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This strategy sets out the University’s aims and aspirations to develop our staff to deliver our vision and objectives within a first class working environment. Involving those on whom the delivery of this People Strategy will directly impact has been critical to its development i.e. our staff, leaders and managers setting the tone for engagement and involvement. Section 02 of this document outlines the vision for the HR and OD team as they take forward their part in the delivery of this People Strategy.

Our People Strategy is an enabler of the University Strategic Framework 2015-2020; the impact of this is illustrated in Section 4. HR and OD is committed to reviewing this strategy regularly (and at least annually) to ensure that it is still supporting and enabling the over-arching strategic framework and responding to issues relevant to staff, leaders and managers.

We also need to ensure that our mission and values are integrated with everything we do and that they feel tangible to our staff and those who lead and manage them.
Central to the purpose of the University is the recruitment and retention of students via the delivery of a quality value added student experience. Integral to achieving this is staff satisfaction, motivation and morale. Our People Strategy must therefore strongly support the student experience through the staff experience.

### University Strategic Framework to 2020

(see section 4 for interdependencies)

### University People Strategy to 2020

(see page 7 for detail of main strands)

<table>
<thead>
<tr>
<th>ATTRACTING</th>
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<td>• Staff Survey</td>
<td>• Clear Reward &amp; Recognition strategy</td>
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**UNDERPINNED BY:**

- Simple, efficient processes that are technology enabled
- Equality, Diversity & Inclusion principles linked to CCCU values
- Clear and measurable deliverables
Our vision is to create an inspiring place for people to work and achieve their full potential whilst delivering the University’s ambitions.

Although delivery of the People Strategy is the responsibility of the leadership of the University and is driven by the Senior Management Team (SMT), the Human Resources & Organisation Development team has a significant role to play in delivery alongside SMT. We aspire to position our service in such a way that its own values and aspirations align to the People Strategy and organisational values. We aspire to be seen by our stakeholders and workforce as:

**AMBITION & SELF CONFIDENT**
- confident in what we do, confident as a team to deliver
- a market leader
- supporting strategic aims
- an employer of choice
- understanding and enhancing the student experience

**SUPPORTIVE**
- as a strategic partner
- enabled by our People Strategy
- in working to deliver our strategic aims
- impacting internally and externally

**OPEN TO CHANGE**
- act as change agents
- take people with us
- scan the horizon
- adapt to changes in the market/practice
- gear up the ‘business’ for/to change

**PRINCIPLE**
- what and how we are is underpinned by Canterbury Christ Church University values
CCCU aspires to be an excellent employer; we will be defined by:

- Award winning workplace – industry/sector recognition, Investors in People Gold Standard
- Good Benefits Package – (Pension; Annual Leave; Recognition/Rewards)
- Competitive salaries that attract the right candidates
- Rewarding and exciting place to work
- Enhanced learning and development programmes for all staff levels
- Clear and transparent policies and processes applied fairly
- Equitable opportunities to develop
- Innovative and creative place to work

And our staff are able to say:\(^1\)

We are welcoming and supportive to people of all backgrounds
We can say: I am making a difference/contribution
We feel fully engaged with the work of the university
We love our jobs
We feel listened to

We are one community – collaborative, educational
Our processes are enabling
We are proud and confident in our teaching and learning
Our expertise is recognised

We have a good understanding of market/trends/needs
We have a voice and are supported and encouraged to constructively challenge:
- Senior Managers
- Organisational and local decisions
- Poor behaviour not in line with our values

We are committing to helping the university maintain a competitive edge
We are proud of our approach to sustainability
CCCU is a place where we feel valued
We have a voice and are supported and encouraged to constructively challenge:
- Senior Managers
- Organisational and local decisions
- Poor behaviour not in line with our values

We are cutting edge – leading not following
We include our students and know they are excited about their experience
We feel supported and empowered
We are given time to research and develop

We are a market leader
We feel confident and supported
We are proud of the impact of our research and consultancy

We are proud to work for CCCU
We are proud of our approach to sustainability
We are proud of our approach to sustainability
We are proud of our approach to sustainability

\(^1\) Taken from staff focus groups
Visioning what needs to be in place by 2020

ATTRACTION

• Strong recruitment and induction is reinforced by case studies of excellent practice
• Managers support the resourcing strategy and use it to develop a business case
• A resourcing strategy is in place that supports talent spotting, succession planning, career development and building skills for the future
• We have integrated recruitment and induction, linked to our employer brand/values
• We are modelling innovative employment modes
• Recruitment and induction provides an excellent advisory service (beyond process implementation)
• We are an employer of choice

DEVELOPING & ENGAGING

• Leaders and Managers are confident and capable in their roles
• Staff Survey results will say ‘we are well managed and led’
• Employee Relations are positive, with reduced case work
• Good positive and consistent feedback about interaction with HR&OD
• Strong evidence of a truly collegiate and inclusive culture
• A stronger employee voice via employee forums
• Development builds an emotionally intelligent workforce
• HR & OD are trail blazers
• Flexible approaches to work across the University
• We are building digital literacy
• Our reward strategy is clear and transparent implemented across all roles

ACHIEVING

• Talent and Performance are supported by a clear articulation of competency translated into appraisals and performance review
• A talent and succession planning framework is in place
• We have embedded effective pay and reward structures
• We have a University wide workload planning framework
• A greater range of employment terms & conditions are available

ATTRACTING
ENSURING OUR PEOPLE STRATEGY SUPPORTS THE UNIVERSITY STRATEGIC FRAMEWORK 2015-2020

STUDENT EXPERIENCE
- Link to performance expectations – academic staff, quality learning & teaching standards
- Workload planning, contracts of employment and performance management activity supports quality delivery
- Understanding of the student experience / profile
- How the student experience impacts on roles throughout the employee life cycle
- Staff as students – use to understand the student experience
- How we support student employability – interns, higher apprenticeships, Unitemps
- Leadership ensures the student experience is foremost in driving what we do
- Employment models reflect and support service levels - 24/7 / 365 services where appropriate
- Process/policies free up academic staff to focus on student experience as a priority

EDUCATION
- Professional networking is incentivised and rewarded
- People strategy and OD interventions develop a culture of flexibility and responsiveness – sharing resources to develop and deliver our portfolio
- Skills development is in place that ensures readiness for scoping and managing change
- Leadership/systems/processes free up decision making and enable staff
- Organisational culture – everyone understands the link with and importance of student experience
- Reward strategies that encourage, incentivise and motivate – including a review of the current contribution process
- Improved data to inform decision making and provide an evidence base
- Development of a culture that is inspiring, cutting edge, innovative

RESEARCH AND KNOWLEDGE EXCHANGE (RKE)
- Staff development and culture of leadership ensures knowledge sharing
- R&KE is integrated into the People Strategy
- Leadership capacity supports R&KE, builds capacity and capability
- Strategies that develop a more inclusive research culture that is more than the Research Excellence Framework – embedded in all roles with clear expectations for all
- Strategies to develop future talent and potential
- Recruitment strategies support attracting and retaining talent and potential
- Clear establishment of relevant targets at an organisational, school and team level
- Strategies that enable and incentivise innovation, enterprise and income generation within the whole organisation
- Development of consultancy skills for relevant staff, not just academics
- Development of an RKE culture that works across Faculty/School boundaries and is embedded in the appraisal process
- Intellectual Property policy and strategy motivates and rewards our staff

RESOURCES
- Strong commitment to capacity building, talent management and developing potential
- Improved use of different employment models that aid movement in and out of CCCU such as secondments, placements, apprenticeships
- Improved risk appetite
- Volunteering policy for all staff that enables time to be set aside
- Staff surveys used to improve culture, staff engagement and feedback
- Clear career development and progression for all staff
- Investors in People is used to effectively benchmark and implement best practice that enhances the student experience
- HR & OD is effective and externally recognised as leading-edge
- Flexible employment/recruitment approaches that can flex in a timely manner to the needs of the organisation
‘Our vision is to create an inspiring place for people to work and achieve their full potential whilst delivering the University’s ambitions.’

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<td>Staff Survey</td>
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**UNDERPINNED BY:**

- Simple, efficient technology enabled processes (aspiring to self-service)
- Equality, diversity and inclusion principles
- Clear and measurable deliverables
### University People Strategy (to 2020)
Main Strands: (with short term, medium term or long term delivery time):

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<th>TIMEFRAME</th>
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<tbody>
<tr>
<td>1</td>
<td>Creating and communicating a clear employer brand</td>
<td>• We use an effective benefits package as a recruitment tool including e.g. pensions, development opportunities and other staff benefits</td>
</tr>
<tr>
<td>2</td>
<td>Resourcing Strategy</td>
<td>• We develop a resourcing strategy that supports talent spotting, succession planning, career development and building skills for the future</td>
</tr>
</tbody>
</table>

| 3 | Recruitment & Selection (Policy and Processes) | • Strong recruitment and induction is reinforced by case studies of excellent practice | SHORT TERM |
| 4 | Bringing on board new staff effectively & efficiently | • Managers buy in to the induction and orientation strategy and business case | MEDIUM TERM |

1 Short term – by end 2016; Medium term – 2017 to 2019; Long term – by 2020
<table>
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<td>5 Culture Leadership &amp; Management</td>
<td>- Expectations, reward and performance assessment are established and implemented across all leadership roles</td>
<td>SHORT TO MEDIUM TERM</td>
</tr>
</tbody>
</table>
| 6 Leadership & Management Development | - Leaders and Managers are confident and capable in their roles  
- Development supports strong emotional intelligence | MEDIUM TO LONG TERM |
| 7 Engagement and Communication (including formal and informal consultation) | - Employee Relations are positive with reduced case work  
- There is good positive and consistent feedback about interaction with HR&OD  
- There is a culture of a stronger employee voice via employee forums  
- We work with corporate communications and managers to develop an employee communications strategy | MEDIUM TO LONG TERM |
| 8 Wellbeing | - We use different employment models including home working where appropriate; flexible working is based on a wider policy that extends beyond legal minimums  
- We promote and develop, with staff, their personal wellbeing so that we can sustain a University environment that supports a happy, contented and motivated workforce  
- We develop a well-being programme that looks after the mental, physical and spiritual needs of our staff  
- We deliver a full options based Occupational Health service and Employee Assistance Programme in place for all staff  
- We have effective management of absence from work and we support staff to return to work which reduces absence levels and leads to a positive work environment | MEDIUM TERM  
SHORT TERM (but ongoing) |
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<td>Culture &amp; Values including Equality and Diversity</td>
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<tr>
<td></td>
<td>• We can evidence a truly collegiate and inclusive culture</td>
</tr>
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<td></td>
<td>• Staff are valued for their contribution, whatever their background or characteristics</td>
</tr>
<tr>
<td></td>
<td>• There is fairness and transparency for all in people management and development processes, policy and provision</td>
</tr>
</tbody>
</table>
|   | LONG TERM  
|   | SHORT TERM  
|   | (but ongoing) |
| 10 | Leadership & Management Development |
|   | • Staff Survey results will say ‘we are well managed and led’ |
|   | • We are seen as an employer of choice |
|   | • We ensure that the Staff Survey outcomes are responded to and communicated to staff |
|   | SHORT TERM |
| 11 | Career Progression/Skills Development |
|   | • We are building digital literacy and being clear about what this means for staff |
|   | • We improve transparency about – and opportunity for- career progression |
|   | • We establish a professional identity concept around the individual – we are a learning organisation as our core function, so we should embed the principle that all staff engage with learning as a personal responsibility alongside the organisational expectation |
|   | • We establish mechanisms that develop and retain staff |
|   | • We design a more explicit ‘offer’ of development that sets out the required v. ‘optional’ |
|   | • We have enhanced research development pathways and routes to progression and we ensure that we retain post doctorate researchers (research fellowships; we have an Early Career Researchers programme) |
|   | MEDIUM TO  
<p>|   | LONG TERM |
| 12 | Leavers Strategy |
|   | • There is clarity about exit interviews/feedback and how this is used effectively |
|   | • There is a strategy to develop the concept of Staff ‘alumni’ and benefits |
|   | MEDIUM TERM |</p>
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| 13 Talent & Performance Management (including appraisal processes) for all staff | • The HR&OD service is known as a trail blazer  
• Talent and performance management is supported by a clear articulation of competency (and clarity of expectations) translated into appraisals and performance review  
• We have embedded and effective performance improvement plans  
• We have reviewed and redesigned appraisal processes to develop a fit for purpose performance review process that enables effective review of all areas of academic & professional services staff activity  
• We have reviewed or replaced the current contribution process to improve incentive and motivation  
• We ensure that managers understand their responsibility to engage in succession planning | SHORT TO MEDIUM TERM |
| 14 Workforce Planning | • Talent and succession planning is in place  
• We understand the resourcing implications  
• We engage staff in workforce and business planning | MEDIUM TERM |
| 15 Workload Model | • There is a University wide workload planning framework  
• We have improved clarity on workload models that supports consistency and equity | SHORT TO MEDIUM TERM |
| 16 Flexible employment options and models | • There are flexible approaches to work across the University  
• We have a greater range of employment terms and conditions  
• We have a more mature model of staff benefits including developing a staff volunteering scheme in line with our values  
• We provide a wider range of flexible employment models – flexible working but also more secondments, apprenticeships, internships  
• We achieve more clarity and equity on study leave | LONG TERM |
| 17 Reward Mechanisms | • We have a reward strategy that is clear and transparent and implemented across all roles | MEDIUM TERM |
Inspiring | Developing | Achieving

PEOPLE STRATEGY 2015 TO 2020