



HUMAN RESOURCE STRATEGY

2015 - 2019

CONTENTS

1. Background and Introduction

2. Business Context

- 2.1 The Internal Context
- 2.2 The External Environment

3. Development of the 2015-2019 HR Strategy

4. Towards an HR Strategy 2015-2019

- 4.1 Key Priority Area A: Pay, Reward & Recognition
- 4.2 Key Priority Area B: Performance Management & Career Progression
- 4.3 Key Priority Area C: Leadership, Management & Skills Development
- 4.4 Key Priority Area D: Workforce Agility
- 4.5 Key Priority Area E: Management Information
- 4.6 Key Priority Area F: 'One College'

Appendix 1

1. The RVC's Vision, Mission and Values



HUMAN RESOURCE STRATEGY 2015 - 2019

1. BACKGROUND AND INTRODUCTION

The aim of the RVC's Human Resource Strategy is to align its people with the College's Strategic Plan. In order to do this successfully, we need to attract, develop, retain and reward the best possible staff from a range of diverse backgrounds in order to become the employer of choice for those seeking to work in the veterinary biosciences and One Health Higher Education Sector.

It interacts and is compatible with other College strategies, including those for Learning and Teaching, Research, Widening Participation, Finance, Estates and Clinical Services.

The Strategy assumes continued funding in the region of £277,575 year on year, £272,425 less than at the start of the 2009-14 HR Strategy.

It has been developed and will be implemented against a background of consolidation in HR as work continues to improve transactional efficiency whilst contributing strategically to the life of the College. An appropriate balance between these, sometimes competing, demands will need to be regularly assessed during its lifetime. For this to be achieved, core staffing levels within the function, and the funding to support them, must be maintained.

The Strategy covers a four year period and will be adapted to respond to the changing needs of the College as well as taking into account HE funding developments, emerging employment trends, legislative changes and best practise in HR and higher education.

2. BUSINESS CONTEXT

The College continues to develop in response to changing academic and commercial needs, and the HR Strategy takes account of the need to support the planning and implementation of such change.

2.1 The Internal Context

Turnover in 2013/14 was £75.61m. In the same year, 56.6% of the College's expenditure related to staff costs. The College currently employs 836 Staff on open-ended or temporary, full or fractional contracts (209 academic and clinicians, 83 research, 291 clerical and professional, 194 nursing and technical and 59 Ancillary). This represents an increase in staff numbers since 2007 of 27%.

2015-2019 is likely to be a further period of change for the College as it reviews its provision in response to developing market needs and the implication of any potential, significant funding cuts to the government departments, agencies and councils associated with higher education. The need for the sector to address the USS pension position, as well as the general

election and Comprehensive Spending Review are also likely to impact on the College. The HR function will need to manage the impact of these pressures for the staff affected and ensure that appropriately skilled staff can be deployed to deliver the College's expanding portfolio.

Following the positive outcome of the latest Research Excellence Framework (REF), the College intends to revisit and define its research focus and priorities in line with the strategy submitted to the REF. The HR Strategy will need to support this process and ensure that staff are adequately supported throughout.

The College remains committed to its capital programme – including, but not limited to, new and refurbished teaching facilities, on both campuses. Such major capital works will impact on staff and HR will need to provide support to affected staff to ensure morale is not adversely affected and services maintained.

The HR Strategy will need to support the planned programme of growth in both the diversity and numbers of students. Communication and efficiency of business processes will be key to ensuring the expansion in student numbers can be achieved whilst improving student satisfaction levels.

If approved, movement towards the creation of a School of Veterinary Medicine, including

4. TOWARDS AN HR STRATEGY 2015 - 2019

Priority Area A: Pay, Reward & Recognition

This area of the HR Strategy supports the following aims of the 2014/19 Strategic Plan:

X

X

X

X

X

X

X

Aims:

X

X

X

Priority Area B: Performance Management and Career Progression

This area of the HR Strategy supports the following aims of the 2014/19 Strategic Plan:

x

x

x

Aims:

x

x

x

We will:

- x Complete the implementation of new arrangements for internal promotion of academic staff, to ensure they each have a clearly identified career path.
 - x Develop and implement complimentary processes for non-academic staff at all levels
 - x Review and integrate annual appraisal arrangements with these processes.
 - x Embed RVC Behaviours Framework in order to reinforce College values and create a culture of professionalism and collegiality across the organisation.
 - x
- px

Priority Area C: Leadership, Management & Skills Development

x

x

Priority Area D: Workforce Agility

We will:

x

x

x

x

Priority Area E: Management Information



X

X

X

X

Key Measures of Success & Impact:

X

X

X

X

X

X

The RVC's Vision, Mission and Values

Our Vision

“To be the place of recommendation for education, clinical care, expert opinion and employment in veterinary medicine and science”

Our Mission

“To provide inspirational leadership and excellence in veterinary science through innovative scholarship and pioneering clinical activity”

Our Values

“For any organisation with a commitment to health and welfare, one must expect that the values associated with care and compassion will be writ large. Indeed, there is no shortage of words that we might associate with our day-to-day activities. What defines us is the combination of professionalism and commitment, manifest in a culture of compassion and caring that speaks to others of our respect for our heritage, our dedication to quality and innovation, our devotion to the advancement of knowledge and the alleviation of suffering”