Queen Mary
University of London

People and Organisational Strategy

Outcome requested:	The Council is asked to **note** the new People and Organisational Strategy that was agreed by QMSE in February 2018.
Executive Summary:	The People and OD strategy helps readily align the People strategy to the overall strategic direction of QMUL and taking into account emerging internal/external contexts. It outlines five interconnected themes, which together will help to secure Queen Mary's position by 2021 as a leading global university and enhance its reputation internally and externally as an excellent employer. 1. Being the employer of choice. 2. Developing and nurturing our people/talent. 3. Developing a culture of high quality delivery in teaching and research and excellent support services provision to underpin this delivery. 4. Having transparent and well-designed recognition and reward mechanisms. 5. Being an inclusive employer, with a positive working environment.
QMUL Strategy: strategic aim reference and sub-strategies [e.g., SA1.1]	*Strategic Aim 1.3: To recruit and retain academic staff who are current and future world leaders in their fields;* *QMUL values*
Internal/External regulatory/statutory reference points:	*HESA, REF, TEF obligations* *Employment legislation, case law, Codes of Practice*
Strategic Risks:	*Not having a People and OD strategy exposes QMUL to an enhanced risk of possible non-compliance or not meetings its statutory obligations.*
Equality Impact Assessment:	*An initial impact assessment was undertaken and reflected in the objectives set within the theme. Further assessment will be undertaken as part of developing the delivery plans.*
Subject to prior and onward consideration by:	n/a
Confidential paper under FOIA/DPA	No
Timing:	The implementation process is currently underway
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Senior Management/External Sponsor	Laura Gibbs, Chief Operating Officer

(Draft) Queen Mary University of London People & Organisational Development (OD) Strategy

Purpose

Our People and Organisational Development (OD) strategy is designed to enable Queen Mary to meet its strategic ambitions, aims and objectives and to make its strategic vision possible by:

- Attracting, developing and nurturing a talented and diverse workforce.
- Helping create a collegiate and inclusive environment where all colleagues feel supported to reach their full potential and have fulfilled working lives.
- Creating a culture of high quality delivery in teaching, research and support services, supporting and empowering everyone within the Queen Mary community to contribute to the realisation of our strategic vision.
- Ensuring all staff are working to high professional standards, supporting, contributing and adding value across all areas of Queen Mary's activities and providing an excellent student experience.

Key themes

Our People and OD strategy outlines five interconnected themes, which together will help to secure Queen Mary's position by 2021 as a leading global university and enhance its reputation internally and externally as an excellent employer**.**

1. Being the employer of choice.
2. Developing and nurturing our people/talent.
3. Developing a culture of high quality delivery in teaching and research and excellent support services provision to underpin this delivery.
4. Having transparent and well-designed recognition and reward mechanisms.
5. Being an inclusive employer, with a positive working environment.

1 – Being the employer of choice	2 - Developing and nurturing our people/talent	3 – Developing a culture of high quality delivery	4 - Transparent and well-designed recognition and reward mechanisms	5 – Being an inclusive employer, with a positive working environment
1.1) We will attract and retain the most suitable people for our jobs, making roles at Queen Mary attractive locally, nationally and internationally;	We will create a structured approach to identifying and supporting the learning and development needs of colleagues across Queen Mary to ensure our staff have the skills to thrive in the competitive global education environment. Our aim will be: 2.1) To enhance the quality of leadership and management at all levels within Queen Mary and in all our public engagement initiatives;	3.1) We will strive to maximise our people potential: Through effective support and management mechanisms in place, we will ensure we support staff to succeed in achieving their full potential;	4.1) We will provide an open and transparent mechanism for rewarding and formally recognising colleagues for their contribution- in a way that ensures their continued engagement and commitment to the success of the university;	5.1) Queen Mary will continue to be an organization that recognizes the importance of diversity and inclusion and the role that each person plays in making that happen. We will work to improve our diversity across the whole workforce and in particular in senior management positions;
1.2) We will select, engage and effectively recruit people with the right skills and ambition who will identify with and act in accordance with Queen Mary's core values and expected behaviours;	2.2) To develop the personal and professional capability of individuals and teams across Queen Mary to support the achievement of our strategic objectives- excellence in research, teaching, knowledge exchange and the student experience;	3.2) We will set out a clear vision of what is required for success for individuals and teams, including some key behavioural standards in line with Queen Mary values;	4.2) We will apply a structured framework to reward which recognises different staff categories- developing clear initiatives for career and reward progression that allows Queen Mary to remain competitive in the sector;	5.2) We will ensure we have in place policies and procedures to reflect our commitment to creating an inclusive workplace, showing existing and potential employees what steps are being taken to create this environment;
1.3) We will continue to strive to build a diverse and inclusive workforce with our leaders embracing inclusive and purposeful leadership;	2.3) To develop and maintain effective information systems for administering and recording training, learning and development activity;	3.3) We will put in place inclusive and supportive mechanisms and consistent and transparent frameworks to ensure that there is a culture of continuous improvement and that the talent of our staff is translated into excellent performance;	4.3) We will promote a total reward package (financial and non-financial);	5.3) To develop awareness and knowledge of our leaders and managers to avoid any possible unfair treatment in areas such as recruitment, training, promotion and development and on how to identify and prevent harassment at work;
1.4) We will focus on how people are treated at work, are enabled to achieve their full potential, building trust and a sense of meaning and purpose to people's working lives.	2.4) To develop a range of internal and external partnerships for delivery, focusing on agreed learning priorities, and representing value for money;	3.4) Establish clear understanding of how individuals and teams contribute to meeting Queen Mary goals and provide innovative review and feedback systems to support and enhance our ambition for excellence in delivery to be the norm ;	4.4) We will further reinforce the embedding of equality in our approach towards reward;	5.4) To further develop our services and training to support the wellbeing of all colleagues, particularly in relation to improving both physical and psychological wellbeing and support to balance work and life priorities;

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1.5) We will ensure that effective strategies are in place for supporting and enhancing teaching, learning, research and academic development activities and promoting knowledge exchange and international partnerships within Queen Mary.	2.5) To develop a suite of performance metrics to assess the impact of development initiatives on Queen Mary's performance;		4.5) We will aim to minimise bureaucracy while maintaining governance;	5.5) We will continue to clarify expectation about Queen Mary core values and behaviour norms, which will be embedded across all HR and Professional development policies and practices. Training and guidance will be made available for all managers and staff about treating each other with dignity and respect regardless of their values and beliefs; ensuring professional services and academic colleagues work within an ethos of mutual support and respect;
	2.6) To ensure organisational change is aligned to our key strategic aims and objectives and delivers its anticipated benefits and transitions are smooth and effectively supported;		4.5) Through benchmarking within the sector, and through appropriate organisation design support, we will look to develop fair, flexible and dynamic career paths;	5.6) We will ensure staff know how to seek help if they feel they are being discriminated against and take all complaints of discrimination seriously and follow due policies and processes;
	2.7) To ensure we have a talent pipeline in readiness for future needs/challenges to retain people through effective succession planning and targeted development.		4.6) Retaining talent: We will further enhance the incentives, opportunities and benefits we can offer to retain staff. We will develop a suite of rewards we can offer across all job families were there is a retention issue.	5.7) We will continue to carry out staff surveys as a means of providing an employee voice and ensure feedback is taken on board and translated into Queen Mary/local action plans.
	2.8) We will continue to promote the staff apprenticeships programmes within Queen Mary, with a view to ensuring that this route for 'training and development to upskill /reskill our workforce' is better utilised in future.			

Each of these strategic themes will be associated with a delivery plan outlining keys tasks, targets, measures of success, and a timeline.