People Sub-strategy 2022–30

Introduction

People are the University of Greenwich, and through their commitment to deliver excellence, we will become the top modern university in the UK and achieve Education Without Boundaries**.**

The delivery of the University of Greenwich Strategy 2030 and its sub-strategies is dependent on building, leading and enhancing impactful and inclusive teams, from all our recognised employees.

This will require us to:
- develop both current and future employees who share our values.
- deliver around the right priorities and challenges.
- bring these elements together through employees' skills, abilities and perspectives to deliver as educators, researchers, and members of our professional services and wider communities.

  In so doing, we will:
- create an effective leading-edge practice.
- make a global impact.
- enhance our ability to reflect and respond to internal/external environments with speed and adaptability.
- position ourselves as a sector leader and deliver an outstanding experience for our students.

The purpose of the people-enabling sub-strategy is to set out how we aim to develop our employees, teams, policies and infrastructure, working closely with partners and stakeholders, so we are equipped for the future.

Priorities and goals

We are setting ourselves four ambitious priorities to be reached by 2030:

- Achieve excellence in leadership and management
- Attract, develop and retain high-performing people and teams
- Offer a modern infrastructure that supports people capability
- Be a leader in equality, diversity and inclusion, and employee mental health and wellbeing.

We will achieve these priorities through living our values and ensuring that we are:
- An inclusive employer that is a leader in delivering inclusive, equitable and diverse education, research and professional services.

- A leader in promoting the mental health and wellbeing of all our staff, helping them thrive and succeed in the roles and teams that they are a part of.

We will know that we have achieved our aims as an organisation when:

- 80% of staff recommend us as a place to work.
- We have eliminated our gender pay gap and closed our other pay gaps (BAME, disability and LGBT+).
- We have established our leadership for inclusivity, mental health and wellbeing by achieving an ambitious race action plan, high accreditation standards for Athena Swan, Disability Confidence, Race Equality, Stonewall and Student Minds University Mental Health Charters.

We will know that we have achieved our aims as staff members when everyone:

- Feels pride in the work they have done to deliver our ambitious strategy.
- Feels that their background, difference and lived experience is valued at the university.
- Can reach their potential in their work, being able to adapt to a modern digital working environment.
- Is recognised for the impact of their work to deliver transformative education, research and sustainability.

Vision

To be an employer of choice by creating a culture that attracts, supports and retains people who are passionate about delivering leading-edge education and research.

Our journey will be about building on our basics to become brilliant. The university benefits from the economies and diverse cultures of London and the South East. During the Covid-19 pandemic, we made a step change in its digital capability, delivering agile learning and working. Staff tackled unprecedented challenges through their skills and behaviours, guided by experienced leaders and managers to work on priorities in the right ways.

Our plan to 2030 will build on this. There will be a clear focus on engaging and developing our diverse, highly collaborative and impactful employees, who will be supported by leaders and managers acting as coaches and mentors. In turn, our investment in creating a coaching culture will help support and create opportunities for positive individual and organisational change.

To support people to work effectively and develop their career potential, we will continue to review and improve our people systems, policies and processes – embedded throughout recruitment, development, reward and recognition. This will be underpinned by a commitment to equality, diversity and inclusion, and to supporting the health and wellbeing of our employees.

We will review progress against, and relevance of, our goals by 2026 to ensure that we are meeting our overall strategic mission to be the best modern university in the UK by 2030.

Priorities and goals

Excellence in leadership and management

By 2030, the University of Greenwich will have excellence in leadership and management, demonstrating the values and principles of the university and supporting the goals of the institution. We will have a coaching culture that supports and develops teams and individuals.

Our priorities are:
- Tackling the size and structure of our teams within faculties, institutes, centres and directorates, so that leaders and managers have the capacity to effectively manage high-performing teams.
- Ensuring that our leaders and managers are supported and developed to demonstrate the values of the university and have the right skills to manage their teams.

Our goals are:
- We will invest in and develop a Greenwich model so that managers and leaders have the resources, capabilities, and mentoring and coaching skills to support engaged, inclusive high-performing teams.

We will know that we have been successful when:

Individual
All people-leaders will have the confidence to coach and mentor effectively – being able to support their team members' areas of development and strength. Staff will therefore feel engaged and supported within their roles.

Organisational
There will be a consistency of management and leadership style across the university which aligns with our values of being inclusive, collaborative and impactful.

Attracting, developing and retaining high-performing people and teams

By 2030, we will recruit, develop and nurture our staff so they can achieve impactful high performance, and have support for their career aspirations.

Our employees embody our values. They also go beyond this, striving to deliver excellence and sharing proactively what works for the university strategy. This is at the heart of our high-performing team culture.

Our priorities are:
- Ensuring that staff have the capacity and knowledge to adapt to change and work on the right priorities.
- Remaining competitive as an employer by reviewing our reward and benefits to retain high-performing people.

Our goals are:
- We will implement a transparent framework for talent acquisition and reward which will support recruitment and retention.

- We will invest in enhanced learning and programmes for upskilling, which will complement our new team structures.

- We will launch a careers framework for professional services staff, including technicians, and maintain and refine the academic framework to support people's career development.

We will know that we have been successful when:
Individual
People will want to join the university, and, once here, will be well-developed and valued.

Organisational
We will be seen as an employer of choice that offers good development and reward opportunities and is competitive across the sector.

Modern infrastructure that supports our people capability

By 2030, our systems, policies and procedures will be more intuitive, integrated and simplified to support people's effectiveness in work.

Our priorities are:
- Continuing to develop our core people policies so they remain transparent and fair and are more user-friendly and facilitate quicker resolutions.
- Integrating our systems to improve the quality of information so that people can make more-informed decisions.

- Investing in our people and finance system to improve better management processes.

Our goals are:
- We will undertake a mid-programme review of our people and finance system to improve manager and staff self-service.

- We will undertake a review of our core people policies; for example, supporting absence so that policies are simple to use and provide effective help.

We will know that we have been successful when:
Individual
People will be able to work more effectively on using our systems and policies to provide faster and better solutions.

Organisational
We will be spending more time on the things that matter in support of our strategic priorities.

Sector-leading equality, diversity and inclusion

By 2030, we will have embedded an approach to equality, diversity and inclusion that values our unique identities and contributions in everything we do, making us a positive force for change.

Our priorities are:
- Promoting equity in representation, pay, experience, culture and environment to ensure that our people reflect the diversity of our students and communities.

Our goals are:
- We will develop insights through analysis of data, other evidence and feedback, and work to ensure sustainability of our staff networks to support changes that respond to the needs and expectations of our people.

- We will use these insights to take targeted action that aligns to, but is not limited to, externally accredited plans.

We will know that we have been successful when:

Individual

All staff will feel supported, valued and inspired to succeed because of their background.

Organisational

We have achieved our ambitious race action plan and high accreditation standards for Athena Swan, Disability Confident, Race Equality and Stonewall in recognition of our work and commitment to cultural change for equality. We will also have eliminated our gender pay gap and closed those for BAME, disability and LGBT+.

Sector-leading mental health and wellbeing

By 2030, there will be an environment and culture at the university that reduces poor mental health and supports good mental health, and facilitates our people to develop insight, understanding and skills to manage and maintain their own wellbeing.

Our priorities are:

- Addressing workload demands which negatively affect people's mental health and wellbeing.
- Increasing awareness about the support that's available.

Our goals are:

- We will improve work planning, including academic workload, ensure our teams are the right size and include people with the right skills to deliver our priorities, and aim to work on fewer priorities at once – ensuring that we work in an effective way.

- We will embed our clear communications about the support that is available through a range of channels targeted to different audiences.

Alongside this, we will start gathering data to support our application to the Student Minds University Mental Health Charter.

We will know that we have been successful when:

Individual

Staff will feel supported to have good mental health and wellbeing, and will be able to access support and proactively manage their own mental health and wellbeing.

Organisational

We will have achieved a recognised accreditation standard for the Student Minds University Mental Health Charter.

Details of how we will deliver our priorities can be found in our People Strategy Action Plan 2030.

A vision for People - Summary

Our vision: We will be an employer of choice by creating a culture that attracts, supports and retains people that are passionate about delivering leading-edge education and research.

External Challenges	Key goals and plans for delivering the People Strategy change; Enhanced infrastructure; focus on building high performing team through values led leadership				Outcomes and KPIs by 2030	Key impact
	Values: Inclusive, Collaborative, Impactful, Sustainable					

External Challenges	Key goals and plans for delivering the People Strategy change	Outcomes and KPIs by 2030	Key impact
1. Distinctive employee proposition – sector leader inclusivity and wellbeing. 2. Volatile higher education landscape, with attraction and retention issues in some areas. 3. Human capacity to absorb digital transformation and too many priorities.	**Priority 1** Excellence in Leadership and Management **Priority 2** Building High Performing and Inclusive Teams **Priority 3** Enhanced Modern Infrastructure to support people **Priority 4** Sector Leading EDI, mental health and wellbeing ENABLER 1: **TALENT ACQUISITION, SPANS OF CONTROL AND LEADERSHIP CAPABILITY** ENABLER 2: **ENHANCED DEVELOPMENT AND COACHING CULTURE** ENABLER 3: **FOCUS ON STRATEGIC OUTCOMES IN INDIVIDUAL OBJECTIVES/PERFORMANCE METRICS** ENABLER 4: **REFRESHED REWARD MECHANISM**	• 80% of employees recommend the university as a great place to work. • Delivery of an ambitious Race Action Plan. • Recognition through Athena Swan, Race Equality Charter, Stonewall, Student Minds Mental Health and Wellbeing Charter, and Technicians Commitment. • No gender pay gap, and closure of those for other characteristics – BAME, Disability and LGBT+	**Values-led, agile talent acquisition.** **Embedded integrated systems, and modern policy framework.** **Employee objectives and development plans aligned to the university strategy.** **Clear support for talent management and recognition.** **Simplified reward aligned to university outcomes.**