

Westminster 2020 People Strategy: Valuing Our Staff Experience

1. Strategy Background and Context

Westminster 2020 (Figure 1) defines the basic conditions for our success and sustainability within an increasingly crowded and competitive HE environment by providing a focus for offering the best service and support for both students and staff. The strategy identifies a range of strategic institutional objectives, coupled with key strategic enablers, to achieve the required step change in performance.

Figure 2 reflects how we have described the culture needed to achieve the deliverables set out in the Westminster 2020 Strategy. The skills and behaviours are underpinned by our espoused University values statements and ‘modelled’ by all managers to bring them to life and make them ‘live’.

The purpose of the 2020 People Strategy (Figure 3) is to provide the institution with a framework of activities which support, facilitate and enable the delivery of Westminster 2020 to contribute to:

1. Realising our single and shared vision through understanding and engagement.
2. Continuing to actively configure our diverse staff establishment for a sustainable future.
3. Continuing to support our staff and managers to achieve high levels of performance.
4. Demonstrating astute and flexible staff management, coupled with sound governance and a careful balance in the application of risk and reward.
5. Anticipating and managing all risks related to statutory and regulatory compliance in these areas of operation.

To be effective, the People Strategy, which was approved in July 2014, must align with Westminster 2020 and be used to inform and be informed by both strategic and operational planning for Faculties and Corporate Services. We anticipate that this will be done through integrated planning processes which will involve relevant HR and OD specialist staff throughout. An updated summary of the People Strategy map, which will cover the period 1 August 2015 – 31 July 2020, is shown Figure 3. Full implementation was deferred pending the launch of Westminster 2020 in Spring 2015.

1.1. Related sub-strategies

The Human Resources and Organisation Development Department covers areas of operation beyond typical HR Departments and the People Strategy therefore encompasses several other institution-wide strategies. These are:

- The Employer Branding Strategy
- The Organisation and Staff Development Strategy
- The Safety, Health & Well-being Strategy
- The Corporate Social Responsibility Strategy.

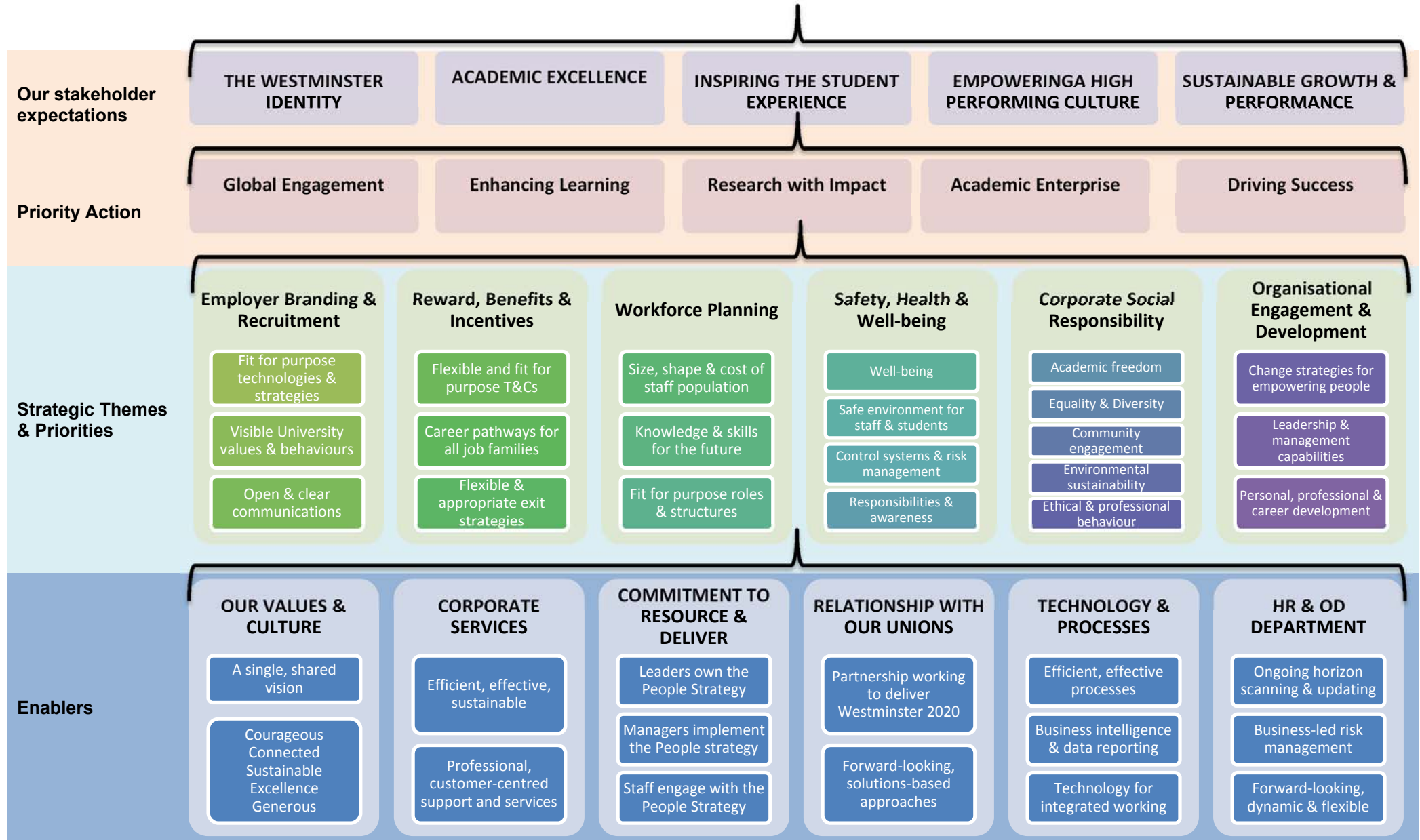
FIGURE 1: WESTMINSTER 2020 STRATEGY MAP



FIGURE 2: WESTMINSTER 2020 CULTURAL MAP



FIGURE 3: WESTMINSTER 2020 PEOPLE STRATEGY MAP



2. People Management Impact and Information Reporting

2.1 Impact on University Aims

Full implementation of the People Strategy will directly and indirectly contribute to achieving the Westminster 2020 aims. Monitoring and reporting of relevant activities will focus on the aims.

Direct Impact

AIM 2: Foster a culture where all staff are fully engaged in achieving the success of our single shared vision of professional service.

AIM 4: Grow the student population while maintaining an attractive and affordable staff-student ratio.

AIM 6: Significantly increase income from research, academic enterprise and commercial activities.

AIM 7: Increase annual turnover to maintain long-term sustainability of the university and provide stability for staff and students.

Indirect Impact

AIM 1: Be ranked in the top half of UK HEIs with some disciplines ranked in the top 500 worldwide.

AIM 3: Establish key international partnerships and increase the numbers of international students at the university and UK students studying overseas.

AIM 5: Achieve an overall graduate employability level in the upper quartile of UK institutions.

2.2 Monitoring and information reporting

Appendix 1 shows the summary reporting parameters for people-related activities that will contribute to University aims and targets. In addition, the Leadership and Organisational Development team supports continuous improvement activities that have external independent checks.

1. Investors in People (Corporate Services)
2. Customer First (Corporate Services)
3. HR Excellence in Research Award
4. Equality Challenge Unit (ECU) Race Equality Charter Mark
5. Equality Challenge Unit (ECU) Athena Swan Charter Mark
6. Learning in Future Environments (LiFE) Index
7. Professional standards frameworks

The strategy will be updated annually as part of the strategic planning process and against the changing needs of the University and its staff. It will be reviewed with the University Strategy in 2017.

2.3 People Strategy Implementation Framework

The gap analysis used to develop the People Strategy identified the need for updates to the themes in the previous HR Strategy and new areas of people and organisational management and development work in order to better support the achievement of the Westminster 2020 aims and aspiration.

Many of the same activities will support all of the 2020 themes with a small number being designed specifically in support of particular activities. The strategy implementation framework adopted by each HR & OD team will show a plan of all activities in the following framework:

Westminster 2020 Theme/People Strategy Actions		Status of Activity			
Westminster 2020 Theme	Lead Team	Complete (S/T)	Consolidate (S-M/T)	Embed (M-L/T)	New
1. Strategy monitoring & external awareness	SMT				
2. Risk management/compliance: <i>e.g. Statutory and regulatory reporting; Case work management</i>	All teams				
3. Organisational & Staff Development for all job families <i>e.g. Leadership & Management Development Strategy; Personal, Professional & Career Development Strategy; Organisational Development Plan</i>	OSD Group				
4. Employer Branding/Workforce Planning: <i>e.g. Recruitment plan; Incentives, reward & benefits; Staff change messages and communications</i>	HR Reward/LOD				
5. Safety, Health & Well-being: <i>e.g. Compliance; Well-being; Safety, Systems, standards and measures</i>	SHW				
6. CSR: <i>e.g. Diversity; Resilience; Environment; Continuous Improvement</i>	CSR Support				
7. Administration, Systems & Reporting	Services & Information/LOD				

3. People Strategy Priorities

3.1. Employer Branding & Recruitment

All activities are working towards positioning the University as an Employer of Choice to ensure that the future workforce of the University reflects our needs. Recruitment campaign messages should reflect the 'lived' experience staff have of working in the University and complement University branding. Messages need to be formulated in support of the main cultural changes that will build the 2020 culture map.

Clear links will be made to the Reward Strategy and the Staff Engagement Survey, along with other information collected by the OD team, to provide the basis for understanding how the staff experience is perceived and articulated.

Employer Branding communications will promote our spirit and ethos and demonstrate our excellence as an employer to attract quality staff to all roles.

A critical part of this activity is HR Systems development, through which recruitment technology and tools will be optimised.

3.2. Terms & Conditions, Rewards, Benefits and Incentives

All activities contribute to developing a Reward Strategy designed to incentivise staff motivation and reward staff performance in the delivery of sustainable growth. The incentives, benefits and rewards will be shaped around a flexible package that can be tailored to the contracts and motivations of diverse staff expectations, career choices and lifestyles and managed flexibly according to the needs of the University and staff.

Development of flexible career pathways, based on professional and sector standards for all job families, is ongoing.

The University also needs to develop appropriate exit strategies for those staff who fall short of required performance expectations or who do not wish to engage with the single and shared Westminster 2020 vision.

3.3. Workforce Planning

Activities contribute to establishing workforce planning as part of strategic and operational planning processes. This should include enhancing our ability as an organisation to accurately describe the size, shape and cost of current and future staffing populations. This will include ensuring that relevant and accessible business intelligence is available to support decision-making. The University's workforce plan should also provide a framework for the skills base needed for the medium to long term investment in 'One-University' organisational and staff development plans.

This work also includes the use of organisational and role design to inform decisions about how we can best proactively deploy our people assets to achieve our aims in effective and efficient structures and provide satisfying work for staff in all job families.

3.4. Safety, Health & Well-being

All activities contribute to a proactive strategy for assuring our ability to continue to develop preventive strategies to safeguard the well-being and resilience of our staff. While a safe working environment for staff, students and others can be achieved by complying fully with health and safety legislation, this work will include activities that; develop and support our CSR and environmental agendas; contribute to our risk management monitoring and preventive action; enable us to achieve compliance with the BS OHSAS (Occupational Health & Safety Assessment Series) 18001 (2007) (or equivalent), and actively support staff and managers in delivering their responsibilities in relation to safety, health & well-being at work.

3.5. Corporate Social Responsibility

The principles for this strategy have been identified and the detail is under development. The areas of focus are related to the LiFE index, and include the plan for the implementation of Equality, Diversity and Inclusion changes.

3.6. Organisational Engagement & Development

This is an area of activities that is not well understood across the University. All activities however contribute to *foster(ing) a culture where all staff are fully engaged in achieving the success of our single shared vision of professional service.*

Organisational Development work typically comprises; diagnostic work to identify areas of focus for targeting change work; design of initiatives in collaboration with individuals and teams to achieve performance changes needed, and support for implementing plans. This takes a variety of forms from working with individuals and business units to working across the whole University.

Staff development and training is an essential tool that supports and enables a lot of the University's OD work. The current competency frameworks for all staff are still based on the needs analyses undertaken in 2004/5 and 2008/9. Revising these will be critical to the diagnostics needed for the revisions to the Organisational and People Development Strategy. The descriptors of skills and behaviours reflect our espoused University values.

Priority work will include; establishing a 'One University approach to staff learning and development; updating the competency frameworks; revisiting the values work as the articulation of the current culture is brought together; consolidating and enhancing support for managing performance and workforce planning; implementing the revised University Development strategies, and proactively encouraging all staff and managers to take responsibility for their performance and development, in keeping with our values and emerging culture.

We will also continue to seek regular feedback from staff to understand how they experience their work environment and to feed this in to operational and strategic planning.

4. Responsibilities for People Strategy Implementation

Optimum delivery of the People Strategy will only be achieved through joint ownership and an effective working partnership between individual staff, managers with responsibilities for people, senior managers, the HR & OD Department, and our recognised Unions. The following summarises the implementation responsibilities of each partner:

1. Individual staff

All staff can benefit from the principles underpinning the People Strategy by taking responsibility for understanding how their contribution contributes to delivering Westminster 2020, engaging with the principles while delivering the expectations of their roles (as described in their job description/person specification, targets and performance indicators), and providing feedback to other partners through the staff engagement survey and other such mechanisms. They also need to know how to access the necessary resources, help and support to successfully deliver expected results.

2. Senior managers

University Senior Managers will have to fully commit to the implementation of this strategy. The most critical activities on which to focus effort are related to leading and encouraging the behavioural shifts required to achieve the step change in performance required to deliver Westminster 2020. This applies not just to considering the staff experience in the course of discussions during decision-making but ensuring they take responsibility for putting decisions into practice locally and modelling behaviours that reflect cultural changes.

3. Managers with responsibilities for people

Line managers are at the forefront of ensuring we deliver on our commitment to the staff experience. Critically, they will need to ensure that they are supporting the development of new skills and knowledge for long term success, while ensuring that poor performance is tackled proactively and good performance is routinely recognised. Communicating key messages so that staff receive regular information and know what is happening in their unit and across the University is vital to the engagement of all staff with Westminster 2020.

4. HR & OD Department

As well as being responsible for the effectiveness and efficiency of the Department, the Directors of Human Resources Management and Organisational Development & Well-being are responsible for; leading the strategic updating of the strategy; leading and managing the strategic and operational planning to implement the strategy; ensuring appropriate resourcing, structures and roles are in place to deliver the Department's contribution to the implementation, and for the monitoring and reporting of progress against the People Strategy and any associated risks. Policy review and enhancements to HR & OD Department capability are ongoing activities.

5. Unions

A crucial element of implementing this strategy is working with our Unions, both formally and informally, in partnership, in support of a culture of good citizenship, openness and trust. As part of this dialogue we will seek to develop a solutions-based approach that is proactive and anticipates issues before they happen.

5. People Strategy Assumptions & Principles

The strategy framework and related implementation framework are shaped around:

- A set of assumptions that capture the external and internal environment 'givens' for the medium term.
- A set of principles that describe our collective approach to staff management and development as an employing organisation working to establish the University as an 'Employer of Choice'.

5.1 Assumptions (updated from 2013/14)

1. A culturally diverse student body demands relevant customisation and personalisation of their University experience requiring continuous updating of staff capacity, capability and, where appropriate, roles and structures.
2. Rapid change is 'the norm' and legacy, cultural, issues need to be addressed proactively and in a planned way.
3. The University's planning processes need to correctly identify, evaluate and support 'the best opportunities' to ensure we collectively deliver business performance targets and achieve a sustainable University.
4. The senior role review identified the appropriate senior structure to deliver Westminster 2020 and the 2020 People Strategy.
5. Workforce planning will be adopted across the University to ensure that staff demographics can be reconfigured and rebalanced in a planned way to deliver Westminster 2020.
6. Salary costs will continue to be tracked in relation to income levels and in accordance with sector norms.
7. Pension scheme costs will impact staff pay and University resource levels.
8. The University Executive will provide appropriate resources to ensure that the People Strategy can be delivered in keeping with University brand and values.
9. The University Executive will demonstrate confidence in the ability of the HR & OD leadership team and staff to support the management and delivery of the People Strategy.
10. All managers will actively communicate the different responsibilities for leading, managing and engaging with the People Strategy to staff and managers.

The assumptions also underpin our planning and risk management assessments and form the basis for the People Strategy risk register.

5.2 Principles: *Talented People, working together to deliver the single, shared vision* (updated from 2013/14)

Westminster 2020 is underpinned by a commitment to *enabling and empowering our staff to grow....through a high-quality staff experience: proactively developing and supporting staff to realise their full potential in a collaborative, open, equitable and respectful working culture.*

The following principles form the basis for describing our expectations of the performance of role holders with people management responsibilities that will bring this commitment to life.

As leaders of a large employing organisation the University senior staff commit to:

1. Demonstrating that we recognise our staff as our main competitive advantage, the root of our reputation, and the main delivery mechanism for a transformative and inspiring student experience.
2. Continuing to develop and implement forward-looking people management and development strategies and policies that support the delivery of our aims through a high performance culture.
3. Providing role clarity, support and development for leaders and managers at all levels, to ensure they can deliver their roles in a way that enables all staff to experience the University as an open, equitable, respectful, multi-cultural employer.
4. Promoting a culture of good citizenship, openness, trust and confidence, where continuous improvement is valued in all activities.
5. Striving for excellence in creating an environment where all staff can feel recognised, valued and proud to support the delivery of Westminster 2020 and our espoused values.
6. Supporting the design of organisation structures and roles that enhance the diversity of our community, deliver our aims, complement our emerging culture, and reflect the needs of the communities we serve.
7. Communicating clear expectations of behaviours and performance to enable all staff and managers to collectively deliver their individual contributions to Westminster 2020, investing in appropriate personal, professional and career development and support.
8. Providing a flexible package of terms and conditions, benefits, rewards and incentives that can be tailored to the contracts and motivations of diverse staff groups, and a framework of practices to continuously review and update them, as required, by our changing staffing needs.
9. Supporting our corporate responsibility agenda by providing all staff with the opportunity to make a sustainable and socially responsible contribution to the future of the university and local, national and international communities.
10. Providing and maintaining a safe, healthy environment within which to work, proactively monitoring the impact of rapid change on the resilience and well-being of our staff, and providing appropriate support and advice, as needed, by our diverse community.

These principles also provide a framework for policy development and updating, staff engagement monitoring and management information reporting.

6. People Strategy Enablers

The strategy enabling framework activities are integral to the effective implementation of the strategy and rely heavily on all other groups with implementation responsibilities to understand, support and actively engage with the work required to deliver it.

As part of this work we are systematically reviewing HR systems, processes and practices to ensure they are integrated, flexible, enabling and business-focused. Feedback on progress will be sought more frequently in future.

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Appendix 1: People Management Information Reporting

Measure	University KPI	Standard Monitoring	Related financial Information
*1. Size and shape of staff population	Reaching an average institutional staff-student ratio of 18:1	All turnover x job family and age profile	<i>Tribal report</i>
	Achieve a balanced diversity profile across all job families	BME profile x job family and age profile	Cost of recruitment x job family and supply type e.g. agency. temp etc
		Gender profile x job family and age profile	
		Disability profile x job family and age profile	
		Length of service x job family and age profile	
		Disclosure rates – other protected characteristics	Cost of reasonable adjustments
		Skills profile	Cost of upskilling/re-skilling/maintaining skills
2. Empowering development/high performance (Management performance)	All staff and managers have an act PPD plan.	Staff engagement score changes – alignment, reward, development	
	Treble research income and academic enterprise surplus.	Stress management score changes	
	Increase our annual turnover to levels permitting a minimum surplus of 8%.	PPDR – performance plan capture	
	Double commercial income surplus.	PPDR – development plan capture	
		Turnover (resignations only, exit	

Measure	University KPI	Standard Monitoring	Related financial Information
		before probation/12 mths)	
		Turnover x job family, age profile and length of service (attrition)	
		Participation in all forms of development by job family	Investment x staff member and job family
		Cancellation of development and training offered	Cost of cancelled training
		Formal and informal case work profile	Cost of claims
		Average work days lost per staff member	Cost of sickness absence
		Occupational health referrals by type and month (key health trends)	Cost of referrals
		Accident/incident reporting	Cost of insurance claims
3. An open, equitable and respectful culture		6 mthly 'pulse' survey - delivery of the People Strategy principles (NEW)	
		Change readiness monitoring – Westminster Change Academy	
		Staff engagement score changes – culture, work environment	Cost of time spent on case work
		Stress management score changes	Cost of sickness absence due to work-related stress