



Purpose of this Strategy:

The University recognises that its excellence is dependent on its people. This strategy sets out how the University aims to maximise the contribution of all staff so it can prosper into the future as a leading international University, delivering world class research and teaching, educating its graduates to become future leaders and innovators, and benefiting the wider population through its research, enterprise and influence. The strategy has been written in line with the University's Corporate Plan 2009/10 – 2013/14 including its purpose (vision and mission) and goals and shares its agreed values and attributes.

Pre-requisites:

The University recognises that its People Strategy can only be fully achieved if every member of University staff performs their identified role as required to the highest possible standard.

Values:

Our values are evidenced in our commitment to:

- quality and excellence.
- highest standards of scientific and professional integrity.
- freedom to challenge the received wisdom.
- encouraging high aspirations.
- equality and diversity.
- working responsibly and with respect for others.
- best environmental practice.

Attributes:

The attributes that the University prizes in all of its staff are:

- **The determination to excel:** proactive in positioning ourselves for future excellence and success, ambitious in our goals, and united in our drive to achieve greater international prominence and higher standards.
- **An enterprising approach:** encouraging creativity and entrepreneurship across the community, researching new ways to meet global challenges, developing problem-solving and enterprise skills, and introducing more effective business processes.
- **An international perspective:** attracting the best staff and students from around the world, placing research and teaching in an international context and forming strategic alliances with leading international partners.
- **A supportive culture:** creating a welcoming, inclusive campus community that values the individual and supports the realisation of their potential.
- **A collaborative style of working:** pursuing research and teaching in partnership with business, the professions, the public sector, the voluntary sector and other partners.

Strategic Aims:

The University has three strategic aims for its people for the period 2010/11 to 2013/14; to develop, recognise and value:

1. An engaged, diverse and high quality workforce, who are led and supported to realise their potential and achieve the highest standards.
2. Our capacity for adaptability to change and ongoing improvement.
3. High quality leadership and management.

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Critical desired outcomes:

The achievement of:

- Effective and sustainable structures and job roles
- Effective recruitment, selection and induction
- Effective performance and career development
- Effective recognition and reward
- Effective communication
- Effective staff engagement within a supportive culture
- Genuine equality & diversity throughout all that we do
- Staff wellbeing, work-life balance and safety
- Effective workforce information

- Effective workforce planning
- Identification of critical changes
- Effective change management
- Developing, recognising and valuing flexibility in all staff
- Developing, recognising and valuing a culture of enterprise, innovation and improvement

- Effective leadership & management roles and accountability
- Effective career paths and development for Leadership & Management
- Effective selection & assessment for leadership & management roles
- Effective recognition and reward of leadership and management responsibilities