

# Human Resources People Strategy 2020 – 2025

**Inspiring Excellence – An Employer of Choice for Exceptional  
People**

## The HR Team – an overview of what we do...

Strategic People Planning	Schemes – work experience, internships, apprenticeship	Resource Management	Wellbeing	Compliance
Benefits and Reward	Procurement	Planning and Governance	Staff Induction	Academic Promotions
Business Partnering	Reporting and Insights	Employer Branding	General HR Administration	REF Support
Learning and Development	Strategic Workforce Planning	Talent Management	Business Continuity	Succession Planning
Organisational Development	Process Improvement	Recruitment and Selection	Health & Safety	Athena Swan
Diversity and Inclusion	Policy Development	Pensions Administration	Risk Management	Employment Law Advice – Case Management
Integrated Staff/ Student e: learning	Itrent development and strategic management	Payroll	External compliance reporting	Culture Change
Talent Management	Strategic Planning	Job Evaluation	Staff Engagement	Leadership Development
Contract Management	Management Development	Mentoring	Performance Management	Healthy Workplace Award

# “Inspiring Excellence – an employer of choice for exceptional people”

## Introduction

St Mary’s University only achieves what it does because of our exceptional people. Our University remains the unique place it is because of the talent and dedication of our people working together to a common purpose.

Although we are building an international reputation for excellence in teaching, and now research, we are also striving to become an employer of choice and attract global talent to support our ambition. We strongly believe that real diversity delivers greater impact in all we do and enhances the experience of our students.

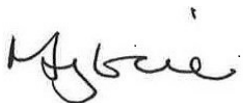
People are proud of St Mary’s as both a place to study and a place to work and we want our staff to embrace their unique talents and grow in confidence and capability to enhance their part in growing and developing the University.

We will develop our staff to be authentic, ambitious, imaginative and confident to be part of our bold plans and will in turn provide inspirational leadership, guidance, support and recognition.

The efficiency and effectiveness of our resources will be crucial, both to the success of the University and achieving strategic growth to protect our long-term future.

As the higher education sector becomes increasingly competitive both in terms of attracting students and talented staff, it is more important than ever that we have the very best staff to drive St Mary’s forward in a challenging political climate.

We are committed to continuing to build a University community that shapes the lives and future prospects of everyone who comes here and our People Strategy sets out how we will support this.



Fiona Hnatow  
Director of Human Resources

## Mission, Purpose and Vision

### Mission and Purpose

We are an inclusive Catholic University seeking to develop the whole person and we empower our community to have a positive impact on the world.

### Vision

Our inspiring vision is rooted in people and place. By 2025, students, staff, alumni and members of our wider circle will actively contribute to St Mary's unique identity. We will be widely known for our quality and our diverse, inclusive and enabling study and research environment. Everyone will be encouraged, empowered and supported to give, learn and belong to the St Mary's learning community.

#### Our key commitments:

- Expand our students' learning and personal development
- Intensify interdisciplinary research and scholarship to create and disseminate new knowledge
- Produce an enterprise culture
- Foster a supportive learning environment for our students and staff
- Continuously improve our operations to ensure a sustainable future
- Radically modernise our approach to learning and technology to improve student and staff experience, and better support distance learning and research.

#### Underpinned by the University's values:

- **Inclusiveness** – we celebrate differences, recognising that everyone is born with a unique identity. St Mary's is a place where students and staff can reach their full potential and make a positive contribution to society;
- **Generosity of Spirit** – our generosity of spirit sets us apart. It can be seen in the encouragement, collegiality, empathy, helpfulness and service to be found across the University;
- **Respect** – we respect everybody. We treat everyone as we ourselves would want to be treated; and
- **Excellence** – we strive to be the best at everything we do. We seek professionalism through setting high standards and continuous improvement in all our practices and work.

## What is St Mary's People Strategy?

Our people, both staff and students, are at the heart of everything we do and the intention of our first People Strategy is that it will underpin the continued realisation of the University vision, and will be a key contributor to our continued growth and ambition.

This People Strategy aims to lead the University in creating a culture that inspires excellence through delivering innovative policies, support and initiatives that underpin the University's success, and benefits the communities in which we work.

The People Strategy has seven inter-connected themes:

### 1. Diversity and Inclusion

Create a diverse and inclusive University community that enables creativity, imagination and innovation and is truly representative of our student population with the aspiration to be representative of London.

### 2. Talent Attraction and Retention

Become an employer of choice where the best and the brightest want to be and for attracting diverse talent, particularly in under-represented parts of the University.

### 3. Leadership and Management

Build confidence and capability in our leaders and managers to deliver innovative and creative solutions that enable the ambitions of our University.

### 4. Engagement

Create a working environment in which staff are inspired to give their best every day and are motivated to be part of the University's success.

### 5. Performance, Development and Growth

Create the capability needed for future success by motivating and engaging our people to take responsibility for their own performance and development and to adapt to continuous change.

### 6. Rewarding and Recognising Excellence

Reward and recognise excellent contribution which reflects our values and contributes to achieving our ambition.

### 7. Wellbeing

Place wellbeing at the heart of the employee life-cycle experience and encourage and inspire our people to look after their health and wellbeing, and that of others.

All achieved by a collaborative University wide commitment which is underpinned by an innovative and future-focused Human Resources team.

# 1. Diversity and Inclusion

## Our Vision

Create a diverse and inclusive University community that enables creativity, imagination and innovation and is truly representative of our student population with the aspiration to be representative of London.

## We will

- Demonstrate that diversity and inclusion will enhance the core purposes of the University; to create exceptional teaching and research, develop the highest level of student experience, impact positively on student attainment and have a significant impact on the wider University community.
- Engage leaders and managers to challenge the status quo and embrace transformational ideas around how we recruit and promote diversity; enabling them to set ambitious goals that have resonance with the contexts within which their staff work.
- Drive through a programme of cultural awareness training to ensure all staff better support the growing number of international students and role model how to promote and celebrate diversity.
- Create a framework for developing and driving forward the diversity and inclusion agenda at St Mary's and ensuring both staff and students are encouraged to support and contribute to network activities.
- Ensure that diversity and inclusion is at the heart of all we do by reviewing our governance, committee and meeting representation and ensuring diverse panels are in place to enable fair and open decision making.
- Encourage our leaders' commitment to supporting and championing our six Diversity and Inclusion Staff Networks and to ensure behaviours and language are inclusive and positive.
- Commit to the Advance HE Race Equality Charter where we will develop a clear framework for challenging our current representation across the University.

## 2. Talent Attraction and Retention

### Our vision

Become an employer of choice where the best and the brightest want to be and for attracting diverse talent, particularly in under-represented parts of the University.

### We will

- Develop our employer brand, acknowledging the needs of our different audiences and celebrating what makes us unique.
- Create an agile and flexible talent attraction framework to help hiring managers deliver an excellent candidate experience at every stage of the attraction, selection and engagement process. Increased focus will be on the new employee experience in terms of local and University induction.
- Develop and introduce attraction, sourcing and selection techniques which help us attract and engage world class staff and build diverse teams of people. To increase our commitment to diversifying our talent pool we will commit to advertising all roles externally to ensure the best possible person is appointed.
- Enhance the capability and confidence of hiring managers and all those involved in talent attraction and develop a group of advocates to help promote the St Mary's brand.

### 'Growing our own'

- Focus on 'growing our own talent' through two new schemes: An Apprenticeship Scheme across the University and a Graduate Teaching Scheme, which will offer a non-traditional route into academia. Both schemes will be able to offer mentoring and an excellent early learning experience.
- Working closely with our feeder schools, we will run a fair and open Work Experience Programme, encouraging local young people to have an insight into the world of work and give them a positive experience of our University.
- Introduce an Internship Programme across the University to encourage those who are in a period of study to benefit from structured and meaningful paid work experience.
- Create clear succession plans to demonstrate our commitment to increasing clarity in career development. Using the new Academic Career Pathway guidance and academic promotion process across the University we will build on retaining and developing existing talent.
- Commit to achieving Athena Swan Bronze accreditation together with building on both the Springboard and Aurora programmes for women and additional organisational development activities to support the leadership agenda.

## 3. Leadership and Management

## Our Vision

Build confidence and capability in our leaders and managers to deliver innovative and creative solutions that enable the ambitions of our University.

## We will

- Equip our leaders with the necessary skills and behaviours to lead others to deliver excellence throughout the University.
- Provide support to enable efficient and effective management practices at all levels, through a culture of collaboration and clear ways of working.
- Use the talents of our existing and future leaders to inspire the wider community and address organisational challenges and prepare St Mary's for the future.
- Deliver a forward-thinking approach to developing the skills in our leadership through an inspirational Leadership Programme focusing on behaviours, authenticity and emotional intelligence.
- Build an Essential Skills programme for all our line managers to ensure they are equipped to lead and inspire their people with a range of core people management skills.
- Develop role charters for our leadership team to clearly set out areas of responsibility and accountability which will enable development of both high and detailed levels of ways of working within teams and across the University.
- Develop our leaders to role model the University values and behaviours to inspire others to want to grow and develop into the leaders of the future.



## 4. Engagement

### Our Vision

Create a working environment in which staff are inspired to give their best every day and are motivated to be part of the University's success.

### We will

- Develop and communicate strong narrative about the University that is compelling and authentic which staff relate to and are able to use to describe the University as a great place to work.
- Work with our leaders and managers, and in partnership with our trade union colleagues and other key stakeholders, to encourage transformational engagement with our staff to improve the working environment and the student experience.
- Ensure staff have the opportunity to have a voice, through mechanisms such as the staff survey and Diversity & Inclusion Staff Network Groups, and are encouraged to contribute their experience, expertise and ideas to make the workplace even better.
- Implement a staff 'Good Ideas Scheme' to enable staff to be able to share good ideas to support the development and growth of the University.
- Support and grow the sharing of expertise and learning across the University and opportunities for staff and students to work together in supporting the wider community.

## 5. Performance, Development and Growth

### Our Vision

Create the capability needed for future success by motivating and engaging our people to take responsibility for their own performance and development and to adapt to continuous change.

### We will

- Support the development of internal capability and capacity of staff to address challenges in performance and development and build people's confidence to address University wide issues.
- Provide expert facilitation and support to enable managers and staff to undertake transformational change, considering their own particular contexts and circumstances and to ensure future ways of working are in place to support both staff and the operation of the University.
- Create an environment in which staff strive to continuously improve their own performance in teaching, research and the student experience and in which performance is managed and improved to meet University objectives.
- Maximise collaboration and partnership working with other universities, employers and staff development experts across the University and beyond.
- Identify who our talented staff are through a clear and transparent talent framework, aligned to the annual performance review. To ensure that those identified as future or top talent are developed and inspired to reach their full potential and have a clear succession plan to enable them to achieve their ambition.
- Build on the staff mentoring programme to widen participation and engage with our students in mentoring those who would benefit from being supported and developed through a mentor experience.

## 6. Rewarding and Recognising Excellence

### Our Vision

Reward and recognise excellent contribution which reflects our values and contributes to achieving our ambition.

### We will

- Review our reward approach, offering greater flexibility and choice to suit diverse and changing needs and enable the University to be agile and competitive in a competing external market.
- Reward and recognise individual and team contributions which support the University's values and ambition through a review of the existing Make a Difference Awards and Outstanding Performance Awards.
- Drive the success of the University through the development of managers' accountability for reward and recognition decisions in terms of taking more ownership for decisions made.
- Continue to regularly review our commitment to the London Living Wage and building a pay-scale that is fair and fit for the future to enable us to operate a transparent reward and recognition process.
- Ensure that regular internal and external benchmarking takes place where we can demonstrate that our staff are paid and rewarded fairly.
- Make sure that success at both individual and team levels is celebrated outside of formal recognition frameworks, to remind ourselves about the importance of acknowledging great behaviours and performance.

## 7. Wellbeing

### Our Vision

Place wellbeing at the heart of the employee life-cycle experience and encourage and inspire our people to look after their health and wellbeing, and that of others.

### We will

- Offer advice, knowledge and activities that inspire more staff to look after their health and wellbeing and come together with others to discover shared interests.
- Focus on the mental wellbeing of staff by encouraging conversations and dialogue and building on our commitments set out in our mental health first aider programme.
- Work with our occupational health service and other wellbeing providers to ensure we provide a proactive, preventative offer that connects managers and staff to very high-quality care and expertise.
- Promote and report on the levels and types of sickness absence to enable earlier intervention and better planning to ensure we are a healthy place to work.
- Review current working practices and support flexibility wherever possible to ensure that there is greater flexible working across the University while ensuring the needs of the business are met.
- Commit to supporting and achieving the Mayor of London's Healthy Workplace Award to demonstrate the importance we place on the wellbeing of our people and the environment in which they work.

## Excellence in HR Team Delivery

How we will deliver and measure the impact of our People Strategy:

### Our Vision

Our People Strategy makes a positive impact on all who work at the University and the HR team is committed to being bold and influencing transformational change and role-modelling the core values and behaviours of the University.

### We will achieve this by:

- Working in close partnership with leaders, managers and staff in Academic and Professional Services and building on our external networks to ensure we continue to bring best practice to all we do.
- Aligning with our HR Digital Strategy and producing accurate, timely, meaningful data and insight to the highest quality to not only meet our statutory reporting obligations but to enable data driven conversations to take place, to support the needs of an increasingly commercially focused University.
- Being customer led and mindful of the University's academic mission, underpinned by the needs of the operational business.
- Continuously reviewing and improving our people management policies, processes and experiences and responding to constructive feedback.
- Being agile and delivering in a timely, accurate and effective manner whilst at the same time being inspiring and creative.
- Underpinning our practice with evaluation and a desire to learn and improve.
- Communicating regularly through a variety of mechanisms including VC reports, staff net, Staff Newsletter, Diversity and Inclusion Staff Networks and union colleagues.
- Annually review and publish our performance at University Operating Board against incremental KPI's to ensure there is clarity about planned activity and to ensure this effort is aligned.

### How we will measure success and impact?

Each theme has its own set of measurements of achievement which are articulated and reported on in our HR Operating Plan, which has been built through local People Plans, insight and wider consultation. Our HR Operating Plan, which feeds into the COO Operating Plan, is a living document that tracks our own performance through clear target setting and individual accountability and ownership within the HR Team.

We have made clear what success looks like within each theme and have set ourselves measurable, incremental People KPI's that have been developed to make clear our commitment to drive forward our ambition for the next five years.