



**QUEEN'S
UNIVERSITY
BELFAST**

PEOPLE FIRST

**THE PEOPLE AND
CULTURE STRATEGY
2018–2021**

**SHAPING
A BETTER
WORLD
SINCE 1845**

Employees, who feel listened to are likely to care more. Employees, who care more, will provide a better experience to our students.



QUEEN'S
UNIVERSITY
BELFAST

Staff Excellence Awards

2017

Team of the Year



QUEEN'S
UNIVERSITY
BELFAST

Staff Excellence Award

2017

Achieving Ambition



QUEEN'S
UNIVERSITY
BELFAST

Staff Excellence

2017

Understanding

PEOPLE FIRST

EMPOWERING EXCELLENCE... BUILDING COMMITMENT

People First is the People and Culture Strategy for Queen's University Belfast. It has been designed to support the delivery of the strategic priorities set out in the Corporate Plan through our people.

There are three pillars to People First – Employee Experience, Culture and Talent – and the People and Culture Directorate is excited about developing plans in each of these pillars.

The pillars are all connected – providing an attractive experience for our people, and developing them to their full potential in a culture which they enjoy, will allow us to be seen as an attractive destination for world-class talent, especially academics.

The first place to start building commitment is by listening to people, and developing relationships that are built on mutual trust and respect. Employees, who feel listened to and invited to contribute their experience, expertise and ideas, are likely to care more. Employees, who care more, will provide a better experience for our students, which is where our focus should always be.

The Staff Survey gave us some very strong insights into what Queen's does well, and areas for improvement. You will see that becoming more of a listening organisation is a core theme in People First.

Brian Parkes
People and Culture Director

Our Core Values

- ✓ Integrity
- ✓ Connected
- ✓ Ambition
- ✓ Respect
- ✓ Excellence



EMPLOYEE EXPERIENCE



“WE WILL BECOME A TRUE LISTENING ORGANISATION.”

Our Staff Survey results tell us how our people are experiencing work during key ‘touchpoints’. Whilst Staff Surveys are useful for providing this data, it is more impactful to seek to improve the underlying experience our people actually have at these ‘touchpoints’.

Therefore, giving our people the opportunity to help shape and design these ‘touchpoints’ will create a more positive Employee Experience, which meets both the needs of employees and the University.

We will establish and work with a Staff Forum, which will represent all employees, and focus on areas which impact on their Employee Experience at these key ‘touchpoints’. Solutions will be co-created and achieved through meaningful consultation. If we cannot respond to a recommendation, we will explain why.

Our Core Values

- ✓ Integrity
- ✓ Connected
- Ambition
- Respect
- Excellence

There are lots of policies and procedures to ensure that staff are treated fairly, and a range of wellbeing initiatives which have proven to be increasingly effective.

Staff Survey Comment

Measure of Success



IMPROVE
OUR STAFF
ENGAGEMENT SCORE

EMPLOYEE TOUCHPOINTS

The Employee Experience is made up by the collection of touchpoints that employees have with the University. These include all the workplace, HR and management practices that impact employees while at work.



CULTURE



WE WILL BRING ICARE TO LIFE.

There are already many things about our culture, which are great – our award winning approach to Diversity and Inclusion and Staff Wellbeing being two examples where we are recognised nationally for doing exceptional things.

At Queen's, we have already expressed the culture we would like through our Values, and associated behaviours – ICARE. For these behaviours to become real they need to have an impact on the Employee Experience. Recruitment, development, performance, reward and recognition, leadership and management, will all be informed more explicitly by our Values. We want to really bring our Values to life.

Ultimately, organisational culture is set by the leadership of an organisation. Starting with our leadership community we will co-create a “Connected Leaders” programme of development to build the skills, confidence and capacity of our leadership community to provide greater impact.

Our Core Values

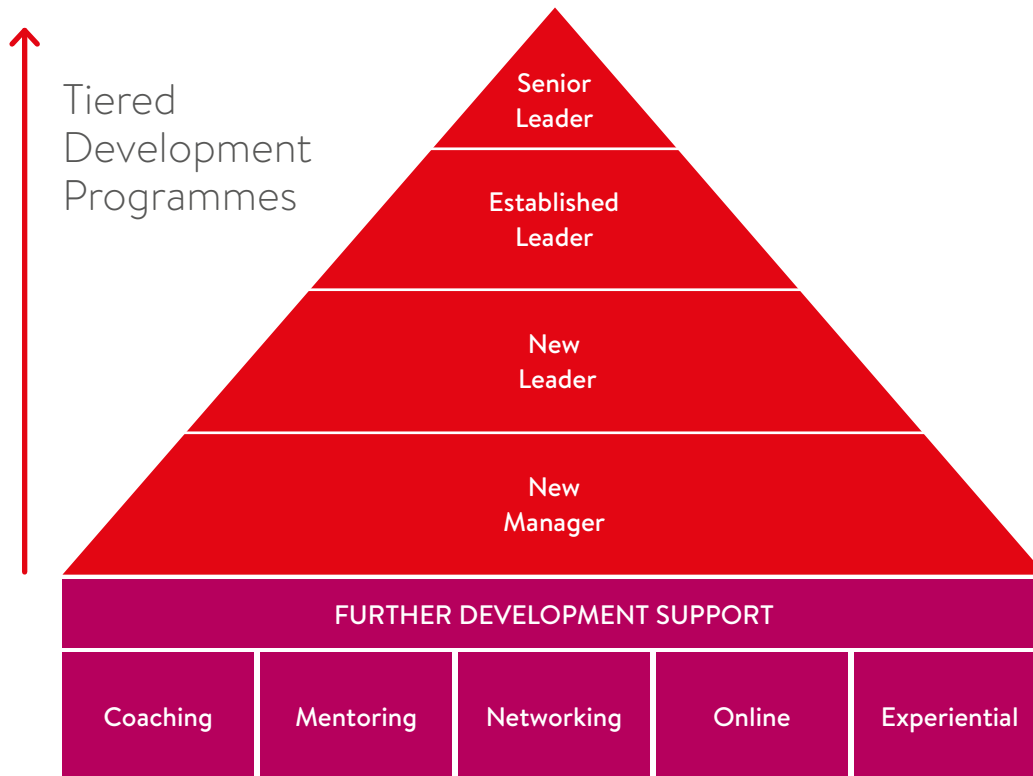
- ✓ Integrity
- ✓ Connected
- ✓ Ambition
- ✓ Respect
- ✓ Excellence

Measure of Success



**INCREASE THE
PROPORTION OF WOMEN
AT PROFESSORIAL LEVEL
FROM 22% TO 30%**

CONNECTED LEADERS LEADERSHIP PROGRAMME



PROFESSOR BRIAN G FALZON SCHOOL OF MECHANICAL AND AEROSPACE ENGINEERING

Brian has demonstrated outstanding leadership, not only as a Head of School but as an individual academic. During the past year, he managed the successful bid for Belfast to host the prestigious International Conference on Composite Materials (ICCM) in 2021 which will bring 2,000 international delegates to the city and generate an estimated £4.1m for the economy. Brian has created a positive environment within the School and demonstrated commitment to developing and encouraging young researchers.



Let's not underestimate the importance of leadership and, indeed, the value of leadership development. We are operating in a highly competitive, global marketplace; we need leaders within Queen's to be creative, strategic and able to operate effectively in a highly complex landscape.

Acting President and Vice-Chancellor
Professor James McElroy

TALENT



WE WILL CREATE OPPORTUNITIES TO BUILD THE CAPABILITY OF OUR STAFF.

We've all heard the phrase 'People are our greatest asset', and in Higher Education, they actually are. World-class research and student experience are delivered through our people.

This is why our third pillar is all about Talent. To attract, retain and develop the best global talent, we need to develop an Employer Brand with integrity, which everyone can advocate and support.

We will create an environment where all employees are enabled to take responsibility for improving their own development. Through the "Connected Leaders" programmes, leaders and managers will be equipped with the skills and tools to effectively manage and develop performance.

We will provide attractive career pathways for academics, making academic excellence easier to understand and attain.

Differentiated support will be provided to employee groups who present talent challenges, such as female academics and successors for key leadership positions. Those employees who play a key role in achieving our strategic priorities, such as early career researchers, with the potential to become the next generation of world-class researchers, will also be supported in this way.

Our Core Values

Integrity
Connected

✓ Ambition

Respect

✓ Excellence

Measure of Success



**ESTABLISH A
2:1 RATIO OF
SUCCESSORS
FOR KEY ROLES**



The talent pillar is key in supporting our journey to become an Employer of Choice. We will create excellent development and progression opportunities so that employees can take ownership of their own career and personal development.

Laura Lynch, Head of Organisational Development

WE ARE COMMITTED TO SUPPORTING OUR EARLY CAREER RESEARCHERS...

DR DENISE FITZGERALD SCHOOL OF MEDICINE, DENTISTRY AND BIOMEDICAL SCIENCES

A Principal Investigator in the Wellcome-Wolfson Institute for Experimental Medicine, Denise is a leader in postdoctoral development within Queen's. She has successfully established a new Postdoctoral Initiative to enhance and diversify postdoctoral career development and was instrumental in the creation of the Faculty Postdoctoral Development Centre (PDC). Denise leads by example in everything she does: her research, leadership, ambition and her drive to help Postdocs succeed in their chosen career path.



PEOPLE & CULTURE STRUCTURE

A major Transformation Programme will allow us to successfully achieve People First and to deliver an improved service for our customers.

An HR Business Partnering model is being implemented, supported by new Centres of Expertise, including Organisational Development, Reward and Employee Relations, Resourcing, Diversity and Inclusion and HR Services.

HR BUSINESS PARTNERING

HR Business Partnering will “own” the customer relationship with leaders. They will help shape a People Strategy for the business by developing an understanding of the business area, its drivers, concerns and requirements, and providing insight into the people impacts.

HR SERVICES

HR Services will be responsible for the delivery of first level HR support and guidance, transactional HR activity, HR Information Systems, HR reporting and UK visa and immigration and risk Compliance.

CENTRES OF EXPERTISE

The Centres of Expertise will support the delivery of People First, developing relevant procedures and practices, for their area of expertise that are focused on the strategic priorities of the University. They will support our HR Business Partners, and their customers in delivering against People Plans in their dedicated business area.

RESOURCING

Resourcing is responsible for the recruitment and selection process. The team will proactively support the attraction of top talent from across the globe, establishing strong talent pools.

REWARD AND EMPLOYEE RELATIONS

Reward and Employee Relations is responsible for developing and implementing the University’s Reward Strategy, policies and processes. The team is also responsible for employee relations, staff occupational health and staff wellbeing.

ORGANISATIONAL DEVELOPMENT

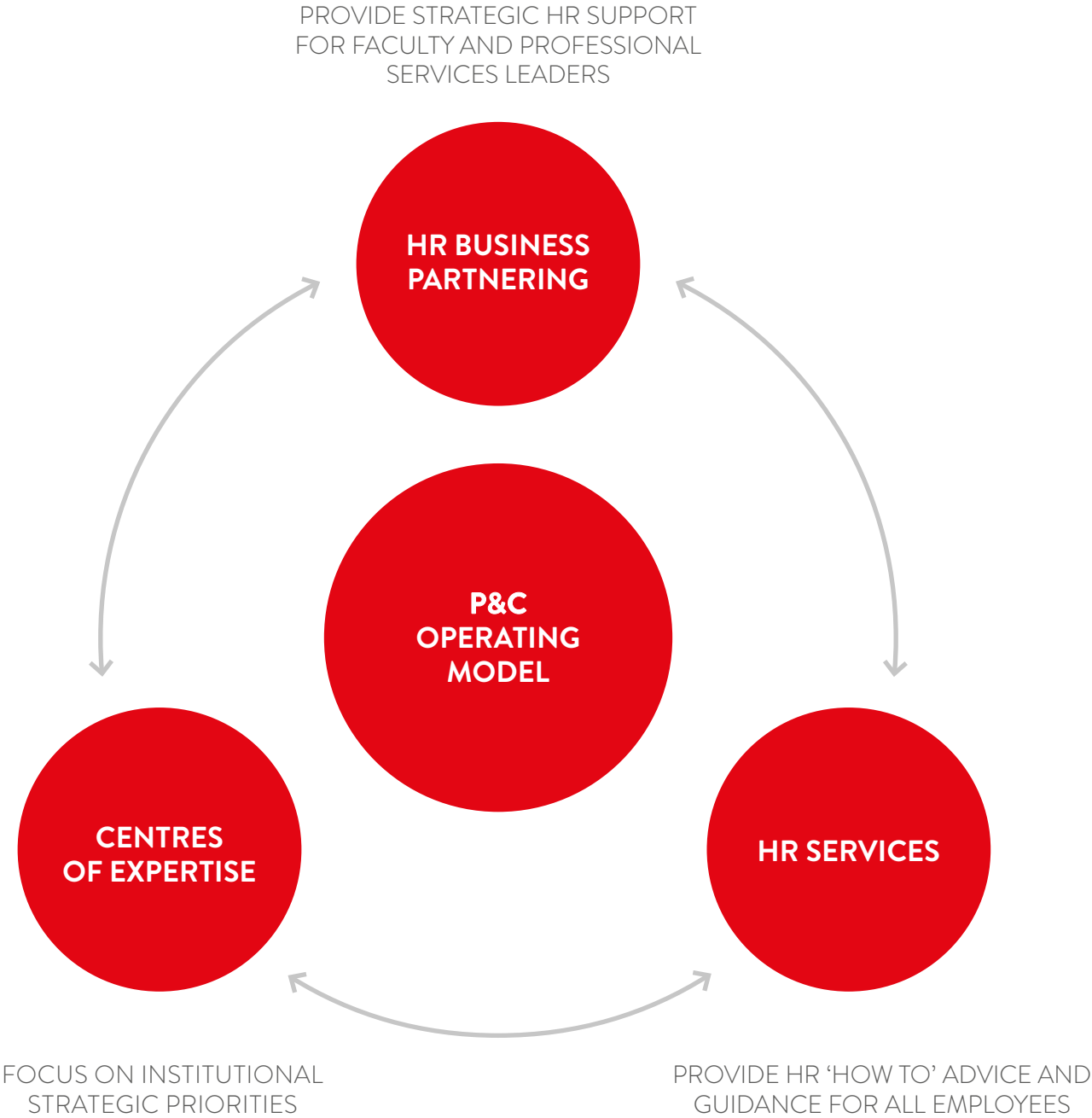
Organisational Development is responsible for building organisational capability. The team is responsible for learning and development, talent management and staff engagement.

DIVERSITY AND INCLUSION

Diversity and Inclusion is responsible for developing and supporting the implementation of policies and procedures that promote Equality, Diversity and Inclusion. The team also ensures compliance with equality legislation.

OPERATING MODEL

This model sets out how we will deliver an improved service for all staff.





People and Culture

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go.qub.ac.uk/peopleandculture