems & practices.

Improve staff induction.

Have in place flexible and attractive reward packages for staff.

Ensure fair and consistent reward and link contribution to pay.

Improve understanding of reward package.

Implement more flexible benefits.

Success will be evident through:

Managers reporting that use of myJob and myTeam have improved administrative systems and business processes in relation to managing their staff.

80% of all new staff surveyed will confirm that they have received a good induction.

Continual reviews of all pay rates and reward mechanisms, with new arrangements for senior staff salary structures agreed.

A third Equal Pay Review, with improvements in outcomes.

Improved understanding about how to recognise exceptional contribution, demonstrated via ECA submission quality and proportion of successful applications.

Total Reward Statements for University staff.

Up to date myBenefits /UOffers webpages.

Introduction of PayPlus: salary sacrifice on pensions.





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Our Objective

Ensure development needs are assessed through SRDS, and met through adequate provision.

All staff work collaboratively to deliver high standards placing the student experience at the centre of their activity.

All staff are able to work in a safe and healthy environment.

Success will be evident through:

80% of staff (allowing for absence and turnover) will have an SRDS Review each year, will receive clear feedback and their development needs will be identified and acted upon.

SRDS training materials which reflect the need to include the improvement of the student experience in objective setting where relevant.

All relevant staff trained in enquiry handling, and evidence of improved quality will be seen in a random survey.

University compliance with all legal and environmental obligations, promotion of good practice in all areas, and a review of its Health & Safety support.

Our Objective

Success will be evident through:

Support for all staff with sickness absence management and ill-health referral through robust policies and practical solutions, delivered through an improved Occupational Health Service.

Achievement of Two Ticks symbol (demonstration of commitment to those with disabilities).

Support to the Healthy Campus campaign.

Review and implementation of changes to the mechanism for reporting alleged bullying / harassment / discrimination.

Implementation of recommendations arising from HSE Health & Safety Stress Management Audit.

Maximise the University's RAE2008 return.

An RAE out-turn in line with expectations.





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Strengthening leadership and management capabilities

Our Objective

Success will be evident through:

Strengthen HoDs leadership programme.

Improved support for those who manage, including web-based guidance on improving performance.

Improve people management skills and leadership culture throughout the University.

Training in the effective management of staff and resources including change management, and staff performance.

Communicated responsibilities of all senior manager and major budget holder roles.

Revised management development programmes and deliverables.

Effective appointment, review and succession arrangements in place.

A review of appointment and succession arrangements for academic leaders / managers with increased emphasis on clarification of expectations, and individual review.

Our Objective

Success will be evident through:

Effective career development and succession arrangements for professional support staff.

Appropriate support and training opportunities to support staff in Professional Support.

Improve HR support for those who manage staff.

75% of HoDs/senior managers reporting that the support provided by the HR Department is at least 'very good'.

Aligned HR teams working closely with senior managers in the planning, facilitating change, and implementation of the new faculty structures.

Strengthen support for University governors.

All new Council members will have received an HR induction.

Management structures and systems facilitate improved working.

New Faculty Pro-Vice Chancellors and Directors of Faculty Operations in post.

Evidence of stronger collaboration between HR and other Professional Support areas.

Improved support for HoDs/managers through regular monitoring, evaluation, and reporting on workforce costings, profile, and benchmarking.

All uBase implementation targets for HR and payroll achieved at University level, including provision of training support.





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Building a strong sense of community

Our Objective

Implement the University's Excellence through Inclusion Strategy.

Develop diverse teams by appointing staff with diverse skills and backgrounds, and providing opportunities for staff to develop their skills and creativity.

Improve cultural awareness skills in all staff, particularly those with student contact.

Success will be evident through:

Implementation of on-line diversity training, which will have been undertaken by all new staff and 50% of existing staff.

Centrally allocated funding to support the Women Academic Returners Programme (WARP).

Increasing trend of numbers of women appointed, retained and promoted in SETM.

In addition to agreed diversity targets, there will be a particular focus on gay and lesbian issues.

Cultural awareness training, implemented on a regular basis.

Our Objective

Staff feel a sense of community and belonging to the University, and supporting the University in strengthening its links with the city and local area.

Continue to develop constructive relations with all Trade Unions.

Success will be evident through:

Taking forward actions resulting from Staff Survey.

Improved internal communications and related initiatives.

An annual social University-wide event for all staff.

Implementation and communication of a corporate social responsibility policy.

Negotiated agreements in place for local pay and conditions and maintenance of ongoing effective industrial relations.

