



Message from the Deputy Vice-Chancellor (Strategic Resources)

The University Strategy 2014-20 sets out the vision for USW to be:

“The University of choice in Wales and beyond for students, organisations and communities who value vocationally focused education and applied research which provides solutions to problems that affect society and the economy”.

The Academic Plan, “the vehicle to bring the University strategy to life”, states that we need to build on our strengths and have clarity of purpose in relation to what we are going to concentrate on for the next six years in order to meet our strategic goals and ensure our long-term sustainability.

This **People Plan**, along with the Finance & Infrastructure and Engagement Plans, is designed to support the Academic Plan specifically from the perspective of retaining and developing outstanding staff, who can make an outstanding contribution to the University, and who are supported to flourish and ensure student success.

Whilst facing volatile and competitive labour markets, the University will develop its position as an “*employer of choice*” through effective selection practices, the promotion and appreciation of the highly attractive terms and conditions of employment available to all staff; its supportive welcoming culture which values individuals and supports us to achieve our potential. It will support us through the challenges and significant changes that lie ahead; and the recognition of individual and collective excellence.

The University will seek to develop outstanding staff by recognising and rewarding our achievements, through effective leadership and management and by providing a dynamic and supportive environment in which to work. In turn this will foster innovation,

encouraging continuous improvement facilitated by streamlined, high quality business processes and providing focused professional development to support our career aspirations.

There is of course a mutuality of expectation in the employment relationship and so we, as employees, all have responsibilities and obligations to the University as are set out in the core values overleaf (general behavioural expectations) and within our employment contracts (implicit requirement). In essence, the University expects us to take responsibility for our own performance and our contribution to its success; it expects us to engage positively with initiatives for change, facilitating ideas and innovation for the benefit of our students; it expects us to be proactive in developing positive working relationships with each other and with people in other organisations; and, it expects us to treat each other, students and other people respectfully.

The Academic Plan incorporates four goals - Programmes, Partnerships, People and Place. This Plan focuses primarily on the **People** Goal. The aims of this Plan, highlighted in the following pages, are cross-referenced against the eleven strategies contained under the Academic Plan’s People Goal.

Huw Williams
Deputy Vice-Chancellor (Strategic Resources)



People Plan | USW Core Values



Professional

We will:

- Be accountable for the delivery of our personal and team objectives
- Act with Integrity to ensure people can trust and rely on us
- Take responsibility individually and collectively for contributing to our strategic goals
- Value and respect every individual for their contribution to our University

Creative

We will:

- Nurture curiosity and innovation so that ideas can flourish
- Embrace new ideas
- Actively look to collaborate not compete with others in our University
- Take risks and challenge current ways of working to make a positive impact

Inspiring

We will:

- Be passionate about celebrating success
- Be dynamic, stimulating and motivating
- Create opportunities that widen our own and our students horizons
- Transform lives

Responsive

We will:

- Be flexible and agile, embracing change
- Be approachable, seeking feedback to continually develop
- Challenge blockers and blocking behaviours
- Identify and communicate best practice and ideas

"We will be proud and passionate about our University and our contribution to its success"

People Plan | Objectives

Objective 1 | Attract and Retain Excellent Staff

We will attract and retain excellent staff who make an outstanding contribution through:

- Being an Employer of Choice;
- Rewarding and recognising excellence;
- Enabling leaders and managers to facilitate innovation
- Enabling leaders and managers to positively support staff through change

[Academic Plan Strategies: APS3.5; APS3.8; APS3.9; APS3.10]

Strategies

PPS1.1	Staff recruitment and selection processes will support the attraction and recruitment of excellent staff, able to develop and support our approach to learning and teaching and contribute to our focused research areas
PPS1.2	Our approach to developing and improving our organisational structure will ensure jobs are attractive to excellent candidates
PPS1.3	We will have a consistent approach to faculty/department induction and probation management of new employees to enable them to quickly perform in their new roles to an excellent standard
PPS1.4	Career pathways will be clear for academic and professional staff
PPS1.5	Contractual employment arrangements will provide for increasing flexibility in mode and type of teaching and learning delivery and non-academic aspects of the student experience
PPS1.6	Mechanisms will exist to effectively identify, recognise and reward excellence
PPS1.7	Staff who demonstrate best practice (in curriculum design, integration of theory and practice, delivery, assessment and feedback that engages and motivates students and enhances student achievement) will be recognised and rewarded
PPS1.8	Staff will be supported to retain credibility in their subject through research and practice
PPS1.9	Employee well being will be promoted through the provision of a healthy and safe working environment

Targets

PPT1.1	Recruitment and selection decisions will be effective as demonstrated by the 100% successful completion of probationary periods by 2020
PPT1.2	Changes to organisational structure will be deemed fit for purpose for at least two years after implementation, with clear career pathways shown for academic and professional staff
PPT1.3	Contractual employment arrangements will be reviewed and changed if necessary to enable flexible modes and types of teaching or other activity
PPT1.4	Employees newly recruited to posts will report positively about their experience of the recruitment process and their first 100 days in post, initially at 80% satisfaction but increasing to 95% satisfaction during the lifespan of this plan
PPT1.5	A staff appraisal scheme will be developed and implemented by the end of 2014/15 which will define standards of performance and enable their measurement.
PPT1.6	Health and well being will be supported by a cohesive programme of initiatives, encouraging us to take personal responsibility for our health and ensuring that all the University's activities are safe and healthy and evidenced by a reduction in sickness absence.
PPT1.7	Mechanisms will be implemented to promote currency of professional practice via clinical or professional work experience for staff in relevant industry settings such that by 2018 50% of academic staff and by 2020 95% of academic staff will be deemed to have high levels of currency of professional practice.



“We will attract
and retain
excellent staff
who make an
outstanding
contribution.”

Objective 2 | Achieving Potential

We will support staff to enable them to achieve their potential through:

- Developing a workplace culture that enables high performance
- Recognising and respecting the mutuality of expectation between employee and employer
- Providing focused and relevant staff development activity to support individual and organisational performance
- Attaining equality of opportunity across all activities
- Achieving high levels of staff engagement within a supportive culture

[Academic Plan Strategies: APS3.1; APS3.2; APS3.3; APS3.4; APS3.6; APS3.7; APS3.8; APS3.9; APS3.10]

Strategies

PPS2.1	Develop a consistent approach to our staff development and performance review so that all staff are able to articulate how they contribute to meeting the University's vision and strategic goals
PPS2.2	Embed equality and diversity across the University and build it into staff development activity and our policies and procedures as set out in the Strategic Equality Plan 2013 - 16
PPS2.3	Ensure staff development activity is focused and relevant, designed to enhance specific job-related skills, address advances in technology and equip staff to meet changing student expectations.
PPS2.4	In the area of learning and teaching focus staff development activity on enhancing classroom approaches to active and simulation based learning and on the use of technology to add value
PPS2.5	Equip leaders and managers with the skills to identify critical changes in the University's environment and their impact on it and be able to effectively lead staff through any related change processes
PPS2.6	Consistently achieve staff satisfaction levels above benchmark sector average levels
PPS2.7	Develop an approach to the harnessing of technology to streamline and enhance business processes to reduce time spent on unproductive bureaucratic administration and free up time for innovation

Targets

PPT2.1	360 degree feedback of leaders and managers graded H or above, especially in regard to people and performance management, with resultant personal action plans
PPT2.2	100% of employees will have their performance and contribution formally reviewed at least annually
PPT2.3	10% of staff will be assessed as having exceptional performance by 2017 and 15% by 2020 and 80% of staff will be assessed as providing good performance or better by 2017 and 90% by 2020
PPT2.4	By 2016 a Performance Improvement Plan will be put in place for every employee assessed as having adequate (or worse) performance to support their development and assist them achieve the required standard of performance
PPT2.5	Achieve Strategic Equality objectives by 2016
PPT2.6	Secure Athena Swan Silver award
PPT2.7	Maintain accreditation as an Investor in People (iiP) at institutional level
PPT2.8	Achieve HEA Fellowship status for all academic staff by 2020, with 20% achieving Senior Fellow and 10% Principal Fellow status
PPT2.9	Increase external recognition for our staff individually and collectively to include National Teaching Fellowships, or Higher Education Awards, or professional or other appropriate accreditation such that by 2020 95% of academic staff have external recognition
PPT2.10	By 2020 increase by 100% (over 2014 levels) staff nominations for student-led awards both internally and externally

Objective 3 | Leadership and Management

There will be excellence in leadership and management within the University, supported by effective development opportunities, and this will drive forward the achievement of the University's vision and mission, through:

- The embedding by Leaders and managers of a culture of high performance at individual and team level
- Effective Talent Management and Succession Planning
- Tailored management development activity, designed to meet individual needs and promote excellence
- Strategic and operational decision-making informed by effective management information
- Efficient, high quality processes

[Academic Plan Strategies: APS3.2; APS3.4; APS3.6; APS3.8; APS3.10; APS3.11]

Strategies

PPS3.1	Strengthen our approach to supporting our leaders and managers so that they can facilitate innovation through change
PPS3.2	Leaders and managers will be able to articulate clear expectations of performance, both individual and team, that enable the delivery of strategic goals
PPS3.3	Talented staff will be recognised, developed and retained to enable career development and succession planning
PPS3.4	Develop a Recognition and Reward Scheme, building on good practices already in operation to celebrate the successful contribution of individuals and teams to the achievement of corporate goals

Targets

PPT3.1	A portfolio of Management Information will be developed by 2017 to enable managers to continually assess performance and measure it against organisational goals; identify trends, activities or areas that will require support to improve
PPT3.2	Staff engagement and satisfaction will increase in each cycle, (by a % to be agreed annually), measured by participation rates and outcomes of staff engagement survey
PPT3.3	By 2020 a talent management scheme will be developed to foster the development of staff identified as being a high flyer or having the potential to become one
PPT3.4	By 2020 a Recognition and Reward Scheme will be launched that celebrates individual and team performance



University of South Wales
Pontypridd, Wales, UK CF37 1DL

Call: 03455 76 01 01

Visit: www.southwales.ac.uk

Produced by USW Strategic Planning & Performance Services

Designed by USW Print & Design 01443 482 677

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