

HR STRATEGY 2016-19



Our mission

To recruit, develop and retain individuals whose work advances the vision, mission and strategy of the University of York

University objectives

To be a world leader in research | To offer outstanding teaching and learning
To offer all our students an outstanding and valuable experience
To be sufficiently large to be excellent, resilient and financially sustainable
To be organised in the most efficient and effective way | To work effectively with other organisations and stakeholders

Our commitment to the University

To deliver services and activities that support the effective management and development of staff
To build and ensure capability, commitment and compliance
To develop and apply HR practices and solutions which produce positive outcomes for staff, managers & students
To contribute to an environment which is supportive of excellence and high performance

Our approach

Customer focussed | Flexible & responsive | Efficient | Strive for continual improvement | Aligned to organisational aims | Outcome based

Strategic projects

Reward and recognition | Recruitment as an employer of choice | Performance management and development | Leadership development
Health and well-being | Engaged and skilled workforce

Enabling activities

Operational support

HR administration | Recruitment
Procedures and processes | Case management support
Compliance

Specialist support

Occupational Health | Specialist recruitment
Pensions | Rewards | Policy

Learning and development

Staff development | Leadership & Management
Student leadership | Commercial activities
Accreditation centres

HR STRATEGY 2016-19

Strategic projects and enabling activities



The HR Strategy 2016- 2019 has been developed through consultation to support the delivery of the University Strategy Plan.

This is an unprecedented time of change and uncertainty created through Brexit and the external demands being placed on the Higher Education Sector including: Teaching and Research Excellence Frameworks, Higher Education and Research Bill and Industry Strategy. The timescales outlined in the HR strategy recognise that the University will have to be flexible to respond to the impact of these various initiatives and some of the ambiguity they create.

The future changes will be delivered by the University's staff through their engagement and the leadership and motivation they experience. The key themes of the HR Strategy support staff experience throughout the employee life cycle with the aim of ensuring the University of York is an employer of choice, providing excellence in people management practices.

The HR team has also undergone a period of significant change in its personnel in the last 12 months. We look forward to working with the new Registrar and Secretary and HR Director, Dr Joss Ivory, as we continue to respond to the needs of the institution ensuring our activities contribute to achieving the University's Strategic goals.

July 2017



REWARD AND RECOGNITION

Competitive, equitable and flexible process



KEY GOALS

PAY ANALYSIS

- Analysis of professorial data to ensure competitive recruitment in this key group
- Review size of department analysis that feeds into HoDs' salary ranges
- Removal of the overlap in the professorial bands
- Gather up-to-date salary survey information from other HEIs to assess the market position of our off-scale pay structures

REWARDING PERFORMANCE

- Publication of new Making the Difference and Rewarding Excellence schemes

EQUAL PAY

- Publication of 2016 equal pay review report, with action plan
- Standardisation of hourly pay rates to ensure compatibility with equal pay for work of equal value legislation

PENSIONS

- Continuing to respond to known and planned changes in USS pension arrangements

WHAT WE'VE ACHIEVED

Agreed an Approach to Reward with University Executive Board which sets out a programme of work for the next two years

Carried out an equal pay analysis for 2016. Developed an action plan from the results.

Successfully completed a review of Head of Department, Professorial pay and promotions processes, Senior Management pay review; and Rewarding Excellence scheme

Extended the Rewards Extra benefits scheme further by offering additional health related benefits

Supported the annual pay bargaining in YCL by providing market-related information on salaries in the local area

Casual pay rates have been updated to reflect changes to the national living wage and the national minimum wage (from 1st April 2017)

AT A GLANCE...

 **£142.3m**
Salary costs
in 2015-16

 **£20.1m**
Pension costs
in 2015-16

 **REWARDS EXTRA**
74% of staff accessed
the scheme in 2016



REWARD AND RECOGNITION

Competitive, equitable and flexible process

MEASURES OF SUCCESS



**SALARY
SACRIFICE
SAVES STAFF
OVER £300K
A YEAR ON
CHILDCARE**

Feedback from candidates on the reward package offered by the University continues to be positive

York continues to attract high quality talent for all its job roles and maintains a “fill first time” rate for all roles of 90%+

Turnover of key staff groups eg the Professoriate is less than 10% each year. Exit information obtained from those groups indicates that reason for leaving are factors other than reward

Take up of optional employee benefits increases by 10% year on year and include: childcare vouchers, cycle to work scheme, dental insurance and medical insurance.

Future aims

Staff survey in 2017 indicates that 90% of staff or more are satisfied with their employment conditions.

The equal pay review indicates a trend towards a narrowing of the pay gap

Departmental participation in the Making the Difference scheme increases by 50% by the end of 2018

Following recommendations from the Equal Pay Review develop a Professorial pay pilot

Develop a retention policy for professional and support staff

Develop a policy on Temporary Responsibility Allowance

Develop and implement a rental deposit loan scheme

FEEDBACK



I feel my pay is fair for the work I do.

62% of staff responded positively to this question in the 2014 staff survey. This is 12% higher than the UK Universities benchmark and 16% above other UK benchmarks.



Overall, I feel the University offers a good benefits package (e.g. pension, holidays, employee assistance and other benefits offered as part of Rewards Extra)

80% of staff responded positively to this question in 2014. This is a +21% variance from UK Universities benchmark and a +31% benchmark from other UK benchmarks

FIND OUT MORE

york.ac.uk/admin/hr/browse/pay-and-grading/

RECRUITMENT AS AN EMPLOYER OF CHOICE

Attracting and retaining talent



KEY GOALS



CANDIDATE ATTRACTION

- Introduce new practices to support the University's aim to 'recruit academic staff who are or have the potential to become international leaders in their disciplines'
- Update our job pages to provide attractive and welcoming first impressions and signposts to further information, with a particular emphasis on EU staff
- Enhance our recruitment channels ability to attract quality candidates through internal networks, social media and use of recruitment microsites
- Further develop the use of our in-house search for professorial and senior management appointments



WELCOMING STAFF

- Continue to provide the Welcome Service to support new members of staff relocating to York
- Consider how we may offer extended 'dual support' to secure key appointments



COST EFFICIENCY

- Grow the return on investment in the University Temp Pool for supplying short-term administrative staff to departments

WHAT WE'VE ACHIEVED

We introduced in-house search and innovative recruitment practices for senior posts which has reduced use of external agencies at a saving of c.£100k per year; in-house recruitment microsites have saved a further c.£32k in the last 3 years

We improved the on-boarding experience for new staff with a website available at the point of acceptance to support staff joining the University

We introduced a Welcome Service and 'rooms to rent' scheme to support new members of staff relocating to York, nationally and internationally, to work at the University

We introduced a number of equality and unconscious bias elements into the training for Recruitment and Selection

We've managed an increasing volume of vacancies and a reducing advertising spend alongside a static HR Services headcount

We developed innovative approaches to recruitment, including targeted recruitment campaigns and the creation of microsites for key academic and research vacancies

AT A GLANCE...



WORD OF MOUTH

Largest source of academic appointments (35%)



TIME TO RECRUIT

52 days from advertisement to offer in 2016



REDUCING ADVERTISING COSTS

Cost per vacancy is £207, down from £468 in 2012



RECRUITMENT AS AN EMPLOYER OF CHOICE

Attracting and retaining talent



MEASURES OF SUCCESS



**OUR SENIOR
RECRUITMENT
SERVICE SAVES
THE UNIVERSITY
£100K
A YEAR**

773 posts were advertised in 2016 with an average of 52 calendar days from advert to offer

We received an average of 22 applicants per externally advertised post in 2016/17 with 87% of vacancies filled first time

We have reduced the time taken to recruit academic posts from an average of 84 days to 78 days and we aim to reduce this by a further 10%

Since the appointment of our specialist Recruitment Adviser in 2013 we have supported 58 recruitment campaigns for senior positions, 47 of which were for professors

Recruiting managers rated the following as good or excellent (between May 2016 and April 2017)

- customer service - 93%
- timescales - 80%
- applicant quality - 90%

89% of applicants 'Strongly Agree' or 'Agree' that their interview was well organised;
81% that it was a positive experience (between May 2016 and April 2017)

In 2016 the Temp Pool supported departments by filling 440fte of administrator placements

The team of in-house Welcome Officers have helped 394 people since May 2011, supporting 165 UK relocations and 229 international relocations. Over 80 starters have been hosted by University of York colleagues through our Rooms to Rent scheme

Future Aims

Explore ways in which to strengthen our ability to attract international talent to the University, including development of the welcome package.

Improve the welcome package to attract top academic talent

Support the appointment of inspirational research leaders, senior academic appointments and ten new Chairs

50% of new starters to access onboarding

To maintain high standards of service in line with our stated service level agreements and seek to improve the percentage of managers reporting excellent customer service in 2017/18

FIND OUT MORE

york.ac.uk/admin/hr/browse/about-hr

FEEDBACK

“ I have found the HR department to be extremely efficient. They have responded to all my queries promptly and been friendly and welcoming. Thank you.”

Applicant

“ I just wanted to thank you for all the hard work you have done on helping me get everything sorted with my job at York. You have been responsive, flexible, kind and welcoming and I really appreciate it.”

New starter

“ I am very pleased with the recruitment experience. The process has been very smooth, personal and fast. I really appreciated the regular emails from HR Services keeping me informed throughout each of the stages. Thank you!”

Recruiting manager

PERFORMANCE MANAGEMENT

Promoting excellent performance



KEY GOALS



PERFORMANCE REVIEW

- Contributing to an overview process to ensure consistency of application
- Leading a review of the first year of use of the new performance and development review (PDR) in 2016/17
- Identifying how additional data such as research metrics can further inform academic performance
- Looking at how the PDR process can link with and underpin other areas – especially Rewards
- Opportunity for recognition of excellent performance and greater transparency on where development may be required
- Better links to probation and promotion processes



TRAINING

- Continuing to support performance review with online training for the PDR process
- Developing management skills with courses such as Honest Conversations for Managers and Objective Setting and Rating



SUPPORTING DEPARTMENTS

- Working with Deans and departments to embed the new (PDR) process
- Helping produce action plans for support and development
- Developing the capacity of HR to better support performance management cases

WHAT WE'VE ACHIEVED

We listened to staff telling us that the Performance Review process was inconsistent and didn't always provide clear feedback and development plans

We consulted with academics and support staff

A new PDR process was designed and introduced in 2016

We created a bespoke training package to be delivered by ten in-house trainers

Over 800 staff were trained in carrying out the review process in the space of just six months

Clearer expectations of performance, particularly among academic staff with 'ratings' of achievement against objectives, established through the PDR process

Online support provided for all staff about making the most of PDRs

Performance Management included as part of HoDs induction and Strategic Leadership provision

Oversight and Moderation process successfully carried out for the 2016/17 cycle to ensure consistency of practice

AT A GLANCE...



TRAINING
We trained
816 reviewers



ONLINE LEARNING
539 staff completed
the online tutorial



COMPLETION RATE
Process completed for
92% of eligible staff



PERFORMANCE MANAGEMENT

Promoting excellent performance

MEASURES OF SUCCESS



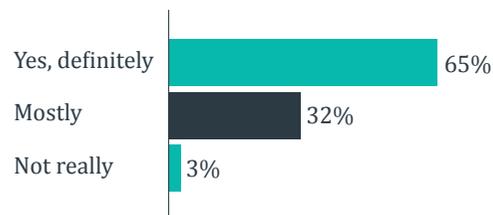
IMPROVEMENTS
IN PARTICIPATION
RATES
RECORDED
ACROSS ALL
STAFF GROUPS

Training

816 reviewers attended the new PDR training; 96% of them reported feeling confident

All new reviewers offered training in PDR

"I understand the context for and the reasons why the new Performance Review and Development process is being introduced"



2016/17 Cycle

92% of staff rated achieved or exceeded their objectives

PDR ratings data reported by all HoDs, allowing for organisation wide performance trend data to be made available to UEB for the first time.

Future aims

Improvements in staff perception of value of PDR as reported in 2017 staff survey compared to 2014 results

A continued high level of engagement in the second cycle (2017/18)

An exploration of the feasibility of an online PDR system

Ongoing delivery and review of all PDR training materials, as part of the core L&D provision

FIND OUT MORE

york.ac.uk/admin/hr/browse/performance-management

FEEDBACK

 **Really, really useful and informative. Facilitator was excellent and I felt at ease even when out of my comfort zone doing the role play! I feel much more confident about undertaking my forthcoming performance reviews"**

Staff member on Performance review for Reviewers

 **Good very worthwhile and informative. Enjoyed the pace and the content"**

Staff member on Performance review for Reviewers

 **Thanks to your support, we will have a consistent and effective performance review process that reinforces York's culture of recognising, encouraging and developing outstanding commitment and achievement**

Koen Lamberts, VC

LEADERSHIP AND MANAGEMENT DEVELOPMENT

Award winning, high impact leadership development



KEY GOALS



DEVELOPING OUR CORE PROVISION

- Review and update our programmes to reflect new University aims and priorities
- Explore the opportunities to diversify the current Leadership Forum as part of the continual improvement of our leadership development programmes and Professional@York
- Develop further the 'talent pool' of professional and support staff to proactively contribute to future activities: projects, secondments and other areas which need a flexible use of skilled resources



EXTERNAL TRAINING

- Become an Institute of Leadership and Management (ILM) so that we can certificate our internal programmes and offer accredited training for our external provision
- Develop and deliver a suite of commercially viable leadership and management training for external organisations
- Use income generated from commercial training activities to fund internal student leadership provision



STUDENT LEADERSHIP

- Test and validate a student leadership framework which incorporates leadership 'principles' and a leadership philosophy
- The framework will create a common language and set of values and principles upon which student leadership activities can be built and assimilated
- Deliver a number of student leadership development programmes including the Lord Laidlaw Research and Leadership Programme and the York Leaders 3 day programme

WHAT WE'VE ACHIEVED

Through the suite of seven core leadership programmes we ensure that those who are in a leadership role have the skills, behaviours and confidence needed to face the challenges ahead and provide good leadership to others.

The programmes also support networking of those with similar challenges with coaching and 360° feedback also providing support

We introduced Development and Assessment Centres for professional and support staff grades 5-8 with follow-up coaching and CPD development

Launched a commercial Management In Action (MIA) programme and engaged in bespoke commercial activities which include personal resilience training

Secured a national contract with HEaTED to design and deliver leadership and management skills for technical staff

Established a Student Leadership Steering Group and a new leadership framework, a set of nine strengths identified by employers and alumni as being associated with excellent graduate recruits.

Secured CMI accreditation to support commercial activities

Secured funding through Lord Laidlaw to fund 25 scholars during 2017 in the undergraduate research and leadership programme

Developed and piloted York Futures in collaboration with Careers and External Consultancy – professional development programme aimed at first year undergraduates

AT A GLANCE...



SEVEN KEY COURSES
Our core programmes support all leadership roles



RECOGNITION
Princess Royal Training Award 2016



INCOME GENERATION
Our reputation is creating commercial opportunities



LEADERSHIP AND MANAGEMENT DEVELOPMENT

Award winning, high impact leadership development



MEASURES OF SUCCESS



WE ARE THE
FIRST
UNIVERSITY
TO BE AWARDED A
**PRINCESS
ROYAL
TRAINING AWARD**

97% of staff rate the provision as very useful or useful and 98% would recommend it to others.

We have run 18 Development and Assessment Centres for staff in grades 5-8.

We are the first University to have been awarded the Princess Royal Training Awards Standard in 2016. This is recognition from outside the HE sector and joins our three THE Awards in recognition of our leadership provision

In the 2014 Staff Survey all questions relating to My Manager/ Supervisor improved in terms of a positive response.

100 delegates on leadership programmes in 2015/16.

61 students attended the York Leaders 3 day event

Nearly 400 students attended the ten pilot York Futures events

Future aims

A target of 130 delegates to attend leadership programmes in 2016/17

Develop the range of Professional@York initiatives to enhance talent and encourage more fluidity and flexibility within the professional support staff workforce.

Enhance opportunities for increased networking and collaboration across those in leadership roles.

Delivery of the York Leaders programme to 100 third year undergraduate students

Enrol all first year undergraduate students on the York Futures programme in 2018

Deliver the first full cycle of the Laidlaw Scholarship programme



PRINCESS ROYAL
TRAINING AWARD
2016

THE AWARDS | 2014
WINNER | 2012
2009

FIND OUT MORE

york.ac.uk/admin/hr/browse/learning-and-development/

FEEDBACK

 ***The Research Leaders programme helped me to become more aware of my role. I now appreciate the importance of communication, of balance between mentoring and supervision and of keeping and stimulating positive attitudes. The 360 experience has been especially positive.***

University staff member

 ***I found the Management in Action course an amazing experience. Not only was the course content very good, but the experience of being in a cohort of colleagues from across the University, learning from each other and forming a camaraderie helped to make one feel a valued member of the University way beyond anything an individual department could provide.***

University staff member

HEALTH AND WELLBEING

Valuing, promoting and supporting employee wellbeing



KEY GOALS



MENTAL HEALTH

- Embed the Mental Health First Contact network, provide ongoing support and development for members
- Continue the roll-out of mental health training, including the development of a new programme on team resilience and the creation of an e-learning module on stress prevention and management for managers
- Monitor the incidence and causes of work-related stress
- Successfully complete the Mindful Employer external review to demonstrate our progress in putting the Charter principles into practice



PHYSICAL HEALTH

- Support further development of the YorActive Trail to encourage all staff to be more physically active
- Work with our partners to develop the range of opportunities for physical exercise available in the Well@York programme



EMPLOYEE BENEFITS

- Continue to provide popular health and wellbeing services for staff, such as bone density screening
- Expand the provision and take-up of health-related benefits through Rewards Extra



COMMUNICATIONS AND UPTAKE

- Continue to promote our Well@York programme of events and support
- Continue to develop and deliver focussed health and wellbeing campaigns and promotions
- Monitor the usage of our health and wellbeing programmes and associated support services and resources

WHAT WE'VE ACHIEVED

Launched our Well@York website: a one-stop-shop for health and wellbeing events, help-sheets, resources and savings

Successful reaccreditation of mindful employee charter: a voluntary commitment to take a positive and proactive approach to mental health in the workplace

Hosted a range of events to celebrate physical and mental health campaigns eg Global Corporate Challenge, Work-Life Balance Week, Mental Health Awareness Week, National Walking Month, Know Your Numbers Week, World Mental Health Day, National Stress Awareness Day and Movember

Provided popular in-house health checks including blood pressure, body mass index ratings and cholesterol levels

Launched training programmes on Developing Personal Resilience, Mental Health First Aid and Mental Health Awareness

Introduced an in-house Mental Health First Contact network to provide initial support, signposting and advice to staff experiencing mental health difficulties or showing signs of mental ill-health

Developed an online stress management pathway to support managers and staff in dealing with stress and responding to critical incidents

Ongoing provision of stress risk assessments and training for managers in understanding and managing work-related stress

Continued to provide an independent, free and completely confidential employee assistance programme, Confidential Care

AT A GLANCE...



WINNER

Active York Workplace of the Year 2016



500+
health checks



SUCCESSFUL

Reaccreditation of Mindful employee charter



HEALTH AND WELLBEING

Valuing, promoting and supporting employee wellbeing

MEASURES OF SUCCESS



WE HAVE
PROVIDED
MORE
THAN **500**
HEALTH
CHECKS

Awards

Winner of the 2016 Active York 'Active Workplace of the Year Award'

Shortlisted for a 2017 HR Distinction in Health and Wellbeing award

Usage

In its first year the Well@York website attracted 13,373 hits (averaging 1000+ per month)

The number of followers of @WellAtYork increased six-fold

Staff participation

Over 500 bookings for ticketed health and wellbeing events

150 more attendances at open/drop in sessions

Excellent take up of free/discounted health checks: 55 food intolerance tests, 235 bone density scans and 250+ blood pressure tests

Increased awareness health-related benefits

211 staff currently taking up health-related benefits via Rewards Extra

621 instances of use of the Employee Assistance Programme in 2015-16

18 staff in Mental Health First Aid Network

Training

77 staff attendances on the 'Developing Personal Resilience' programme

80+ staff and students trained in Mental Health First Aid (full two-day course)

136 trained in Mental Health First Aid (short course)

17 Mental Health First Aid training sessions delivered

Future aims

Reduction in sickness absence and turnover in 2017

Improvements in relevant sections of the staff survey in 2017

Build mental health awareness into all induction programmes

Support cultural change to encourage mental health to be discussed openly

FIND OUT MORE

york.ac.uk/admin/hr/health-and-well-being/
[@WellAtYork](https://twitter.com/WellAtYork)

FEEDBACK

 **Great that you are signing up to the Positive Mental Health charter - let's reduce stigma around it!"**
University staff member

 **Really like the website, good to know that I can go to a keep fit class and just pay as I go"**
University staff member

 **Well done for being so proactive. If every employer was as conscious of mental health in the workplace, I think life would be much better for working people in York!"**
York Mind

ENGAGED AND SKILLED WORKFORCE

Staff who feel valued and have a sense of belonging



KEY GOALS

ENGAGING STAFF

- Build on success and feedback of Professional@York conferences and awards with activities in 2017 and beyond
- Staff engagement survey in spring 2017 with action plans to address issues being raised



LEARNING AND DEVELOPMENT

- Review, development, delivery and evaluation for all core skills programmes to ensure fit with organisation priorities and requirements
- Further online training modules planned to offer a more flexible and engaging offering at point of need
- Introduce a mentoring scheme to enhance existing coaching scheme

MANAGING CHANGE

- Work with University Executive Board, Deans, Operations Managers and HR Business Partners to identify departments who will be experiencing change and design relevant interventions to support their transition
- Develop a Team Resilience Programme to help staff deal with change
- Introduce a pool of trained facilitators to support strategic change at departmental and University level

WHAT WE'VE ACHIEVED

Established the Professional@York programme to value and support our support staff in their contribution to York's ambitious agenda

- First conference held in March 2015 and a second in December 2016
- Programme of awards to recognise achievements and value contribution introduced
- Showcasing of individual and team achievements at the conference and website to support sharing of best practice

Learning needs analysis to identify support and training needed for all research and research support staff

Learning technologies applied to the design, development and introduction of 18 online training packages which have been accessed over 11k times. Three quarters of use is in support of goals for statutory and compliance training

Coaching scheme introduced to support staff development

Career development microsite developed for all staff groups

Introduced a one day "Facilitating Collaboration" course and a two day "Advanced Facilitation" Training session to support the establishment of a network of facilitators to enhance collaboration

Working in collaboration with the Research Excellence Training Team to develop and pilot a mentoring training programme aimed at research staff

AT A GLANCE...



LOW TURNOVER
Less than 5% of staff leave in their first year



USEFUL
96% of attendees found our training useful or very useful



RESPONSIVE
Delivered 25 bespoke events for teams at York



ENGAGED AND SKILLED WORKFORCE

Staff who feel valued and have a sense of belonging

MEASURES OF SUCCESS



85%
OF STAFF ARE
PROUD
TO WORK AT
YORK

Both the 2015 and 2016 conferences attracted over 600 colleagues from across the organisation

Following the 2016 conference colleagues praised the quality of the two key note speakers rating them at 4.5/5 and 5/5

Generated income from sponsors and exhibitors to cover 1/3 of the cost of the conference

Nominations for staff awards increased from 140 across 8 categories in 2015 to 168 nominations in 2016, we aim to see this increase in future years

Evaluation of generic skills training provision – 96% rated it 'very useful' or 'useful'

Coaching service has supported over 82 staff since 2011.

92% of staff rated the Central Induction as "useful" or "very useful"

Less than 5% of staff appointed on open contracts leave within a year of joining

Future aims

Deliver a Professional@York conference in 2018

Refine the criteria and nomination categories for the 2018 awards programme to be in line with University priorities

Deliver the 2017 staff survey and disseminate the results

Identify the key themes from the 2017 survey and support with the development and delivery of the University action plan

Help departments to analyse and understand their results and to create robust action plans

FIND OUT MORE

york.ac.uk/staffsurvey

FEEDBACK

 ***It was great to hear from some of the key department representatives, and hear a bit more about their roles and departments. It was great to mingle with staff from other areas of the University.***

University staff member at staff induction

 ***This was really fantastic - the course facilitator was excellent and provided lots of useful information. The opportunity to 'practise' was particularly useful and has given me confidence to try these skills myself.***

University staff member

 ***Very informative, lots of tools and ideas to go home with. Andy is a great course facilitator! I really enjoyed it!***

University staff member

ENABLING ACTIVITIES

Underpinning strategies to enhance our performance

KEY GOALS



MANAGEMENT INFORMATION

- Further refinement of Tableau workbooks (staffing, sickness absence, equality and diversity and casual payroll) to improve data, access and responsiveness and inform workforce analysis reports
- Further development of HR efficiency metrics to incorporate reporting via new systems e.g. Learning Management System and Zendesk
- To develop and launch a Department HR Information Dashboard prompt providing a summary of alerts and key people data to assist with prioritisation and key metrics



COMMUNICATION

- Further development of the HR website to encourage assisted self-service for staff and managers looking to access people related information. Use of analytics data, feedback and key themes to make access even easier and quicker for users.
- Ensure key policy and procedural communications are accessible to all staff groups.



EFFECTIVENESS

- Reviewing streamlined processes to improve customer effectiveness and operational efficiencies



POLICY AND PRACTICE

- Further development of the mediation service to assist staff experiencing relationship difficulties in work
- Policy developments to support Brexit and key legislative changes created by EU and visa regime
- Coordinate compliance activities and advice to ensure York is able to successfully recruit and employ overseas staff and students
- Support departments with their Athena SWAN initiatives and the on-going aim of achieving a Silver Award for the whole University
- Flexible and co-ordinated HR policies to support the REF and TEF developments



SYSTEMS

- Deliver and maintain a suite of HR business systems which support HR and Payroll operations throughout the employee lifecycle
- Provide assisted self-service through web based systems to improve the customer experience
- Provide efficient and effective systems to reduce transactional timescales for routine tasks
- Implement Zendesk – helpdesk software to improve customer service and workflows

WHAT WE'VE ACHIEVED

Management information

Improved data provision, including workbooks on the workforce, absence, casual workers and equality measures in support of the Athena SWAN agenda

Universal access to a secure absence workbook to improve monitoring and review of personal absence levels and reduce need for local record keeping

Communication

Refresh of HR Webpages to improve user experience and ease of access to resources including MI

Coordination of communications to reduce number of emails issued by HR and create strong, recognised information channels such as the HR News newsletter

Systems

Electronic recruitment, authorisation and key forms

Greater utilisation of HR/Payroll system

A learning management system (LMS) – online booking, assignment and authorisation of training for staff

Digitisation of 2,000+ records for improved security and accessibility

Policy and practice

A range of new policies developed in areas including: adoption leave and pay, shared parental leave, disability in employment, internal and external secondments, public interest disclosure, flexible retirement, redeployment.

Successful introduction of university wide mediation service providing support for all staff groups

Effectiveness

Streamlined processes to improve customer service and operational efficiencies

Zendesk helpdesk software introduced to improve self service, improved transparency and to reduce authorisation times.

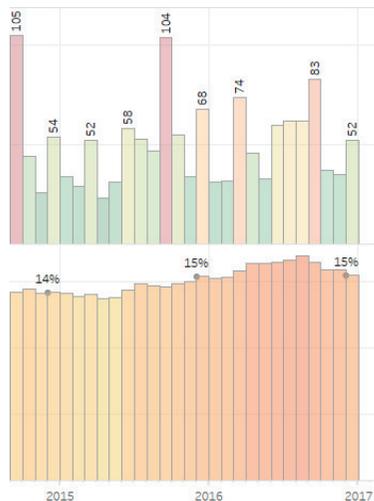
Green Impact programme implemented within HR to reduce waste

Support from HR team for Athena SWAN initiatives, contributing to departmental submissions and the University wide Athena SWAN action plan

ENABLING ACTIVITIES

Underpinning strategies to enhance our performance

MEASURES OF SUCCESS



Management information

- Improved data quality and user access
- HR Effectiveness KPIs on HR Services, Recruitment and L&D used by HR Leadership Team in decision making
- Quarterly workforce analysis reports and KPIs for University Executive Board
- Tableau workbooks available to all staff on general workforce information and for senior managers to support departmental and faculty level reviews of department people-related data

Communication

- Feedback on HR web pages and general communications shows that advice is easily accessible and supports assisted self-service for staff and managers

Systems

- Increased delivery of automated processes and assisted self-service
- Better integration with Finance and Planning to provide people data and staff costings
- Efficient and cost effective delivery of business critical HR services and functions.

- During 2016, HR Services handled 6,000 enquiries and requests
- Introduction of electronic forms to improve the quality of HESA and staff data.

Policy and practice

- Continued provision of policy to assist staff in their day-to-day work and provide clarity and guidance

Awards

- Shortlisted for 'Outstanding HR team' at the 2016 THE Leadership and Management Awards
- First University to win a Princess Trust Training Awards Standard
- Green impact programmes – HR retained Gold Award status for the second year running

Effectiveness

- Streamlined processes producing operational efficiencies and improved services
- York's ability to attract and retain non-UK staff and students maintained

FEEDBACK

 **Brilliant. Great improvement on Formstack. This is literally all I wanted for Christmas.**
Departmental Manager, on new authorisation processes

 **HR Services provide a consistently excellent service. Whether it is support for regular processes, answering unusual queries on HR policy or assisting with urgent last minute requests.**

Each member of the team is professional and friendly and they respond to queries in a timely manner.
HR Administrator, Science department

FIND OUT MORE

york.ac.uk/admin/hr/

WE PROVIDE A
GROWING RANGE OF
STAFF DATA
TO SUPPORT
DEPARTMENTS

Overview of how HR strategic themes support the University Strategy 2014 - 2020



	Reward and Recognition	Recruitment	Managing and developing performance	Leadership and management	Health and wellbeing	Engaged and skilled workforce	Enabling activities
To be a world leader in research	I	D	D	D	I	I	D
i. We will recruit and retain the best researchers at all career stages and support and mentor existing staff to offer them an attractive environment in which their research can flourish	D	D	D	D	I	I	D
ii. We will give our major interdisciplinary research strengths focus, identity and presence, to encourage interdepartmental and international research activity		I	I	I			I
iii. We will recognise the role of Departments in supporting their staff in the development of their research			D	D		D	D
iv. We will deploy University resources to support research excellence	D		I	D		I	I
v. We will support our postgraduate research students and their supervisors			I	D			D

Key

D Direct

I In-direct



Overview of how HR strategic themes support the University Strategy 2014 - 2020



	Reward and Recognition	Recruitment	Managing and developing performance	Leadership and management	Health and wellbeing	Engaged and skilled workforce	Enabling activities
To offer outstanding teaching and learning	I	D	D	D	I	I	D
i. We will articulate a University of York pedagogy and apply it to all our programmes			D	I			
ii. We will appoint and support the best teachers	D	D	D	D	I	I	D
iii. We will recruit the best students			I	I		I	I
iv. We will encourage and support innovation in teaching	D		D	D			I
v. We will give our students opportunities to gain experience that will prepare them better for employment or further study			I	D			I

Key

- D Direct
- I In-direct

Overview of how HR strategic themes support the University Strategy 2014 - 2020



	Reward and Recognition	Recruitment	Managing and developing performance	Leadership and management	Health and wellbeing	Engaged and skilled workforce	Enabling activities
To be sufficiently large to be excellent, resilient and financially stable	D	D	D	D	I	D	I
i. We will grow by recruiting more academics and admitting more students	I	D	I	I		I	D
ii. We will establish a new International Foundation Programme on our campus							
iii. We will grow our distance-learning provision				D			
iv. We will increase our income from sources other than regular student fees to give us additional capacity for investment			D	D			
v. We will ensure that we have the physical infrastructure to support growth		D					

Overview of how HR strategic themes support the University Strategy 2014 - 2020



	Reward and Recognition	Recruitment	Managing and developing performance	Leadership and management	Health and wellbeing	Engaged and skilled workforce	Enabling activities
To be organised in the most efficient and effective way	D	D	D	D	D	D	D
i. We will organise academic departments into faculties	I	I	I	I		I	D
ii. We will invest in our staff and be an employer of choice	D	D	D	D	D	D	D
iii. We will improve our operational effectiveness	D	D	D	D	D	D	D
iv. We will improve planning and resource allocation	I	I	I	I		I	D
To work effectively with other organisations and stakeholders	D	D	D	D	D	D	D
i. We will establish effective institutional partnerships	D	I	I	D	D	D	D
ii. We will enhance our engagement with business and industry and with public, cultural and charitable bodies	D		I	D	D	D	D
iii. We will continue to improve engagement with our alumni and friends	I	I		D	D	D	D

