



People & Organisational Development Strategy 2017-22

INTRODUCTION & CONTEXT

The University People & Organisational Development Strategy (thereafter referred to as P&OD strategy) has been reviewed and modified to support the achievement of the University vision and ambition outlined in the Strategic Plan 2017–2022 through its people.

UNIVERSITY VISION

To be a pioneering modern civic University, delivering solutions to the challenges of the 21st century.

POSITIONING OF THE UNIVERSITY P&OD STRATEGY

The University Strategic Plan 2017-2022 is well-defined and provides clear direction as to where we need to focus our efforts.

The P&OD Strategy is fully aligned to the University Strategic Plan and reflects the feedback from the quinquennial review of P&OD which has informed the action plan to deliver the strategy. It must be clearly understood that action on Human Resources is a corporate responsibility in which managers across all areas participate, not simply the activities of the specialist P&OD Department. From the Board of Governors, through the Strategic Management Team, the Strategy Delivery Forum, the divisional, faculty, and programme leadership structures, it is critical that HR management is recognised as a shared corporate responsibility, which will be fully supported by the professional P&OD Department. We need to develop our line managers to allow more opportunity for the P&OD professionals to focus on more strategic delivery.

The University is seeking to realise its vision in a challenging external climate. Patterns of demand are changing, competition is increasing and the funding landscape is becoming more constrained. The impact of Brexit is as yet, unknown. This landscape does provide opportunity to reward imagination, tenacity, relevance and conviction.

GUIDING PRINCIPLES FOR THE P&OD STRATEGY

This refined P&OD Strategy continues to reflect seven core principles:

1. **People are our greatest asset.** The quality of people, both academic and professional, will continue to be one of the largest single contributors to strategic success for LJMU. Their scholarship, passion for learning, dedication to students, commitment to quality, support and advocacy for the University, will be major differentiators and will, if fully engaged, enable

sustained growth and enhanced standards. The University must seek and act on feedback from staff, engaging them in consultation.

2. **The P&OD Strategy must be an enabler for delivery of the University Strategy.** This places the student at the centre of everything we do, extols scholarship, values research excellence, improves employability, pursues quality in all and encourages social responsibility within the civic, national and global communities. This ethos should be supported by the University's culture, including its approach to reward, recognition and incentivisation.
3. **The commitment to, and delivery of, the P&OD Strategy is a corporate responsibility** with a requirement to act for **ALL** leaders and managers.
4. **The need to maintain and develop further the progress to date in developing respect for and between academic and professional services.** Supporting the strategic aim of 'One University', all staff need to recognise the interdependency between us all, to strengthen the bonds of trust and respect and to recognise how we all contribute to strategic and operational success reflecting our equality, diversity and inclusion ambition of respect for all.
5. **The need to ensure consistency, simplification, transparency and compliance with greater uniformity across the University as a whole.** This requires a sense of collective responsibility from leaders, first establishing what is mandatory and having that clearly in place, then providing room for individual action, innovation and flexibility. There is a need to emphasise the common approach, one University, one purpose, one set of values; this can be evidenced by setting clear expectations of the behaviours and standards expected of modern leaders, modern academics and modern service professionals in a modern civic University.
6. **The need to eliminate duplication and streamline processes not only for cost efficiency, but also to speed up and improve decision-making.** Cost saving is not a major driver for the P&OD Strategy but may be an outcome of some of the changes. The greater dynamic is in the role of P&OD facilitating the implementation of rapid change and the increased agility of leaders and staff, to assist in the development of behaviours essential to a modern University in changing times.

VALUES

Our values underpin how we deliver our vision as a University.

- EXCELLENCE – We strive for the highest standards in everything we do.
- TRANSFORMATION – We believe in the power of education to drive transformation across social, cultural and economic boundaries.
- INNOVATION – We are innovative and progressive with an entrepreneurial spirit; we think creatively about new ways to do things.
- PARTNERSHIP – We believe that by working together in partnership we can achieve strong and lasting results.

- LEADERSHIP – We believe in leading the way, challenging convention and breaking new ground.
- COMMUNITY – We believe in the power of sharing expertise, and of people coming together with a common purpose.

P&OD Strategy core and supporting aims

The P&OD strategy is based around the pursuit and achievement of a number of core and supporting strategic aims, underpinned by appropriate and targeted prioritisation and investment. Delivery will be through an agreed action plan.

The core aims are:

- Engagement
- Performance
- Organisational Resilience

ENGAGEMENT – sustaining and further developing a committed and motivated team

The commitment and engagement of all our people is an essential element in the successful delivery of the University's Strategy. Over the next five years we will continue to develop and refine a modern and compelling higher education employee proposition. This will cover staff engagement; ability to undertake research and scholarship, career and personal development opportunities; remuneration (including reward and recognition) and general terms & conditions of employment.

To support engagement, the University will aim to sustain and further develop an enjoyable and rewarding working environment based on devising and implementing modern working practices to create the agile, flexible, resilient and modern workforce needed in a 21st century University. One indicator will be the annual staff survey supported by Pulse Surveys as required.

Essential to the concept of engagement is the ability of leaders at all levels of the University to act as role models for the working environment we will develop and sustain. We will encourage a distinctive leadership style for a modern University where leadership is seen as a disciplined and professional role, not simply an entitlement due to seniority, or academic success. We will build a leadership mindset with a focus on developing others and for working collaboratively with a sense of shared responsibility and collective decision-making. We will provide the appropriate mix of policies and opportunities to support both personal and professional development in order for staff to reach their full potential, career ambitions and to provide the optimum mix of talent for the University to draw on to deliver the Strategic Plan.

Also critical to successful engagement is working in partnership with recognised trade unions to develop a shared vision for a modern, consistent, flexible University with contractual working conditions and practices fit for a pioneering 21st century

University. This includes embracing modern employment relations, working to create a mutuality of viewpoint that serves the best interests of the University and its staff, recognising that the two are indivisible.

The core aims for engagement are:

- A University where leaders inspire, challenge and coach staff and staff demonstrate their commitment to this aim through their willingness to engage and a willingness to achieve improvement in all activities and actions.
- A University where levels of staff engagement, motivation and satisfaction are monitored and responded to on an annual basis.
- A University with positive inclusive employment relations achieved by partnership working.
- A University where transparency and earned autonomy is championed and recognised.

And we will achieve these aims by:

- Providing opportunities for leaders and managers at all levels within the University to have suitable development of their professional leadership and management capabilities and so that they can create a working environment for staff to be inspired to engage and excel in their own performance.
- Ensuring that the leadership and management style throughout the University and at all levels is aligned to the University's corporate aims and values, including the pursuit of excellence and encouragement of collaborative working within and across teams as part of the overall development of collective effort as one University.
- Building coaching and mentoring capability across all layers of management within the University to enable staff to reach their potential, perform to the standards required and deliver an outstanding student experience.
- Creating an environment in which all staff recognise and take responsibility for their individual contribution, including being fully engaged with the University's aims and values.

PERFORMANCE – striving for the highest standards in everything we do through a high-performance culture

A high-performance culture starts with high-performing leadership and management. LJMU will appraise leaders and managers on performance criteria with rigour and as part of a sustained, high quality leadership and management development framework, demonstrative role model behaviour amongst leaders and managers to inspire and motivate others.

The University will continue to develop a culture of responsibility and accountability that will be supported by recognition and reward for outstanding performance. A

University where underperformance is identified and addressed positively and supportively, but also decisively where the necessary improvement does not arise. As a consequence, we will implement and embed transparent reward, recognition and incentivisation schemes based on teams and individuals delivering the University Strategy and role modelling exemplary behaviours and standards.

Performance is not simply about individual ability. The University recognises that it has a major responsibility to support and develop individuals and teams to higher levels of performance in an ever-challenging working environment.

The core aims for performance are:

- A University with a positive performance culture driven by open, well-defined and consistently applied policies for recognition, reward and performance management.
- A University that invests in the development and management of talent through its portfolio of development opportunities.
- A University that provides opportunities for its people to hold and handle responsibility and accountability.
- A University where the right and at times challenging decisions are made in the best interests of its students and staff and all decisions are delivered compassionately.

And we will achieve these aims by:

- Creating a performance culture, which is celebratory and positive with a day to day working environment where successes and achievements are recognised and feedback on performance is regular and ongoing.
- Provide for clear and consistent leadership and management at all levels to reinforce positive behaviours, standards and contributions, and to tackle under performance and inappropriate behaviours.
- Developing and embedding our approach to reward, recognition and incentivisation where contribution is directly contributing to the priorities of the Strategic Plan.
- Embedding a revitalised appraisal system with a separate focus on development.
- Early identification of under-performance followed by appropriate action.
- Ensuring that those identified as potential future leaders continue to perform to the highest standards and develop their professional, academic and leadership capabilities to support their application for promotion and that associated personal and professional development is planned and resourced effectively.
- Equipping leaders and managers to recognise the early indicators of workplace conflict and to respond to these in a timely and effective manner.
- Providing mediation services through internal and external resources where there has been a breakdown in relationships.

ORGANISATIONAL RESILIENCE – recruiting and developing within a sustainable and flexible organisation

The University Strategy does not countenance the status quo, nor promotes a rigid organisational framework for the future. It is a dynamic model for change and a flexible framework within which we can remain focused on long-term objectives whilst responding to the ever-changing Higher Education environment. We will be a University that is resilient in the face of change.

Such resilience will find many expressions starting with an ability to recruit the right people, now and in future, developing rigorous and relevant resourcing campaigns to attract talent and “best for purpose” academics and professional service staff. This recognises the potential challenges of Brexit. Essentially, to ensure we have the right people in the right place, at the right time, doing the right things. This will include attracting individuals as well as whole teams to develop particular research capability. Excellent recruitment practices will help us to recruit for excellence. Candidates will be presented with clear role descriptors, person specifications, behavioural and attitudinal criteria on which to base their applications; whilst our own recruitment decisions will be based on well defined and collected assessment data.

The University will encourage and develop the concept of ‘One University’ where professional relationships are developed through common models of good practice and transparent processes and procedures in order to deliver the common objectives of our strategy and day-to-day operations. To meet the challenges of change head-on, we will develop individual and organisational competence to implement and deliver change management objectives fairly and consistently.

Resilience will also be assured by robust and effective workforce planning aligning resources with strategy.

Linked to our engagement objectives, the University will continue to support organisational resilience by promoting a safe working environment where staff well-being is at the core, where there is shared responsibility for health and safety amongst all staff; and where approaches to equality, diversity and inclusivity can continue to be considered as best-practice.

The core aims for organisational resilience are:

- A University where processes for recruitment, induction and the on-going development of staff reflect the highest possible standards.
- A University where faculties and professional services work seamlessly together as ‘One University’.
- A University with standardised and consistent job profiles and titles, clear objectives and explicit performance standards.

And we will achieve these aims by:

- Continually building and utilising expertise in the latest approaches to attracting and recruiting the right talent for the University.
- Ensuring all roles across the University have role descriptors that are current with clear performance criteria detailing both what is required in terms of tasks plus areas of accountability and what is expected in behaviours and standards.
- Implementing recruitment campaigns that reach people effectively and quickly, utilising social media and the best in class external agencies when appropriate.
- Using the same rigour to recruit all vacancies including sessional, part time or contract staff.
- Keeping under continuous review the working practices within the University and implementing changes in partnership with our staff and union colleagues.
- Working in partnership with the Faculties and Divisions to manage the staffing establishment in a manner that effectively and quickly ensures that over-deployment or under-deployment of resources is eliminated.
- Through partnership working, providing expertise and advice to create the right mix of staffing establishment through a mixture of contracts (e.g. full time, part time, semester only, annualised hours, zero hours) to deliver the University Strategy.

General initiatives that underpin the strategy

- Maintaining and enhancing a positive workplace culture of wellbeing and engagement through collective responsibility.
- Developing and implementing localised and University wide communication and engagement plans.
- Leadership and Development Advisers and Associates working alongside P&OD Business Partners as change agents providing both strategic partnership and operational implementation capability to support individuals and teams to deliver change management objectives and institutional priorities.
- Developing skill sets to successfully lead and participate in implementing change management continuous improvement projects.
- Continuing to operate as a leading advocate of equality, diversity and inclusivity.
- Leading rather than just reflecting equality, diversity and inclusion, and recognising the value to students and staff alike of a positive, engaged and inclusive working environment.
- Constant and consistent monitoring of Health and Safety to provide a safe working environment for all staff, students and visitors to the University, throughout the estate.
- Providing job opportunities and internships to our students to a magnitude determined by affordability and progress in achieving a meaningful University/student partnership.
- Extending the apprenticeship scheme where appropriate to offer more opportunities to young people provided this is affordable and consistent with

overall staff planning. Utilise our Apprenticeship levy to professionally develop staff.

- Regularly reviewing, revising and adding to the detailed policies and procedures that underpin the high level statement of intent contained in the P&OD Strategy.

SUPPORTING THE P&OD STRATEGY

In support of the P&OD Strategy we will be:

- A University that invests in leadership and staff development, underpinned by the principle of inclusivity based on strategic and operational needs and rooted in the University's mission, ambitions and values.
- A University that listens and responds to its staff through clear and consistently applied communications processes and practices.
- A University that creates and monitors the consistent application of employment policies and processes in support of modern employment relations.
- A University that ensures individual and organisational competence to implement and deliver change management objectives.
- A University that is an exemplar of good practice in equality and diversity, health, safety and wellbeing.
- A University that maintains the very highest standards in its pursuit of academic and professional responsibilities.

. . . and, in financial terms, we will be:

- A University that, within an overall principle of sustainability and affordability, takes every appropriate opportunity to invest effectively and efficiently in its Human Resources to enhance the core academic activity, the student partnership and essential and effective professional services.