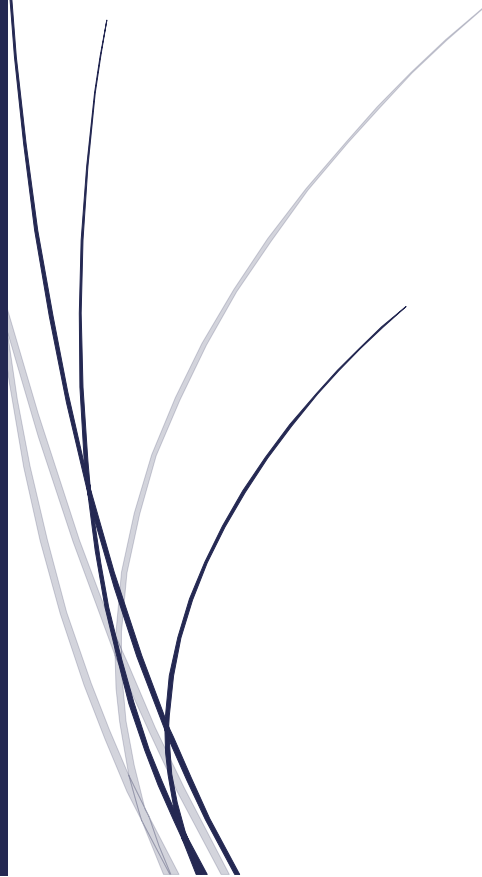




2020-2025

# Plymouth Marjon University

**People Strategy**



## OVERVIEW

The University has created a strong strategic narrative centred on student success. This strong narrative has given our people a clear and focused sense of direction to achieve within their current positions. Our values have also created a more positive and engaging organisational culture that has led to increased levels of engagement. To continue to support the ambitious University growth plans we need to develop a clearer approach to creating a transformational and future focused workforce.

Our People Strategy will be centred on creating successful people and recognising that developing a University wide community of success will enable growth and transformation. Our people centred approach and strong values base will allow us to create unique and innovative approaches to the development of our people policies.

The strategy will support and enable the work associated with a number of other University strategies.

## CONTEXT

### OUR STARTING POINT

Our 2018 staff survey told us that overall we are a good place to work, with a team who are significantly more satisfied than the sector. 94% of respondents felt that Marjon is a good place to work, with 93% feeling proud to work with us. We had high scores for leadership, change, and communication, and staff felt that they could understand and engage with our Values, and in several questions we scored above the sector benchmark. It is evident that on the whole, we feel like a much better place to work than benchmark HEIs.

There were however some developmental areas where we need to support staff, and the People Strategy includes initiatives and actions focused on improving our target areas of:

- Wellbeing at work, and ensuring that staff feel that Marjon is committed to supporting them.
- Discrimination, particularly in relation to flexible working and caring responsibilities.
- Ensuring that the way we communicate and engage with our staff is in line with our values.
- Ensuring that staff feel valued by Marjon.

Overall, our aim is to enable our people to work together in open and collaborative environments, empowering their growth and development for both their career aspirations but also as part of our University culture and Growth Plan vision. We support, challenge and celebrate our people, creating a university where they are happy to work and that they are proud to work for.

## TEAM CONTEXT

Ensuring that the University has the right staff to deliver this Strategy is key to its success. To date we have rebranded the team to 'People & Organisation Development' to assist with greater organisational buy in and alignment with the Strategy. The team has also been reorganised to ensure that there is capacity and capability to deliver the proactive elements of the Strategy in terms of building leadership and management capability across the University. Operational and transactional processes are being streamlined and automated where possible to ensure that staffing can be adjusted further in the future to support value added activity.

## OUR ORGANISATIONAL VALUES & BEHAVIOURS

### MARJON VALUES

Our values are the golden thread upon which every part of the University operates. By developing a people centred and values-based strategic narrative within the University, we are setting out plainly and clearly the type of culture and behaviours that we wish to see within the University. Creating greater alignment with our values and the People Strategy should further embed them into our culture and support is creating greater transformation.

### Humanity

We are student-centred, making a difference to individuals and society.

We create human connections and community.

### Ambition

We achieve more through working together and sharing our achievements.

We empower people to be the best they can be.

### Curiosity

We push boundaries and enjoy searching for a better way.

We encourage potential and possibility.

### Independence

We nurture self-belief, independence and wellbeing.

We encourage diverse views and independent thought.

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OUR VALUES ARE AT THE HEART OF EVERYTHING WE DO.

THEY ARE INSPIRED BY OUR ANGLICAN HERITAGE AND BY OUR AMBITIONS FOR THE FUTURE, ENCOURAGING BOTH THE ABILITY AND THE ASPIRATION TO IMPROVE LIVES FOR ALL.

**All Staff Framework**

Our University is more than the sum of our people, our courses and our buildings. Our most important and long-lasting asset is our culture; the values we hold strong and the way we approach the world. Even as faces and places change, these remain consistent. As a University community we all have a responsibility to maintain our values and to enhance our community in positive ways. These behaviours are expected of everyone in order to help us all enjoy work.

**Humanity**

- I support students to succeed, recognising my impact on them in small or large ways.
- I consider the ethical, environmental and social impact of my actions at work.
- I help to build a University community that enjoys work and takes pleasure in human connections.
- I listen to the needs of others and see things from their perspective.
- I challenge discrimination or unkind behaviour.

**Curiosity**

- I have a positive and creative attitude, always looking for opportunities to improve what I do.
- I contribute and build on the ideas of my colleagues.
- I show courage to try new things.
- I analyse what we do and look for ways to improve it.
- I celebrate success and look for ways we can learn from it.

**Ambition**

- I encourage others in their ambitions, particularly those who most need the encouragement.
- I share my own requirements fairly and openly to enable others to help me to achieve.
- I build good working relationships across the University, respecting the contribution and expertise of others.
- I help others to succeed, and I thank people when they help me to succeed.

**Independence**

- I use my initiative and tackle challenges in creative ways.
- I develop my own thinking by listening to the perspectives of others.
- I look externally and think of fresh ideas.

**Leadership & Management Framework**

As people managers we have an important role to play to ensure the values of the university are both an inspiration to challenge us to better things, and a guidance to keep us on track. These behaviours are expected of all managers.

**Humanity**

- I help my team to succeed, and to support students to succeed. I ensure my team’s actions and choices have a positive ethical, environmental and social impact.
- I work hard to create a University community that enjoys work and takes pleasure in human connections.

**Curiosity**

- I nurture a positive and creative attitude of continuous improvement.
- I ensure everyone in my team feels comfortable to contribute and build on ideas.
- I show courage to try new things.
- I cultivate an environment of analysis and improvement rather than blame.
- I search for and celebrate success so we can all learn from it.

**Ambition**

- I listen to my team and find paths for their ambitions.
- I find ways to develop people’s confidence so they can explore their true potential and find success in their work.
- I build strong, respectful relationships with other teams across the University and find ways for my team to do the same.
- I respect the contribution of everyone within our community of staff and students and regularly thank people across the University for their work.

**Independence**

- I give my team freedom within their role to develop their confidence and prove themselves.
- I value diverse views and work collaboratively in order to achieve a better result.
- I develop my own thinking by listening to and understanding the perspectives of others.
- I nurture self-belief by working with people’s strengths.
- I bring fresh ideas and demonstrate initiative and creativity

## OUR PEOPLE PROMISES

We have developed four 'People Promises', aligned to the Marjon values of Humanity, Ambition, Independence and Curiosity, with multiple initiatives to support each promise.



## PEOPLE CENTRED APPROACH

Our People are the key reason for our University's successes in the last few years, therefore, ensuring that we take a more people centred approach will support further University Growth. Our approach will focus on further improving our internal & external communications and mechanisms for ensuring that our people have a voice.

### INITIATIVE 1: PEOPLE VOICE

Our **People Voice** initiatives will focus on:

- Ensuring that our people feel confident and comfortable to raise their views and ideas.
- Increasing opportunities for our people to give feedback and be involved in changes that affect them.

### INITIATIVE 2: COMMUNICATION

Our **Communication** initiatives will focus on:

- Finding new ways to keep our people up-to-date and informed on the successes of the whole community and ensuring a clear and consistent flow of information.
- Reviewing our language in all University communication channels with our people to ensure the language is clear, considered and values based.
- Creating a clearer employer value proposition and ensuring that this is clearly represented on our website to assist with attracting talented people.

## CREATING A COMMUNITY OF SUCCESS

The University often receives feedback on its genuine community feel by both staff, students and visitors. If we can enhance this further by focusing and building upon the successes of the whole community, we will create greater community synergy. We are keen to make our students successful, but we should focus on the success of all our people to truly achieve as we hope. Our approach will focus on whole community engagement initiatives for staff and students, as well as initiatives for fair and consistently recognising, rewarding and celebrating our people's successes.

### INITIATIVE 3: WHOLE COMMUNITY ENGAGEMENT

Our **Whole Community Engagement** initiatives will focus on:

- Enabling a culture of collaborative and progressive cross-institutional and cross-level working, connecting our staff and supporting the development of the community.
- Encouraging a culture of sharing experience, knowledge and expertise.
- Supporting our students with gaining real life work experience skills and knowledge.

### INITIATIVE 4: REWARD & RECOGNITION

Our **Reward & Recognition** initiatives will focus on:

- Ensuring that our successes are celebrated and recognised.
- Developing fair and robust promotion & career development opportunities for all staff.
- Developing and promoting a total reward package and statement.

## POSITIVE & INCLUSIVE WORKING ENVIRONMENT

The University working environment will also need to be future proofed to continually adapt and change to the workforce needs. The environment needs to be one of positivity through the ways in which we enable our people to work whilst maintaining a good work life balance and their health and wellbeing. In addition, the environment needs to be inclusive to create wider organisational diversity. Our approach will focus on creating innovative working practices and equality, diversity and inclusion. This section will work alongside our campus development plan and digital strategies.

### INITIATIVE 5: BALANCED AND POSITIVE WORKING PRACTICES

Our **Balanced & Positive Working Practices** initiatives will focus on:

- Creating a flexible working environment and culture where people are enabled and trusted to maintain a good work life balance.
- Creating flexible working policies & practices that consider all aspects and circumstances of peoples' lives.
- Creating an environment that more readily supports home working as part of supporting work/life balance.
- Supporting our people and departments in establishing effective and efficient ways of working to help manage workload and staff wellbeing

### INITIATIVE 6: EQUALITY, DIVERSITY & INCLUSION

Our **Equality, Diversity & Inclusion** initiatives will focus on:

- Creating an environment where staff can feel confident and comfortable with being themselves.
- Demonstrating that diversity and inclusion enhances the core purpose of the University
- Engaging with leaders and managers to challenge and embrace transformational ideas in promoting diversity
- Understanding our data for EDI across the whole community and how we can work together to create greater community diversity.

### INITIATIVE 7: HEALTH & WELLBEING

Our **Health and Wellbeing** initiatives will focus on:

- Creating more opportunities under the Balance scheme to support staff in improving their health and wellbeing.
- Raising awareness, and training more staff, on mental health issues as part of a co-ordinated training plan around our Mental Health & Wellbeing Strategy.
- Creating an employee wellbeing support package that builds on our existing employee assistance options.



## FUTURE FOCUSED WORKFORCE

Creating a workforce that is future focused is vital in supporting our growth agenda. We need to create an agile and forward-thinking approach where change is the norm, along with ensuring that we are continually seeking new opportunities and ways to create success. Our approach will focus on people development and wider cultural transformation initiatives.

### INITIATIVE 8: PEOPLE DEVELOPMENT

Our **People Development** initiatives will focus on:

- Supporting our staff in developing relevant and transferable skills that support their performance, their department, the Growth Plan, and their personal development.
- Supporting our leaders and managers in developing their skills, knowledge and expertise.
- Supporting our staff in developing digital capabilities and confidences, allowing them to be equipped for engaging in digital practice & innovation and future ways of working; this will support the Growth Plan by modelling good practice for the modern workplace.
- Aligning individual development and career aspirations through effective talent management and succession planning to positively impact upon organisational efficiency and effectiveness.

### INITIATIVE 9: CULTURAL TRANSFORMATION

Our **Cultural Transformation** initiatives will focus on:

- Create a forward-thinking workforce development planning process linked to business planning that includes understanding our people requirements in the future.
- Develop a clearer change management process that is business focussed but aligned to our values.
- Creating an environment where people are data driven and able to make evidence informed decisions.
- Enhancing our 'Living the Values' sessions to effect wider values based behavioural change across the University.
- Attracting and recruiting outstanding staff, aligned to our values; we will build on our institutional reputation, value proposition package and staff feedback to become an employer where people actively choose to seek roles with Marjon, and are committed to working towards and building future Marjon success.

Priority code:

Year 1	Year 2	Year 3 +

**PROMISE: PEOPLE CENTRED**

**INITIATIVE 1: PEOPLE VOICE**

OBJECTIVE	ACTION	TIMESCALE
1.1 Ensuring our people feel confident & comfortable to raise their views and ideas	P&OD to support Marketing with Staff Open Ideas, and increase promotion of the initiative through manager promotion to teams	
	Faster feedback & response to items raised through Open Ideas, to raise awareness and confidence in system	
	Implement 'Myth Buster' platform to allow staff to raise issues & rumours which can be addressed quickly and consistently	
	Increase the role of the Academic Management Team (AMT) and the Professional Managers Group (PMG) for providing feedback and ideas and disseminating information to their teams	
1.2 Increase opportunities for our people to give feedback and be involved in changes that affect them	Create a new standardised consultation process for new policies and procedures that affect our people	
	Feedback section on Staff newsletter to allow for easy review & feedback on changes	
	Run regular short pulse surveys around specific issues Pulse surveys	
	Run annual Team Marjon staff survey	

**INITIATIVE 2: COMMUNICATION**

OBJECTIVE	ACTION	TIMESCALE
2.1 Finding new ways to keep our people up-to-date and informed on the successes of the whole community and ensure a clear and consistent flow of information.	Replace current Staff Newsletter with new Sharepoint site to allow clearer, searchable communication	
	Restart monthly newsletter circulation to update community activities, celebration of colleagues' achievements, general awareness	
	Restart SMT newsflash	
	Implement Manager Team briefings to ensure regular and consistent cascade of information from SMT	
	Continue to run regular online All Staff Briefings which are accessible to staff working both onsite and remotely	

2.2 Reviewing our language in all University communication channels with our people to ensure the language is clear, considered and values based.	Develop writing guides for formal communications – incl. searchability and accessibility	
	Create a values-led customer service training to ensure that our verbal language displays our organisational ethos	
2.3 Creating a clearer employer value proposition and ensuring that this is clearly represented on our website to assist with attracting talented people.	Improve the ‘working for us’ section of the website with video content and further information on us as an employer, ensuring that it encapsulates the essence of the University and helps us in attracting talent	
	Create a dedicated Student Colleagues recruitment page	

## PROMISE: CREATING A COMMUNITY OF SUCCESS

### INITIATIVE 3: WHOLE COMMUNITY ENGAGEMENT

OBJECTIVE	ACTION	TIMESCALE
3.1 Enabling a culture of collaborative and progressive cross-institutional and cross-level working, connecting our staff and supporting the development of the community	Establish a ‘Marjon Connect’ brand to run cross-community networks of interest and expertise	
	Promote and develop Marjon Mentoring, exploring all aspects of this support network	
3.2 Encouraging a culture of sharing experience, knowledge and expertise	Establish a programme of micro CPD; short, focused soundbites from staff across the institution sharing their knowledge that can be easily accessed, understood, and applied to every day settings	
	Review online learning platform to ensure best value for money	
	Replicate the annual Ambition conference in an online setting, and increasing the number of short sessions to maximise involvement from staff	
3.3 Supporting our students with gaining real life work experience skills and knowledge	Develop a Student Employment Ethos for creating student employment opportunities across the university, providing real work experience through talent-based recruitment days, bespoke training and possible graduate career development days	

	Work with managers to encourage more opportunities for graduate intern positions	
	Offer in-depth feedback to all Marjon student applicants, whether appointed or not	
	Create a cross University skills framework for our students that includes and aligns with future workplace skills requirements.	
	Use the Skills Framework to inform a role profile for student colleagues	
	Create a Graduate Intern training programme of core skills	

**INITIATIVE 4: REWARD & RECOGNITION**

OBJECTIVE	ACTION	TIMESCALE
4.1 Developing and promoting a total reward package and statement	Create a more transparent approach around pay by providing further guidance	
	Utilise the functionality of iTrent by providing staff with total rewards statements with their payslips	
	Achieve the Living Wage Accreditation	
4.2 Ensure that our successes are celebrated and recognised	Ensure that leaders, managers and staff all acknowledge and celebrate success throughout the year and within the PDR processes Look to develop a reward platform for managers that can recognise 'over and above' performance throughout the year	
	Generate wider acknowledgement and engagement in our values-based staff awards	
4.3 Develop fair and robust promotion & career development opportunities for all staff	Replicate the Academic Promotion Process into an annual process for managing promotion & career development opportunities for Professional Services staff	

**PROMISE: POSITIVE & INCLUSIVE WORKING ENVIRONMENT**

**INITIATIVE 5: BALANCED WORKING PRACTICES**

OBJECTIVE	ACTION	TIMESCALE
5.1 Creating a flexible working environment and culture where people	Review and update the Flexible Working Policy to create a Flexible Working Framework that sets supportive but reasonable boundaries around office presence	

are enabled and trusted to maintain a good work/life balance.		
	Fully embed the new Academic Contribution Framework throughout its pilot year and in future years, as well as ensuring it is fit for purpose during and following the Pandemic with regards to online delivery	
5.2 Creating flexible working policies & practices that consider all aspects and circumstances of peoples' lives	Create a new option of Hybrid Working where staff can partially work on-site and from home	
	Support managers in leading hybrid teams to ensure that morale, motivation and team spirit is maintained	
5.3 Creating an environment that more readily supports home working as part of supporting work/life balance	Redesign our Home Working Policy to accommodate Hybrid Working as well as future lockdown situations	

**INITIATIVE 6: EQUALITY, DIVERSITY & INCLUSION**

OBJECTIVE	ACTION	TIMESCALE
6.1 Creating an environment where staff can feel confident and comfortable with being themselves	Review the current staff supporting EDI work across staff and students in the University	
	Develop further EDI awareness training with a focus on Race Equality	
	Support the work in relation to the Campus Development Plan to ensure that our facilities are inclusive, and our campus is fully accessible	
	Stakeholder engagement with staff at regular points around accessibility and inclusivity of the campus, to inform the Campus Development Plan	
	Develop a separate Athena Swan Action Plan and commit to a deadline for submission.	
6.2 Demonstrating that diversity and inclusion enhances the core purpose of the University	Engaging with leaders and managers to challenge and embrace transformational ideas in promoting diversity	
6.3 Understanding our data for EDI across the whole community and how	Enhance the remit & influence of the EDI Committee to cover the whole Marjon community	

we can work together to create greater community diversity		
	Drive forward the GPG Report Actions and our Equal Pay Review Actions and ensure that we have a working environment where we are transparent with pay across all levels	

**INITIATIVE 7: HEALTH & WELLBEING**

OBJECTIVE	ACTION	TIMESCALE
7.1 Creating more opportunities under the Balance scheme to support staff in improving their health and wellbeing	Identify options for Balance opportunities that easily transfer to online/remote working to offer support for staff in all working settings and patterns	
7.2 Raising awareness, and training more staff, on mental health issues as part of a co-ordinated training plan around our Mental Health & Wellbeing Strategy	Work with PVC for Student Success support the implementation of the Mental Health & Wellbeing Strategy	
	Create new training and workshops to raise mental health awareness	
	Train all managers to be Mental Health First Aiders	
7.3 Creating an employee wellbeing support package that builds on our existing employee assistance options	Redevelop our Employee Assistance Package (EAP) into a more coherent and holistic support package for staff	

**PROMISE: FUTURE FOCUSED WORKFORCE**

**INITIATIVE 8: PEOPLE DEVELOPMENT**

OBJECTIVE	ACTION	TIMESCALE
8.1 Support our staff in developing relevant and transferable skills that support their performance, their department, the Growth Plan, and their personal development	Create an internally led holistic annual development plan of learning & development activities, and ensure that we generate a commitment across all teams to dedicated staff development time	

	Review our staff development policy, process and approval procedures to ensure that they are easy to access and quick responses are provided.	
8.2 Support our leaders and managers in developing their skills, knowledge and expertise	Create a suite of leadership development opportunities for our leaders and managers based around our values-based leadership behavioural framework, and the annual collection of 360 feedback for all managers	
	Create opportunities for project leadership for managers outside of their field/department to give broader experience of project management and lateral leadership	
8.3 Align individual development and career aspirations through effective talent management and succession planning to positively impact upon organisational efficiency and effectiveness.	Review development objectives centrally through iTrent and report to SMT	
	Monitor Academic and Professional Services promotions and report to SMT	
	Use HERA to create a clearer skills/competency framework for professional services staff	
8.4 Support our staff in developing digital capabilities and confidences, allowing them to be equipped for engaging in digital practice & innovation and future ways of working; this will support the Growth Plan by modelling good practice for the modern workplace	Undertake JISC Digital Experience Insight survey to help focus our priorities for support	
	Embed a digital capabilities framework into PDR process and annual learning and development plan	

#### INITIATIVE 9: CULTURAL TRANSFORMATION

OBJECTIVE	ACTION	TIMESCALE
9.1 Create a forward-thinking workforce development planning process linked to business planning that includes understanding our people requirements in the future.	Ensure that our managers and budget holders spend time on creating and shaping teams that are future focused. Making sure that they understand that the importance of planning to ensure when making staffing decisions we are not doing so in isolation of the bigger picture	

9.2 Develop a clearer change management process that is business focussed but aligned to our values.	Design a restructure framework that is transparent and clear, showing all stages of the process for all involved	
9.3 Creating an environment where people are data driven and able to make evidence informed decisions.	Ensure that we have the right people utilising and developing our systems to ensure we have accurate data that can help us make more evidence informed decisions	
9.4 Enhancing our 'Living the Values' sessions to effect wider values based behavioural change across the University.	Include Living the Values within the programme of micro CPD under initiative #3	
	Train managers to deliver Living the Values sessions, to increase the capacity to deliver sessions throughout the year for all staff, not just new starters	
	Create employee led Living the Values sessions to share practice, collaborate and network	
9.5 Attracting and recruiting outstanding staff, aligned to our values; we will build on our institutional reputation, value proposition package and staff feedback to become an employer where people actively choose to seek roles with Marjon, and are committed to working towards and building future Marjon success.	Create a new guidance for writing adverts & job descriptions. Create new templates that are innovative and engaging.	
	Soundbites from existing staff in various depts/levels/length of service under initiative #2	
	Re-design and create a new on-boarding & induction process that provides a suitable online induction experience that replicates our onsite induction experience.	



## PEOPLE STRATEGY KPIS

There are a number of easily identifiable measures of success associated with the People Strategy and Promises.

### PEOPLE CENTRED KPIS

Our People are the key reason for our University's successes in the last few years, therefore, ensuring that we take a more people centred approach will support further University Growth. Our approach will focus on further improving our internal & external communications and mechanisms for ensuring that our people have a voice.

KPI via Staff Survey Question	Target
The University is a good place to work	<b>Above 90% (2018 Score 94%)</b>
I feel proud to work for the University	<b>Above 90% (2018 Score 93%)</b>
I understand the University's values	<b>Above 90% (2018 Score 97%)</b>
The Senior Management Team lead and manage the University well	<b>Above 85% (2018 Score 89%)</b>
On the whole, communication in the University is effective	<b>Above 75% (2018 Score 78%)</b>
The Senior Management Team listen and respond to the views of staff	<b>Above 70% (2018 Score 74%)</b>

### CREATING A COMMUNITY OF SUCCESS KPIS

The University often receives feedback on its genuine community feel by both staff, students and visitors. If we can enhance this further by focusing and building upon the successes of the whole community, we will create greater community synergy. We are keen to make our students successful, but we should focus on the success of all our people to truly achieve as we hope. Our approach will focus on whole community engagement initiatives for staff and students, as well as initiatives for fair and consistently recognising, rewarding and celebrating our people's successes.

KPI	Target
All our people will have an annual PDR each year by the 31 <sup>st</sup> December.	<b>Above 90% (2019 rate 95% but not all by the deadline)</b>
All our people will have an annual opportunity to apply for promotion or have their position reviewed.	<b>More than 5% of the workforce will have a change of grade annually.</b>
Students will have greater opportunity for employment at the University whilst they study with us.	<b>The number of students employed by the University will increase by 10%.</b>
More staff will engage in the annual staff awards.	<b>Nominations will increase by 10%. Attendance and/or online participation will increase by 5%.</b>

## POSITIVE & INCLUSIVE WORKING ENVIRONMENT KPIS

The University working environment will also need to be future proofed to continually adapt and change to the workforce needs. The environment needs to be one of positivity through the ways in which we enable our people to work whilst maintaining a good work life balance and their health and wellbeing. In addition, the environment needs to be inclusive to create wider organisational diversity. Our approach will focus on creating innovative working practices and equality, diversity and inclusion. This section will work alongside our campus development plan and digital strategies.

KPI	Target
Increase applications for flexible working and/or hybrid working.	<b>75% of the workforce working flexibly.</b>
Facilitate long-term home working opportunities	<b>40% of the workforce continuing to work from home either full-time or partially in 2021.</b>
Offer more opportunities and activities under Balance.	<b>Increase the offering by 10%.</b>
Increase mental health awareness in the University.	<b>80% of the workforce attendance at training sessions focused on mental health awareness.</b>
Monitor and improve the diversity of our workforce.	<ul style="list-style-type: none"> <li>• <b>Increase the percentage of disabled staff by 3%</b></li> <li>• <b>Increase the percentage of BAME staff by 2%</b></li> <li>• <b>Increase the percentage of staff in the Age group 34 and under by 4%.</b></li> <li>• <b>Increase the percentage of Male staff employed within the lower quartiles of the pay band by 5%.</b></li> </ul>

## FUTURE FOCUSED WORKFORCE KPIS

Creating a workforce that is future focused is vital in supporting our growth agenda. We need to create an agile and forward-thinking approach where change is the norm, along with ensuring that we are continually seeking new opportunities and ways to create success. Our approach will focus on people development and wider cultural transformation initiatives.

KPI	Target
Our People will engage in digital development each year.	<b>Above 80% of the workforce will engage in digital development through internally led programmes.</b>
Our Leaders and Managers will be open to 360 feedback annually.	<b>All managers will have had a 360 degree assessment by December 2021.</b>
Our Leaders and Managers will participate in management development programmes	<b>100% attendance from managers to improve People Management capability.</b>
A decrease in disciplinary/grievance/mediation and capability processes.	<b>From 5% to 3% of the workforce per annum.</b>
Completion of the annual business planning and workforce planning process	<b>100% completion by all managers.</b>

## ACHIEVEMENT & MAINTENANCE OF RELEVANT EXTERNAL STANDARDS

The organisation has achieved recognition in respect of all the following external standards which are pertinent to the People Strategy and provide us with feedback in respect of strengths and areas for development which helps in targeting improvement effort.

- Mindful Employer
- Disability Confident Employer
- Stonewall Diversity Champion

In addition to maintaining the above external standards, the organisation also intends to achieve the following standards in support of our initiatives.

- Athena Swan Charter Award
- Association of University Administrators Mark of Excellence Award