



# UNIVERSITY PEOPLE STRATEGY 2030



**A global employer of choice  
where our exceptional people will  
work in collaboration to achieve  
excellence - together we are  
Portsmouth.**



**UNIVERSITY OF  
PORTSMOUTH**



# VISION, MISSION, VALUES AND PURPOSE

## VISION

By 2030 we will be the top modern university in the UK and one of the top 100 young universities in the world. To make our ambitious vision a reality we must work together and enable everyone to feel encouraged, empowered and supported to feel part of our Portsmouth global community.

Our inspiring vision can only be realised by achieving our key commitments:

- Engage with every student in a life changing experience
- Meet changing demand and widen participation
- Deliver globally-recognised research and innovative solutions that improve society
- Become one of the UK's leading civic universities
- Significantly build our global reach and reputation
- Lead in environmental sustainability and become climate positive
- Transform our alumni relations and advancement activity

## MISSION

Our mission is to create, share and apply knowledge to make a difference to individuals and society. Underpinned by the University's values:

- **Ambitious** – we pursue bold ideas, nurture and value relationships and partnerships, inspire all our people to achieve their potential and we never settle for second best.
- **Responsible** – we act with integrity for the greater good, uphold the highest academic and professional standards, respect and celebrate our inclusive culture and aim for sustainability across all our activities.
- **Open** – we work collaboratively to benefit from new perspectives, share ideas and maintain transparency, are trustworthy and listen and respond to the needs of our people.

# WHAT IS THE UNIVERSITY OF PORTSMOUTH PEOPLE STRATEGY 2030?

Our people, both our colleagues and students, are at the heart of everything we do and the intention of our People Strategy 2030 is that it will underpin the continued realisation of the wider University Strategy 2025 and Vision 2030. Our People Strategy will be a key contributor supporting our underlying principle of educating and transforming lives, and will drive a culture of excellence where all our all people can achieve great things.

## OUR PEOPLE STRATEGY HAS NINE INTER CONNECTED THEMES BASED ON OUR VALUES:

### AMBITIOUS

1

#### **TALENT, ATTRACTION AND RETENTION**

Become a global employer of choice where the best and the brightest want to be and where diverse talent is encouraged and developed through nurturing and effective succession planning.

2

#### **PERFORMANCE, DEVELOPMENT AND GROWTH**

Create the capability and capacity needed for future success by creating clear pathways and motivating and engaging our people to take responsibility for their own performance and development and have the skills and resilience to adapt to continuous change.

3

#### **REWARDING AND RECOGNISING EXCELLENCE**

Reward and recognise individual and collective performance which reflects our values and build a culture of continuous improvement where our people understand how high performance contributes to achieving our ambition

# RESPONSIBLE

4

## LEADERSHIP

Create an environment of collaboration where authentic and role-model leadership is celebrated and where passion, empathy, inspiration and motivation are seen and demonstrated by all those in leadership roles.

5

## PEOPLE MANAGEMENT

Build confidence and capability in our people managers enabling them to deliver innovative and creative solutions through engaged colleagues, in an environment where they are trusted to deliver and where success is celebrated.

6

## WELLBEING

Place wellbeing at the heart of the whole employee life-cycle experience and support and inspire our people to look after their health and wellbeing, and that of others.

# OPEN

7

## EQUALITY, DIVERSITY AND INCLUSION

Create a diverse and inclusive community that enables creativity, imagination, research and innovation and is truly representative of our community with the aspiration to be representative of our student population.

8

## FUTURE OF WORK

Ensuring we create a sustainable and attractive working environment where the right skills are in place to support an increasingly digital and technology enhanced workplace, supported by a flexible, local and global workforce.

9

## ENGAGEMENT

Create an environment of high engagement enabling our people to feel connected, and inspiring them to want to give their best every day and feel motivated, and motivate others, to do the same.

# **AMBITIOUS – WE WILL:**

## **TALENT, ATTRACTION AND RETENTION**

- Increase our commitment to diversifying our talent pool and commit to advertising all roles externally to ensure the best possible person is appointed.
- Enhance the capability and confidence of hiring managers and all those involved in talent attraction supported by core training for all our People Managers.
- Focus on ‘growing our own talent’ through the development of new schemes and pathways, which will offer routes into both academia and professional services. The schemes will include graduate and apprenticeship programmes together with government schemes such as T-Level placements, and will offer mentoring and an excellent learning and early employment experience.
- Working collaboratively with our local feeder schools and colleges, we will offer work experience programmes, encouraging local young people to have insight into the workplace and give them a positive experience of our University.
- Introduce an Internship Programme across academic and professional services to encourage those who are in a period of higher or further education study to benefit from structured and meaningful paid work experience.
- Create clear succession plans in all teams to demonstrate our commitment to increasing clarity in routes to career progression and support these plans through wider strategic workforce planning.

## **PERFORMANCE, DEVELOPMENT AND GROWTH**

- Create an environment in which colleagues feel motivated to improve their own performance in teaching, research and enhancing the student experience and in which performance is managed and improved through the Personal Development Review (PDR) cycle.
- Create a target operating model with optimum spans and layers of control built in to create effective workforce structures and manageable levels of control and responsibility.
- Provide expert facilitation and support to enable people managers and colleagues to undertake transformational change, considering their own particular contexts and circumstances and ensure future ways of working are in place to support both colleagues and the University operating model.

- Bring learning and development closer together from across the institution to create greater knowledge sharing and better use of in-house experts and make effective use of resources.
- Maximise collaboration and partnership working with other institutions, employers and development experts to knowledge share and be ahead of future development trends.
- Develop an in-house mentoring programme to widen participation and engage with colleagues and our own students who would benefit from being supported and developed through a mentor experience.

## **REWARDING AND RECOGNISING EXCELLENCE**

- Review our reward approach, offering greater flexibility and choice to be attractive for diverse and changing individual needs and expectations, and enable the University to be agile and competitive in a challenging hiring and retention environment.
- Reward and recognise individual and team contributions which support the University's values and vision through a review of existing reward methods.
- Drive the success of the University through the development of People Managers accountability for reward and recognition decisions in terms of taking more ownership for decisions made.
- Review the Academic Promotions Policy to ensure it demonstrates sector best practice and transparency, with particular focus on Reader and Professor progression routes.
- Review our Employee Value Proposition (EVP) to ensure it is fair, transparent and future proof, with flexibility to adapt as the economic and internal financial climate changes. A sustainable EVP will bring colleagues together in supporting our wider sustainability agenda
- Celebrate the success of both individuals and teams, outside of the formal reward process, to remind ourselves about the importance of acknowledging excellent behaviours and performance.



# RESPONSIBLE – WE WILL:

## LEADERSHIP

- Ensure all our leaders have the necessary skills, and exhibit the right behaviours, to motivate and lead others to deliver excellence each and every day.
- Encourage our leaders to coach, mentor and sponsor others to support development and unlock potential in others.
- Develop our leaders to role model the University values and behaviours to inspire others to want to grow and develop into the leaders of the future.

## PEOPLE MANAGEMENT

- Ensure our People Managers have the opportunity to access both internal and external development opportunities to support their continued professional development.
- Support our People Managers to be trusted and empowered to make decisions and contribute to larger strategic projects and initiatives outside their own areas of expertise.
- Ensure People Managers are equipped to provide data driven feedback to support the development of their people

## WELLBEING

- Encourage and inspire colleagues to take more responsibility for their health and wellbeing by bringing all colleague wellbeing activity into one place making it easily accessible.
- Build in effective training to enable colleagues to become more resilient and be able to manage stressful situations effectively together with being supported to engage in self-care.
- Report on levels and categories of sickness absence and proactively work with teams in reducing days lost due to sickness absence to ensure we are a healthy place to work.
- Review current working practices and support addressing high workloads and pressurised working environments, ensuring that solutions are found and colleagues are supported.





# OPEN – WE WILL:

## EQUALITY, DIVERSITY AND INCLUSION

Build a positive, inclusive culture that inspires people to realise their full potential:

- Demonstrate that equality, diversity and inclusion will support our mission to create, share and apply knowledge to make a difference to individuals and society
- Build a learning culture that encourages people to reflect on their experiences, respect other people's understandings, and to be bold and responsible.
- Ensure colleagues feel safe and empowered to call out inappropriate behaviours through formal mechanisms for reporting, investigating and delivering fair judgements to uphold Up values and behaviours.

Work towards fair representation and fair outcomes for our people:

- Engage our Leadership and People Managers to challenge the way things are done and embrace transformational ideas around how we attract, recruit, promote and retain diversity; enabling the setting of ambitious goals to enable change to happen.
- Build diverse teams to create world-leading teaching and research, develop the highest level of student experience, impact positively on student attainment and employability, and have made a significant impact on the wider community.
- Ensure that equality, diversity and inclusion is at the heart of all we do by reviewing our governance, committee and meeting representation and ensuring diverse panels are in place to enable fair and open decision making.

Develop a robust understanding of our EDI data (quantitative and qualitative) to effect sound evidence-based decision making.

- Monitor and report on EDI progress, and action change
- Understand and listen to the broad range of lived experiences of our colleagues and student EDI communities and respond to this data (e.g. from staff networks, student societies, staff and student culture surveys, etc).

## **FUTURE OF WORK**

- Encourage flexible working whilst balancing the needs of the business and setting expectations in teams about working arrangement expectations at a local level.
- Re-design our estate to enable fully hybrid working and regularly review our desk utilisation, while considering greater flexibility in creating hot desking and dedicated social spaces.
- Ensure that all colleagues have the right technology available to successfully work more flexibly and provide advice and guidance to work towards a paperless environment.

## **ENGAGEMENT**

- Work collaboratively with Leaders and People Managers, in partnership with trade union colleagues, Staff EDI Networks and other key stakeholders, to encourage transformational positive engagement with our colleagues to improve the working environment and student experience.
- Give all colleagues a voice, through mechanisms such as the staff survey, EDI Staff Network Groups, and other internal forums, and ensure everyone is listened to and encouraged to contribute their experiences and share new ideas to make the workplace even better.
- Support and grow the sharing of expertise and learning across the University and provide opportunities for colleagues and students to work together in supporting the wider community.



# EXCELLENCE IN THE HUMAN RESOURCES TEAM

The People Strategy 2030 will be achieved by a collaborative university wide commitment which is underpinned by an innovative and future-focused high performing Human Resources Team.

## THE HUMAN RESOURCES TEAM - AN OVERVIEW OF WHAT WE DO....



# HOW WE WILL DELIVER AND MEASURE THE IMPACT OF OUR PEOPLE STRATEGY 2030:

## OUR VISION

Our People Strategy will make a positive impact on the whole University Community and the Human Resources team will work collaboratively with colleagues and influence transformational culture change, while role-modelling our values and behaviours.

## WE WILL ACHIEVE THIS BY:

- Working in partnership with Leaders, People Managers and colleagues in our Faculties and Professional Services teams, and building on our external networks to ensure we challenge ourselves to bring best practice to all we do.
- Aligning with our digital ambitions by producing pro-active, consistent, accurate, meaningful data and insight of the highest quality to enable enhanced data decision making and strategic planning.
- Being customer led and focused and ensuring a seamless delivery of support and easily accessible information, underpinned by the operational needs of the University.
- Driving a solutions-focused approach with a 'can do' attitude and seeking creative solutions to complex challenges.
- Role modelling positive behaviours and attitude and work together as one HR team, supporting each other and having the confidence to 'call out' behaviours that have no place in a positive working environment.
- Continuously reviewing and improving our people management policies, guidance, processes and experiences and responding positively to constructive feedback.
- Being agile and delivering in a timely, accurate and effective manner while at the same time being inspiring and creative.
- Communicating regularly through a variety of internal and external channels ensuring all our people have the information needed to enable them to work effectively and feel supported.



- Annually review and publish our performance at the University Executive Board, People, Culture & Engagement Committee and the Board of Governors against incremental People Strategy Key Performance Indicators, set against each People Strategy theme.
- Publish our People Strategy 2030 externally together with our three priority Key Performance Indicators to ensure our people ambitions are clear and transparent, and that we are not afraid to hold ourselves to account.

## **HOW WE WILL MEASURE SUCCESS AND IMPACT?**

Each of our nine People Strategy Themes has its own set of measurements of achievement which are articulated and reported on in our annual HR Operating Plan, which has been built through insight and wider consultation. Our HR Operating Plan is a living document that tracks our own performance through clear target setting with senior individual accountability and ownership within the HR team. The Chief People Officer, with the HR Leadership Team, tracks progress of key deliverables in the HR Operating Plan every four weeks.

We have made clear what success looks like within each theme and have set ourselves measurable, incremental People KPI's that have been developed to make clear our commitment to drive forward our ambitions to 2030. The KPI's have been set using a range of metrics including industry comparators to ensure measurement of progress can be managed, and success achieved and celebrated at incremental stages.







