QUEEN'S UNIVERSITY BELFAST

ESTD 1845

DRIVERS

Driver	Area for action / improvement
Employee Voice / Staff Survey	Visibility and impact of Senior **Leadership**
	Reward and **recognition**
	Enhance **career development** and progression opportunities
Corporate Plan	Attract, retain and develop the best global **talent**
	Embed a **positive culture** through our core values making Queen's an innovative, welcoming and inclusive place to work and study
Internal consultation/feedback	Focus more on **talent** development, **culture** and **employee voice**
	Investment in leaders at all levels so that they understand their **leadership** responsibility and that they are supported in delivering against this
External environment	Impact of Brexit
	Talent acquisition challenges
	Changing staff **expectations of work** including **modern working practices**, use of technology, **reward** and **recognition**, development and **career progression** etc.
	Teaching and Research Excellence Frameworks, National Student Survey, World University Rankings etc.

PEOPLE FIRST

EMPOWERING
EXCELLENCE…
BUILDING
COMMITMENT

The pillars are 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.

1. EMPLOYEE EXPERIENCE

WE WILL BECOME A TRUE LISTENING ORGANISATION.

PEOPLE FIRST PROMISE

How we experience touchpoints such as: development and performance management, progression, reward and recognition, and our ability to contribute to decision making in relation to these areas, frames our Employee Experience.

Through the Staff Forum and future Staff/Pulse Surveys, we will enhance the Employee Experience, by co-creating solutions which work for everyone.

Developing our Employee Experience will help us retain the skilled people who already work here and to attract new talent. Improving the experience that employees have at work will also impact the student experience.

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STAFF FORUM

APPLY TO BE A STAFF FORUM MEMBER

Those staff who wish to join the Forum and represent their area are required to submit a short application by 20 April 2018.

Members will be selected on the basis of the information provided in their application and the requirement to have fair representation from different areas/units across the University, as well as gender, grade, category, etc. The Diversity and Inclusion Unit will select members and review the composition of the Forum to ensure that it is balanced with fair representation of all staff.

Staff Forum Application Form >

The first touchpoint that the Forum will consider is Appraisal. In the Staff Survey you told us that you want a Scheme which better reflects a holistic approach to performance and development.

**Get involved -
go.qub.ac.uk/StaffForum**

TIERED RECOGNITION SCHEME

A new Scheme is being designed which will enable a tiered approach to reward, underpinned by ICARE.

This will allow managers to make real-time small awards, for example in the form a voucher, along with more substantial awards for outstanding performance.

This will replace the Discretionary Award Schemes.

Note: This scheme is in design stage and is subject to relevant consultation

STAFF SURVEY

IT'S OUR FUTURE
PLAY YOUR PART

2. CULTURE

WE WILL BRING ICARE TO LIFE.

PEOPLE FIRST PROMISE

Our culture is the "way we do things round here" and is informed by our Values – ICARE.

Embedding ICARE in the Employee Experience will encourage everyone to role model the desired behaviours defined in ICARE.

We will develop a CONNECTED leaders programme, underpinned by ICARE, to build our leadership capability and impact, and help shape our culture.

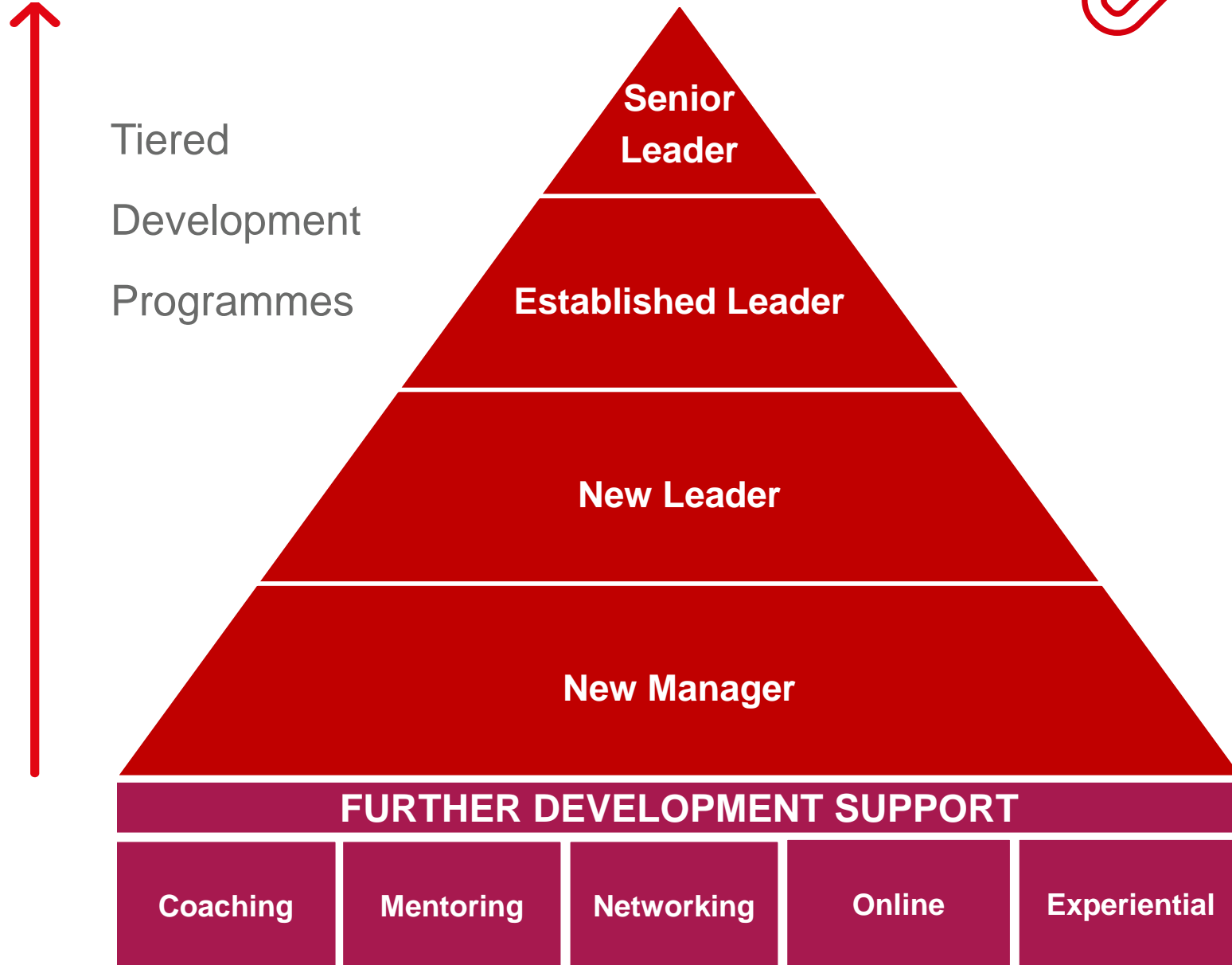We will create a culture that supports our strategy.

Our Core Values
- ✓ Integrity
- ✓ Connected
- ✓ Ambition
- ✓ Respect
- ✓ Excellence

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3. TALENT

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

PEOPLE FIRST PROMISE

"People are our greatest asset"- world-class research and education and the student experience are delivered through our people. To attract, retain and develop the best global talent, we will:

Provide opportunities for all staff to build their capability through strong learning and development provision - shifting from a menu of training courses to self-service where staff can access their own learning when and where they needed it.

Offer differentiated support for key groups such as females, e.g. dedicated courses, early career academics, e.g. coaching and mentoring, and leaders through the Connected Leaders Programme.

Develop attractive career pathways - starting with academics.

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CLERICAL PROGRESSION AND DEVELOPMENT

We will make it easier for clerical staff with the relevant skills and experience to progress by reviewing the route to progression - boarding process.

We are reviewing our approach to Appraisal (development and performance).

We are increasing the amount of development content for clerical (and all) staff through new technology – there will be more online development which can be accessed at any time from any location and in bitesize chunks. This will complement the existing clerical courses which will also be reviewed.

We are also removing grade restrictions for Professional Development courses.

WHAT WE HAVE ACHIEVED SO FAR

Date	Area for action / improvement
22 January 2018	University Executive Board **Approval of the People and Culture Strategy, People First**
26 January 2018	All Staff Email Communicating the Four Future **Institutional Staff Survey Actions** and the Principles Governing the Academic Standards
30 January 2018	Senior Manager Workshop – Stage 1 in the Development of the **Leadership and Management Framework** (Culture Pillar)
February – March 2018	**People First Launch** Presentations to: • AHSS Faculty Executive Board • EPS Faculty Executive Board • MHLS Faculty Executive Board • Registrar's Group
27 March 2018	**People First Launch** to All Staff Launch of the **Staff Forum** (Employee Experience Pillar)
January to date	Design a **Tiered Recognition Scheme** – Next Steps – Finalise the scheme, consultation with Trade Unions and UEB approval (Employee Experience Pillar)

IN SUMMARY

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We need to change the way that we work to be successful, so HR is changing:

We are putting in place a framework to help all employees change by:

- co-creating an improved Employee Experience;
- improving the workplace culture;
- developing the capability of our people.

This will build commitment, empower excellence and provide a better experience to our staff (and students).

Sound like a good shared objective?