TALENT FIRST, the University's People Strategy 2013-2015, recognises and is closely aligned to the University's Corporate Plan.

TALENT FIRST puts the individual at its heart: our talented staff are key to the achievement of our strategic vision. TALENT FIRST: Delivering the Difference gives sharper focus to the key initiatives that we will undertake to successfully deliver the attract, grow and engage priorities of the TALENT FIRST Strategy, the impact we expect to see and how we will measure success.

TALENT FIRST: Delivering the Difference is a dynamic document: we will continuously build upon successes, and develop new and innovative solutions as we create a remarkable place to work.

Andrew Dodman
Director of Human Resources
University Strategic Context
Our reputation as a pioneering employer will be raised by attracting people who are, or aspire to be, internationally renowned and recognised for their research and research-led learning and teaching, and who are committed to providing an outstanding and distinctive student experience.

Vision
To attract the most talented researchers, teachers and professional staff that can pursue the extraordinary to support the University’s vision of excellence, impact and distinctiveness.

Key Initiatives
- Develop talent pipelines which attract innovative and flexible individuals.
- Targeted attraction campaigns including the use of our existing staff acting as advocates of the University.
- Development of our employer brand which will project the University on an international and national stage, as a place with ambition and a sound future.

Impact/KPIs
Delivery of key initiatives will have impact on the following corporate KPIs:
- Percentage of professorial staff who are female is increased to 23% by 2015-16.
- Ranked in the top 10 of the Russell Group for research power by 2015-16.
- Research income and income per academic FTE increased to Russell Group median by 2015-16.
- Student satisfaction remains high and continues to grow to Russell Group upper quartile by 2015-16.
- And the following people-related Impact/KPIs:
  - Our academic profile is increased amongst global peers and prospective partners through the University’s enhanced reputation for attracting talented people from the UK and overseas, through increased collaborations and partnerships.
  - 90% of posts filled first time.
  - Applicant profile demonstrating increased international reach.
  - Recruitment to the agreed target number and quality of VC fellowships.

Pursue the extraordinary
Talent Selection and Induction

University Strategic Context
By placing the Sheffield ACADEMIC, the Sheffield LEADER and the Sheffield Professional at the heart of how we select, induct and support our staff, we will provide the opportunity for staff to use their talents fully and achieve their aspirations and goals in an environment that promotes success and encourages staff and students to excel.

Vision
To select and engage people with ambition, who are not easily daunted by difficult intellectual and practical problems. These people will exhibit the values and behaviours expected by the University, and embrace inclusive and purposeful leadership. Being part of the University community will be an experience that shapes the life and prospects of everyone who comes to work here.

Key Initiatives
Identify selection techniques that will enable us to select individuals and teams that demonstrate appropriate values and Sheffield behaviours, exhibit creativity and a willingness to learn.
Develop styles of recruitment and selection for staff that are more likely to deliver the benefits of diversity.
Development of an onboarding and induction experience that provides a timely and stimulating introduction to the University, creates a sense of belonging and enables staff to contribute in role quickly.

Impact/KPIs
Delivery of key initiatives will have impact on the following people-related Impact/KPIs:
The profile of our support staff on Grades 1-5 reflects the profile of the local population and on Grade 6 and above reflects the local or national population as appropriate; recognising that we recruit from an international talent pool.
100% of those offered an appointment take up their post.
There is an absolute increase from 86% of staff who are proud to work for the University (Staff Survey).
Percentage of staff who feel a strong sense of belonging to the University is increased to 70% (Staff Survey).
University Strategic Context

We will create an environment that supports and promotes success; encouraging staff and students to achieve and excel. We will provide our ambitious staff with opportunities to develop their talents and realise their dreams, drawing on the skills and potential of the widest possible range of colleagues to maximise the benefits of difference.

All our staff will have the confidence and capabilities to work and lead in complex and ambiguous environments. Diverse people will work together and capitalise on their individuality to innovate and excel.

Development Everywhere will ensure that staff are empowered to take ownership of their continuing development and have access to this in different formats and via different mediums. Our re-focused development offer will enable staff to develop the confidence, capabilities and agility which we believe are critical to the University’s future success.

The Sheffield LEADER will develop authentic leaders at all levels across the University from those in executive roles, to Heads of Department, team leaders and those in their first leadership and management position. The core philosophy of Me, We, Us, will empower staff to propose change, develop ideas and make them happen. The Sheffield Manager offer will support the development of confident, effective managers.

The Sheffield Professional will develop creativity and talents, improve links between departments and encourage staff to work across boundaries.

Development pathways and career progression will be provided which will link to the corporate plan of the University and its faculties and departments.

The development of skills and potential of those staff that are currently under represented in leadership and governance roles across the University.

Vision

Key Initiatives

Impact/KPIs

Delivery of key initiatives will have impact on the following corporate KPI:

Percentage of female senior academic staff is increased to 23% by 2015/16.

And the following people-related Impact/KPIs:

Staff have sufficient opportunities to improve their skills and for personal growth and development (Staff Survey increase to 65%).

Staff believe the University and their Faculty/Professional Services area is heading in the right direction (Staff Survey increase to 58%).

Co-operation between departments and academic and Professional Services staff is improved (Staff Survey increase to 65%).

Staff work within a culture where all can flourish and succeed (Staff Survey increase to 48%).

Staff perceive managers across the University to be effective in their role (Staff Survey increase to 75%).
University Strategic Context

In creating an environment that supports and promotes success, staff are encouraged to achieve and excel personally and professionally, to be leaders in their chosen fields, to engage in and promote the very highest levels of corporate governance, to demonstrate resilience and agility in responding to change, to be enabled to deliver the highest quality teaching and to contribute to major international networks.

The talent of our staff is translated into excellent performance, to support and enhance the delivery of success in the University. Our inclusive workplace supports and promotes success, encouraging staff to achieve the extraordinary.

Vision

The talent of our staff is translated into excellent performance, to support and enhance the delivery of success in the University. Our inclusive workplace supports and promotes success, encouraging staff to achieve the extraordinary.

Key Initiatives

Work with leaders, managers and staff to clarify what excellent performance is in their respective area within the University.

Enable leaders and managers to set ambitious expectations of performance, to ensure that this is effectively communicated, understood and managed so that the most talented are progressed expediently and every staff member is supported to achieve the very best within their individual capabilities.

To ensure policies and procedures enable staff to manage their own performance and that of others, through effective performance management.

Enhance staff development initiatives to ensure that the talents of all staff are recognised and fully utilised to support organisational performance via SRDS.

Provide support and guidance for managers and staff to enable them to be key contributors both nationally and internationally in the development of partnerships and networks.

Stretch objectives will be set against corporate strategy, and progress towards these will be recorded and measured.

A balanced scorecard approach will be developed to review performance in order to improve and achieve original ambitions.

Impact/KPIs

Delivery of key initiatives will have impact on the following corporate KPIs:

- The University's academic profile and market position is improved.
- Research income per academic FTE (£s) increased to Russell Group median by 2015-16.
- Student Satisfaction (Feedback) in NSS is improved by 2015-16.
- Greater national and international recognition of the strength and value of our approach to research-led teaching including our staff increasingly being part of major international networks.
University Strategic Context
We want to make the experience of being part of the University something that shapes the life and wellbeing of all staff who work here by creating an environment that enables staff to feel valued, energised and engaged to excel at the highest level.

Vision
Our talented staff will be healthy, well and happy. By enabling individuals to meet their health goals and experience the self-fulfilment of going beyond what they thought they could achieve, they will feel valued, and instinctively and naturally engage with the University.

Key Initiatives
Juice Everyday Health & Wellbeing will promote social, physical and mental wellbeing through a diverse range of free and accessible health and wellbeing services and advice for staff and managers.

Juice Workplace Health & Wellbeing will deliver professional health and wellbeing services which are proactive, preventative and provide managers and staff with very high quality care and clinical expertise. Services will be measurable in terms of quality and quantity and provide value for money to the University.

Engage with all staff to encourage them to take responsibility for their own health and wellbeing and make healthy changes to their lifestyles.

Engage with managers to promote the wellbeing of their staff through proactive and supportive leadership and management practice.

Develop an integrated, modern and high quality operating model for wellbeing, occupational health and counselling services to provide clarity of our health and wellbeing offer for managers and staff (efficiency and effectiveness).

Impact/KPIs
Delivery of key initiatives will have impact on the following people-related Impact/KPIs:

Increased number of people who participate in the Juice Everyday Health and Wellbeing programme over a sustained period of time to 25%.

Individual happiness and positivity is evidenced by an increased feeling of wellbeing across staff (Staff Survey).

Staff are able to cope with the demands of their job (Staff Survey increase to 80%).

People feel equipped to do a great job and realise their potential (Staff Survey)

The University is perceived as an excellent place to work (Staff Survey increase to 80%).
University Strategic Context
Ensuring staff are fully engaged and committed to the continued success of the University is central to the reward and recognition strategy. Our approach will underpin organisational performance to ensure that it continues to grow to reach its maximum potential.

Vision
All staff will be rewarded and recognised for their excellent contribution in a way that ensures their continued engagement and commitment to the success of the University. Managers will be enabled to recognise outstanding performance through the provision of innovative and wide-ranging reward mechanisms that motivate staff to perform at the highest level.

Key Initiatives
The strategic approach to reward and recognition will drive individual ambition and organisational success. It will ensure that:

- Talent is identified and realised through incentives that enable individuals to maximise their potential
- Excellent contribution on an individual, team and organisational basis is recognised and rewarded
- There is a clear link between organisational, faculty and individual objectives
- The contribution of all staff is assessed and opportunities to improve are provided
- Managers are enabled to provide timely and flexible solutions to reward outstanding contribution
- Staff recognise that the rewards and recognition that they receive make the University a remarkable place to work

Impact/KPIs
Delivery of key initiatives will have impact on the following corporate KPIs:

- The reward and recognition framework will underpin individual ambition and organisational success and will be evidenced through continual improvement in performance metrics including NSS, QAA, REF.
- There is an absolute increase from 86% of staff who are proud to work for the University (Staff Survey).
- Staff motivation through the provision of innovative extrinsic and intrinsic rewards will be evidenced through an absolute increase from 61% of staff who are satisfied with their total reward package (Staff Survey).
Leading Organisational Development and Change

University Strategic Context
By being a key contributor to, and influencer of, people strategies locally, nationally and internationally, the standing of the University as a pioneer for innovation and change will be enhanced. Relationships and collaborations are forged that promote excellence in the sector, in industry and beyond.

Vision
The University will be renowned as an exemplary employer within Higher Education and beyond. It will be a key contributor and influencer at a local, national and international level in the development of people strategies in the Higher Education sector. The University will be a respected and obvious point of contact for current thinking related to innovation and change.

Key Initiatives
Collaborate and learn from leading players in the sector and beyond, and then adapt and enhance our learning to accelerate the implementation of our ambitions.

Consciously build relationships with cutting-edge thinkers and organisations to challenge ourselves and ensure we are not too local or internally driven.

Development and delivery of a sector-leading change management toolkit that will enable the University to exert maximum flexibility.

Continued development of meaningful engagement with staff and trade unions, to minimise formal and informal disputes arising requiring internal resolution and third party intervention.

Impact/KPIs
Delivery of key initiatives will have impact on the following corporate KPIs:

Ratio of total staff costs to total income is maintained at current levels.

And the following people related KPIs:

The University is recognised externally, for example, by success in awards.

Increase in the University's profile through positive stories reported in the media.