Our People Strategy 2020

‘We will attract, develop and retain the best staff’
Lancaster is a global university
…which operates on a human scale

‘Lancaster is a global university which makes a positive difference to people’s lives. Our research advances knowledge, shapes policy, encourages debate and delivers economic, cultural and social benefit. We attract outstanding students from many different backgrounds, deliver a high quality education in the UK and overseas, and equip our graduates to succeed in their chosen careers.’

Introduction
“Our Strategy for 2020 – creating a global university” clearly articulates that the core strength of our university is our people. Attracting the best staff to work for Lancaster University, and within our international partnerships, will assist us in delivering our strategic priorities in research, teaching and engagement and in ensuring we provide a consistently excellent experience for our students. Investing in all our people across our academic and professional service communities will ensure we create a truly global and sustainable University.

We will continue to create and maintain an environment that attracts and retains the best staff and has in place the conditions and structures to enable all of our staff to fulfil their career ambitions in a university that is not only ‘right’ for them, but also challenges them and supports their development.

Our staff want to succeed and the University will work with them to achieve their objectives in a progressive, collaborative and healthy working environment.

Our Values and Behaviours
Our People Strategy plays a critical role in safeguarding our distinctive culture and ensuring a progressive, sustainable and healthy working environment for our staff and students. Our values, practices and behaviours are at the heart of this and how our staff do things is as important as what we do.

Values - We believe in:
- promoting and defending independent academic enquiry and freedom of thought
- pursuing excellence in all we do
- being brave in our decisions, ready to embrace new possibilities and achieve our strategic aims
- enabling all staff to fulfil their career and personal ambitions
- developing durable relationships and interactions that meet the needs of our students, alumni and partners
- ensuring accountability, integrity and professionalism in how we operate, both in the UK and overseas
- working together to support the development of the University
- engaging actively to change the world, through our teaching and research and also by leading on economic and social improvement.

Behaviours - We will:
- encourage debate, enquiry and discovery as drivers of research and teaching, and as a key aspect of university life
- expect the highest standards of all staff and support them to achieve this
- encourage staff to explore new opportunities and ways of working from research and teaching to ensure the University operates effectively
- create a fair and open working environment that embraces all staff and supports them in their personal as well as organisational goals
- engage closely with students, alumni and partners, listening to them and hearing their voices, concerns and ambitions
- develop effective and robust means and processes for how we work and operate
- engage with, hear from and listen to all staff as the University continues to develop and pursue its ambitions
- engage with and seek to improve our local and global communities in partnership with practitioners, policymakers and citizens.

Aims of our People Strategy
Our People Strategy sets out five inter-related strategic aims, which will support the delivery of our overall strategic priorities and will further embed our values and behaviours. The table overleaf sets out our strategic aims, objectives and measures of success.

Aim: Attract
Recruiting the best staff is a key driver of future success of the University. Lancaster aspires to be a world leading University that is globally significant. To achieve this ambition we must continue to attract talented and capable staff in both academic and professional areas.

Aim: Develop
The core strength of the University is its people. Training, developing and supporting our staff to achieve their career ambitions and the strategic goals of the University is crucial.

Aim: Retain
We want to create an environment in which our staff can grow and succeed and where they can see (and are rewarded for) an alignment between their overall contribution and the success of the University.

Strategic Objectives:
We will:
- Develop our employer reputation to further enhance our overall national and global standing
- Ensure through the academic planning process that we clearly identify financial resources required for the future and develop targeted campaigns to recruit to them
- Develop our recruitment processes and practices to ensure they are flexible and attuned to our needs
- Understand the international recruitment market, and develop global partnerships, to enable us to attract the best talent from around the world
- Enhance the University by attracting and recruiting a diverse range of academics and professional services staff that have the relevant skills and experiences
- Support the integration and relocation of international and domestically recruited staff.

Key measures of success and impact:
- Number of staff and applicants attracted from the top 100 Universities and academic departments
- Vast majority of our posts are filled first time with the right calibre of staff
- Applicant profile demonstrating increased international reach
- Increase in the diversity profile of applicants.

- Staff are clear about what is expected of them (as evidenced by our PDR processes and staff surveys)
- All of our staff have a meaningful annual Performance and Development Review (PDR)
- Increased number of staff mentoring and supporting internal colleagues
- Number of staff achieving formal advanced teaching qualifications, accreditation through local/national schemes or national teaching awards
- Number of probationary periods being extended versus promotion success rate
- Increased number of our high performing staff promoted and recognised internally
- Number of staff leaving Lancaster University for roles of equal standing or a promotion within top 100 global universities
- Increased diversity profile of internal staff promoted into senior academic and leadership roles
- The University is perceived as an excellent place to work and works and acts as (staff survey measure)
- Staff turnover rates (as agreed annually)
Strategic Aim:

**Excellence in Leadership and Management**

Our mutually supportive team of leaders and managers will create an environment where our staff and students achieve success. As a result, the University continues to grow and meet our strategic priorities in research, teaching and engagement.

**Progressive, collaborative and healthy working environment**

Create a progressive, collaborative and healthy working environment which is conducive and beneficial to both the staff and student experience and beyond.

Our work shapes policy, encourages debate ... and makes a positive difference to people’s lives.

Delivering the People Strategy 2020

Our People Strategy is owned and delivered throughout the University and leaders and managers will play a key role in its delivery - guided by the annual strategic planning process. An annual implementation plan will be developed with specific objectives, activity and success measures. We will also develop our understanding of how the specific success measures contained within the People Strategy impact on our wider measures of institutional success (for example student satisfaction and research excellence measures) to inform the annual implementation planning process.

Resources and HR Division support will be aligned to assist our academic and professional service departments in delivering their objectives that relate to the People Strategy outcomes. Alongside the implementation of the People Strategy, the HR Division will also continually ensure we get the basics right across the range of services we deliver and offer timely support, guidance and training to Heads and managers across the University.

Strategic Objectives:

We will:

- Ensure that all leaders and managers are aware of their key responsibilities, have the capacity to fulfil them and their performance is reviewed and recognised
- Collaborate and learn from leading global universities and adapt our approach to leadership and management as a result
- Develop our academic and professional services staff to become leaders in their discipline and beyond and also ensure we have succession plans in place to be able to replenish and refresh our staffing profile when required
- Continuously support our academic staff in their managerial responsibilities and provide appropriate induction and development opportunities
- Work in partnership with our trade unions, to continue to develop and evolve our approach to staff engagement and communication.
- Ensure that leaders advocate the University’s values and behaviours and have the courage to challenge and address issues where colleagues are not acting in line with our values.

Key measures of success and impact:

- Excellent leadership is recognised internally (staff survey measure) and externally (reputation and awards)
- The University is perceived as an excellent place to work (staff survey measure)
- Number and quality of internal applications and appointments to leadership and management roles
- University rankings and reputation
- Overall staff engagement, involvement and advocacy scores (staff survey).

We will:

- Continually engage with and listen to all staff as the University develops and pursues its aspirations
- Actively support the health, wellbeing and safety of our staff and offer relevant interventions and services
- Foster a continuous improvement environment to help our staff grow and develop
- Make our staff feel valued, involved and fulfilled in the work that they do
- Enable leaders and managers to proactively assess and manage staff wellbeing and safety within their teams and beyond and provide the relevant support and data to ensure the maintenance of a healthy working environment
- Be mindful of our culture and heritage when implementing change and ensure we support our staff throughout.