TALENT FIRST

People Strategy 2013–2015
Our staff and their collective talent is the first and foremost priority for a university that wishes to change the world for the better through the power and application of ideas and knowledge. For this reason, our People Strategy is named TALENT FIRST and supports the University of Sheffield to be one of the best universities in the world; renowned for the excellence, impact and distinctiveness both of its research and its research-led learning and teaching.

Its vision is simple - to create a remarkable place to work. We believe this can be achieved through attracting, growing and engaging a diverse range of staff from many different backgrounds with the ambition to transform people’s lives, a desire to take a leading role in research and teaching and a commitment to continually enhance the reputation of the University. It requires talented people with ingenuity, energy, innovation and stamina to be at the forefront of our pioneering work and our ambitious plans and developments across faculties, departments and between disciplines. As our staff are key to the achievement of the University’s strategic vision, successful delivery of the attract, grow and engage priorities of the TALENT FIRST strategy are critical to the University’s success.

We consider that delivering the TALENT FIRST strategy will create a remarkable place to work, where:

- Each individual’s talents and differences are promoted and respected.
- Independence of thought and action over rhetoric is encouraged.
- Creativity and innovation are the norm, where we can all pursue the extraordinary.
- Individuals work collaboratively with others within and beyond the University.
- Investment and excellence in leadership is viewed as critical to the University’s success.
- A sense of belonging and engagement with, and advocacy for, the University is nurtured and developed.
- The efficiency and effectiveness of our resources are seen as crucial, both to the success of the University and achieving strategic growth to protect our long term future.
The TALENT FIRST strategy will be focused on the achievement of its mission, vision and values.

**Mission**

We are committed to attracting, growing and engaging talented people from diverse backgrounds who have a desire to transform the lives of others.

**Vision**

To create a remarkable place to work.

**Values**

We encourage independence of thought, action over rhetoric and are committed to innovation and excellence; respecting difference and expecting inclusivity in all we do.
Every member of our staff is talented. We work with different people with different talents, and because of this diversity our vision for the TALENT FIRST strategy will become a reality and a success.

Talent can be as diverse as being excellent in communicating and engaging with other staff or students. Being talented can mean being creative or inspirational. Or it can be about being involved in something which transforms our workplace into a place where excellence is the norm in everything we do, and where we can take pride in a job well done.

Talented people are always searching for ways to improve and strive for the highest possible standards in whatever work they are engaged in for the University.

TALENT FIRST focuses on a number of key areas which help us continue to develop an organisation and culture which supports our staff to grow and develop their potential. We aim to provide an environment of diversity and equality of opportunity, where work is stimulating and rewarding.

How will we achieve the ambition and vision of TALENT FIRST?

We have identified seven strategic priorities within the attracting, growing and engaging talent framework. We have also identified two overarching strategies that underpin each priority: Leadership and Management and Equality and Diversity. We also have a supporting strategy of Excellence in HR Service Delivery. To support TALENT FIRST, we have developed a Plan, called TALENT FIRST: Delivering the Difference. This sets out our key initiatives in greater detail and identifies key success measures and performance indicators.
Leadership and Management and Equality and Diversity are our overarching strategies.

The attraction, growth and engagement of talent will be undertaken through our leaders and managers at all levels throughout the organisation. We recognise therefore that this ‘leaderful’ community is critical to the successful delivery of the seven strategic priorities. We also recognise that promoting difference, diversity and inclusivity is a requisite to creating a remarkable place to work.

**Vision:**
Our growing community of leaders and managers will look for solutions to new problems and offer intellectual leadership to society in response to them. They will be leaders in their own field, and in the governance of the University.

**We will:**
Equip our leaders and managers with the necessary skills, behaviours and experiences to achieve their potential and maximise their talent through a range of leadership and management interventions. *theSheffieldLEADER* will be accessible for all leaders at all levels across the University. This will enhance their capability to lead others to provide excellence throughout the University.

**Vision:**
A University community that actively attracts and engages diverse, talented individuals from many different backgrounds, heritages and lifestyles, and promotes inclusion of staff at all levels. This talent will be nurtured and developed in a positive and supportive environment in which diversity and inclusivity is valued by all and is part of our everyday business.

**We will:**
Build inclusive teams, maximising the benefits of difference and drawing on the skills and potential of the widest possible range of colleagues. Our *Excellence Through Inclusion* strategy and Equality Objectives will ensure we remain focused on our future needs.
Talent Attraction

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.

We will:
Attract staff from the strongest possible talent pool. Through our globally recognised employer brand, our high calibre staff will raise the profile of the University as an outstanding employer at local, national and international level.

Pursue the extraordinary
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.

We will:
Develop and deliver a range of diverse and bespoke selection techniques to ensure we employ the most talented people.

Offer a creative and flexible onboarding and induction experience for staff before and after they join the University, to create a sense of belonging at this important stage of engagement.
Vision:
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.

We will:
Ensure that the University has a talent pipeline in readiness for future challenges – one which maximises the potential of both new and existing staff. It will provide them with the potential to realise their dreams and develop their talents, through succession planning, opportunities to work across the University and talent management and development activities.

Create a Sheffield Leader community: a robust network to engage in work together on issues of importance and concern to the University.
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.

We will:
Define and describe what excellent performance is and develop frameworks to achieve this. Critical success factors will be identified and measured through key performance indicators.

Establish a clear understanding of how individuals and teams contribute to the achievement of institutional goals and provide modern and innovative review and feedback mechanisms which will support and enhance our ambition for excellent performance to be the norm.
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.

We will:
Place health and wellbeing at the heart of our employment offer. Juice, our innovative health and wellbeing identity, will offer a holistic approach which is vibrant, inclusive and instantly recognisable within the health and wellbeing landscape.

Understand what individuals want in relation to their health and wellbeing and support them to achieve this.

Offer new health and wellbeing opportunities that will challenge people to try something new and possibly beyond their comfort zone.

Provide a workplace health and wellbeing offer which is proactive, preventative and provides managers and staff with very high quality care and expertise.
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.

We will:
Enable managers to recognise outstanding performance through the provision of innovative and wide-ranging reward mechanisms that motivate staff to perform at the highest level.

Ensure that all staff recognise the University as a remarkable place to work through acknowledgement of the total rewards package including personal development and health and wellbeing.
Leading Organisational and External Change

Vision:
The University will be renowned as an exemplary employer within Higher Education and beyond. It will be a key contributor and influence 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.

We will:
Be at the cutting-edge of change management practice, accelerating the transformational change necessary to sustain our world class reputation.

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

Delivering the seven strategic priorities will require the talents of all our leaders, managers and staff. It will also require excellence in HR service delivery.

Excellence in HR Service Delivery

Vision:
An excellent HR service will be provided which makes a demonstrable impact and contribution to all who work in the University. The service will be recognised nationally and internationally as sector-leading and for being bold and pioneering.

We will:
Deliver an excellent HR service through close partnerships between leaders, managers and staff in faculties and professional services. Our systematic approach to implementing continuous improvement will benefit the student experience, research outcomes and teaching of the University. This service delivery will be underpinned by evaluation, reflective practice and a desire to continually improve by embracing new ideas and technology. We will be guided by the views and opinions of staff through regular staff surveys.

The Sheffield Professional
The Sheffield Professional is a framework that aims to clearly articulate what it means to be a member of professional staff working at the University of Sheffield, and how we can make an essential contribution to the success of the University. As a Sheffield Professional we are committed to:

- Building Trust: considering others’ needs, taking pride in communicating in a straightforward and appropriate way.
- Creating Knowledge: developing our own knowledge and skills as well as supporting world-class teaching and research.
- Playing our Part: caring about doing the right thing for students and colleagues, valuing everyone’s contribution.
- Being One Team: creating a work environment based on mutual respect, trust and team spirit.

How will we deliver TALENT FIRST?
Our TALENT FIRST: Delivering the Difference document outlines how we will deliver and measure our impact through TALENT FIRST.

Key Performance Indicators are included where it is possible to specifically measure progress, although it is recognised that achievement of some initiatives will be part of overall University success.

TALENT FIRST: Delivering the Difference is a dynamic document and the key deliverables will change as initiatives are achieved and priorities evolve.

Date: November 2013.