



| <b>Objective (change / project)</b>  |  |
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| <b>Objective title</b><br><i>(provide short title)</i>   | Review of library spaces   |
| <b>Objective type</b><br><i>(tick appropriate box)</i>   | <input checked="" type="checkbox"/> Individual Objective<br><input type="checkbox"/> Team Objective<br><input type="checkbox"/> Personal Development Objective   |
| <b>Attachment date</b><br><i>(date you start the objective)</i>                                  | 29/01/21   |
| <b>Description</b><br><i>(Outline your SMART objective here, align to dept. plan / strategy)</i> | <p>Objective<br/>Oversee the review of Library spaces for design, effectiveness and functionality. Work with P&amp;F, specifically the space planner, to make maximum use of the space and ensure it is up to date and fit for purpose.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> <li>• Creation of an overall Library Space policy</li> <li>• A development/refreshment plan created for each campus library</li> <li>• Creation of varied study environments to suit varying learning styles</li> <li>• Physical library space fit for return of students – feedback gathered</li> <li>• Ongoing furniture review/replacement plan created</li> <li>• Subject hubs upgraded and finalised</li> </ul> <p>Why important<br/>Library space has developed in an ad-hoc manner, which has led to a jumbled and uncoordinated environment. Student comment in NSS and other returns indicate they see the space as tired and in need of refresh. Our continued high rating in NSS is impacted by this poor impression and therefore needs attention. Space is expensive and in short supply, and therefore maximum value needs to be obtained from Library environments.</p> <p>Alignment to plan/strategy<br/>This is an important part of the customer experience, and vital to learning beyond the classroom. Effective library space is integral to the delivery of teaching and learning, and also the research agenda.</p> |
| <b>Additional information</b><br><i>(Outline support required and supporting info)</i>           | This objective is heavily dependent on co-operation of P&F colleagues, and open to continued impact of the Covid pandemic. Timescales may therefore be subject to alteration. The Information and Operations team will also be heavily involved.   |
| <b>Target completion date</b>  | 17/12/21   |
| <b>Priority</b>  | <input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High  |



| <b>Objective (Team)</b>  |   |
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| <b>Objective title</b><br><i>(provide short title)</i>   | Delivery of Learning Solutions for ENU colleagues   |
| <b>Objective type</b><br><i>(tick appropriate box)</i>   | <input type="checkbox"/> Individual Objective<br><input checked="" type="checkbox"/> Team Objective<br><input type="checkbox"/> Personal Development Objective  |
| <b>Attachment date</b><br><i>(date you start the objective)</i>                                  | 01/08/21  |
| <b>Description</b><br><i>(Outline your SMART objective here, align to dept. plan / strategy)</i> | <p>Deliver at least 24 workshops or development events (either virtual or face to face) during a full academic year.</p> <p>Identify development events / solutions based on TNA, other data and agreed HR Partner assignment briefs with the aim to offer a variety of appropriate development solutions to staff to enhance job skills, performance and engagement.</p> <p>Career development for staff is one of the 10 core priorities for 2021-22. This objective would deliver a suite of (soft skill) development workshops, based on critical need and demand.</p> <p>Specifically, this would mean:</p> <ul style="list-style-type: none"> <li>• Schedule workshops throughout the year based on need/ demand</li> <li>• Design or amendment and redesign of at least 1 new or existing virtual or face to face workshops during the year</li> <li>• Collate feedback (through the feedback survey) to identify engagement / satisfaction levels and possible amendments to content</li> </ul> <p>Measure of success:</p> <ul style="list-style-type: none"> <li>• Evidence of delivery of 24 workshops (these could also include workshops designed by other trainers). This could be spread over 12 months as some months will be more training 'heavy' than others.</li> <li>• Feedback forms on workshop satisfaction show minimum score of 75% (net promoter score)</li> <li>• Evidence of positive written feedback and evidence of workshop amendments / improvements based on feedback received from participants</li> </ul> |
| <b>Additional information</b><br><i>(Outline support required and supporting info)</i>           | Support from peers (fair distribution of delivery across all trainers) and support from line manager in terms of time for delivery and follow up.   |
| <b>Target completion date</b>  | 31/07/22  |
| <b>Priority</b>  | <input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High   |



| <b>Objective (Personal Development)</b>   |  |
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| Objective title<br><i>(provide short title)</i>   | Improve knowledge of how to conduct Programme Assessment Boards  |
| Objective type<br><i>(tick appropriate box)</i>   | <input type="checkbox"/> Individual Objective<br><input type="checkbox"/> Team Objective<br><input checked="" type="checkbox"/> Personal Development Objective   |
| Attachment date<br><i>(date you start the objective)</i>                                  | 13/09/2021   |
| Description<br><i>(Outline your SMART objective here, align to dept. plan / strategy)</i> | <p>Study and improve on my knowledge of Programme Assessment Boards and the decision codes and regulations involved in order to conduct a PAB that is effective and concise.</p> <p>It is important to run PAB meetings well in order to ensure the correct decisions are made and that all staff present understand why that decision has been made.</p> <p>This can be achieved by:</p> <ul style="list-style-type: none"> <li>• Develop my knowledge of decision codes, when they are used, what they mean for the student and how they differ.</li> <li>• Learn how the regulations affect what decision code can be used for a student dependent on their situation.</li> <li>• Use my current experience of PABs to see what can be done to run an efficient meeting in the future that will run smoothly.</li> </ul> <p>This can be measured by:</p> <ul style="list-style-type: none"> <li>• Evidence of an effective and concise PAB</li> <li>• Evidence of positive feedback from academics and administrative staff present in the meeting(s).</li> </ul> |
| Additional information<br><i>(Outline support required and supporting info)</i>           | <p>Learn more about PG specific decision codes with the assistance of the previous ASDF administrator and my buddy.</p> <p>Read up on PG regulations and the PG decision codes to gain a full understanding of what processes will occur for various student situations, so that I can best advise PLs on what decisions should be made.</p>   |
| Target completion date  | 13/09/2022   |
| Priority  | <input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High  |

| <b>Objective (Individual)</b>  |   |
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| Objective title<br><i>(provide short title)</i>  | Create a Study Abroad Moodle Page for Students  |
| Objective type<br><i>(tick appropriate box)</i>  | <input checked="" type="checkbox"/> Individual Objective<br><input type="checkbox"/> Team Objective<br><input type="checkbox"/> Personal Development Objective  |
| Attachment date<br><i>(date you start the objective)</i>   | 23/03/2020  |
| Description<br><i>(Outline your SMART objective here, why it is important, align to dept. plan / strategy)</i> | <p>Create a Moodle page for use by students who are due to go on exchange in the upcoming 2020/21 academic year and the relevant programme leaders. This will be an online repository for information and documents relating to completing a study abroad exchange.</p> <p>The success of this project will be measured by</p> <ul style="list-style-type: none"> <li>- whether it is ready for students to use in time for GR2G</li> <li>- Ongoing engagement with the page which can be monitored through Moodle analytics.</li> </ul> <p>The delivery of this project will enhance the student experience and create time saving efficiencies within the GM Team by providing a large amount of relevant information in an easily accessible format and place. This is linked to 'building careers and creating opportunities (strategic pillars).</p> |
| <b>Additional information</b><br><i>(Outline support required and supporting info)</i>                         | Support from the IS team will be required in the initial creation and set-up of the Moodle Page. Content creation, upload and ongoing management of the page will be completed by all members of the GM Team.   |
| <b>Target completion date</b>  | 08/05/2020  |
| <b>Priority</b>  | <input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High   |



| <b>Objective (team)</b>  |  |
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| Objective title<br><i>(provide short title)</i>  | To enhance engagement and communication within school/services   |
| Objective type<br><i>(tick appropriate box)</i>  | <input checked="" type="checkbox"/> Individual Objective<br><input type="checkbox"/> Team Objective<br><input type="checkbox"/> Personal Development Objective   |
| Attachment date<br><i>(date you start the objective)</i>   | 01/10/2020   |
| Description<br><i>(Outline your SMART objective here, why it is important, align to dept. plan / strategy)</i> | <p>Drive key activities across the University, ensuring leaders understand the importance of two-way communication and the impact that an engaged workforce has on their school/service performance. Key areas of focus:</p> <p>1. Engagement activities<br/>Supporting communication and engagement activities that help drive leadership capability and responsibilities.</p> <p>2. HR Initiatives<br/>Embedding key activities launched by the HR team such as Above &amp; Beyond, My Contribution, development programmes, engagement plans etc. through Dean/Director 121s, SLT meetings, ensuring that feedback is received to support improvements.</p> <p>Measures of success will be:<br/>Evidence of successful embedding of initiatives and feedback that enhances and improves processes (July 21)</p> <p>Increased engagement with Above &amp; Beyond Scheme (Feb 21)</p> <p>Evidence of supporting engagement activities across the schools/Service areas (July 21).</p> |
| <b>Additional information</b><br><i>(Outline support required and supporting info)</i>                         | Support required from Engagement consultant to provide information and regular updates on university-wide initiatives.   |
| <b>Target completion date</b>  | 31/07/2021   |
| <b>Priority</b>  | <input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High  |



| <b>Objective (Individual)</b>  |   |
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| <b>Objective title</b><br><i>(provide short title)</i>   | Provide statutory ED&I reporting requirements for 2017 (historic)   |
| <b>Objective type</b><br><i>(tick appropriate box)</i>   | <input checked="" type="checkbox"/> Individual Objective<br><input type="checkbox"/> Team Objective<br><input type="checkbox"/> Personal Development Objective  |
| <b>Attachment date</b><br><i>(date you start the objective)</i>                                  | 01/07/16  |
| <b>Description</b><br><i>(Outline your SMART objective here, align to dept. plan / strategy)</i> | <p>Comply with all statutory reporting requirements as defined by the Equality Act 2010 and Public Sector Equality Duty (Guidelines for Scotland) and meet our Scottish Business Pledge aspirations- where relevant to the Inclusion Strategy.</p> <p>Reporting should include completion of an Equal Pay Audit and Gender Pay Gap Report all in order to provide assurance to Court/ULT of compliance and meet internal governance requirements.</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li>• Publication on time 30 Apr 17, and with Court/ULT sign off.</li> <li>• Completion of comprehensive analysis and production of detailed reports that result in equality outcomes that fit the University's strategic agenda for inclusion.</li> <li>• Development of action plans with stakeholder engagement and ownership to address issues.</li> <li>• Publication in the public domain of reports with minimal queries arising further to their publication.</li> </ul> |
| <b>Additional information</b><br><i>(Outline support required and supporting info)</i>           | <p>Significant IS and Planning/Intelligence data input and manipulation to enable analysis. Production of data products such as graphs/charts. Time ringfenced to enable my analysis/writing of document. HR Director time to review drafts. Engagement/attendance at Court/ULT meeting for sign off. Comms strategy for publication and answering of internal/external queries.</p>  |
| <b>Target completion date</b>  | 30/04/2017  |
| <b>Priority</b>  | <input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High   |



| <b>Objective (Induction / new starts example)</b>   |   |
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| <b>Objective title</b><br><i>(provide short title)</i>  | Induction   |
| <b>Objective type</b><br><i>(tick appropriate box)</i>  | <input checked="" type="checkbox"/> Individual Objective<br><input type="checkbox"/> Team Objective<br><input type="checkbox"/> Personal Development Objective  |
| <b>Attachment date</b><br><i>(date you start the objective)</i>   | <Start Date>  |
| <b>Description</b><br><i>(Outline your SMART objective here, why it is important, align to dept. plan / strategy)</i> | <ul style="list-style-type: none"> <li>• Complete the standard staff induction, including mandatory training and meeting key people in schools and professional services, by end Sept 2019</li> <li>• Become conversant with the key processes, such as budgeting, people management and procurement by end Oct 2019</li> <li>• Start to build a network of colleagues in other organisations, joining USICA as a first step, by end Oct 2019</li> <li>• Set up a mentoring contract with a suitable mentor by end Sept 2019</li> <li>• Agree attendance at University committees and diary dates/ papers as required by end Sept 2019</li> </ul> |
| <b>Additional information</b><br><i>(Outline support required and supporting info)</i>                                | Support from SLT/ULT - meetings and availability for questions<br>Assistance with finding a suitable mentor   |
| <b>Target completion date</b>   | DD/MM/YY  |
| <b>Priority</b>   | <input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High   |

| <b>Objective (Personal Development / Skill development)</b>               |  |
|---|--|
| <b>Objective title</b><br><i>(provide short title)</i>                    | Develop my coaching skills   |
| <b>Objective type</b><br><i>(tick appropriate box)</i>                    | <input type="checkbox"/> Individual Objective<br><input type="checkbox"/> Team Objective<br><input checked="" type="checkbox"/> Personal Development Objective         |
| <b>Attachment date</b><br><i>(date you start the objective)</i>           | 01/03/21   |
| <b>Description</b><br><i>(Outline your SMART objective here; identify</i> | Develop my coaching skills by doing the following:<br>:<br>1) Find a mentor who also is an accredited coach<br>2) Attend coaching skills workshops (accredited course) |



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| <p><i>specific and measurable development actions / activities, link to strategy)</i></p>      | <p>3) Apply coaching practices with my 2 team members (once a month meetings with both individually)<br/>4) Keep a coaching journal of all my coaching meetings to reflect on my coaching effectiveness and to discuss once a month with my mentor</p> <p>Measure of success:</p> <ul style="list-style-type: none"> <li>• Successful completion of minimum of 12 hours of 1-1 coaching as evidenced in coaching journal over a 6-month period</li> <li>• Pass coaching accreditation course and assessments</li> </ul> <p>Enhancing coaching skills will help with effective collaboration with peers and also my own direct team. It could enhance engagement and be an effective way to support others in their development.</p> |
| <p><b>Additional information</b><br/><i>(Outline support required and supporting info)</i></p> | <p>Support required:</p> <ul style="list-style-type: none"> <li>• Time to attend workshop</li> <li>• Help via my manager to find an accredited coach</li> <li>• Feedback from mentor on my coaching effectiveness (monthly)</li> <li>• Feedback from my 2 team members (collect bi-monthly)</li> </ul>  |
| <p><b>Target completion date</b></p>   | <p>01/03/22</p>   |
| <p><b>Priority</b></p>   | <p><input type="checkbox"/> Low<br/><input checked="" type="checkbox"/> Medium<br/><input type="checkbox"/> High</p>  |

| <p><b>Objective (Personal Development / Skill development)</b></p>  |  |
|---|--|
| <p><b>Objective title</b><br/><i>(provide short title)</i></p>  | <p>Manage workload effectively</p>   |
| <p><b>Objective type</b><br/><i>(tick appropriate box)</i></p>  | <p><input type="checkbox"/> Individual Objective<br/><input type="checkbox"/> Team Objective<br/><input checked="" type="checkbox"/> Personal Development Objective</p>  |
| <p><b>Attachment date</b><br/><i>(date you start the objective)</i></p>   | <p>01/10/20</p>  |
| <p><b>Description</b><br/><i>(Outline your SMART objective here; identify specific and measurable development actions / activities, link to strategy)</i></p> | <p>I specifically would like to improve my priority management skills, I will achieve this by:</p> <ol style="list-style-type: none"> <li>1) Attending a (virtual) workshop on priority management</li> <li>2) Reading at least 5 articles on effective priority management</li> <li>3) Identify at least 3 personal actions / strategies to help me prioritize my work better</li> <li>4) Share the 3 strategies I will implement to manage my time better with my manager.</li> </ol> <p>My success is measured by:</p> <ul style="list-style-type: none"> <li>• Having evidence of implementing 3 priority management strategies</li> </ul> |



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|  | <ul style="list-style-type: none"><li>• Get feedback from manager and at least 1 peer on implementing my 3 strategies (and how its impacted)</li></ul> |
| <b>Additional information</b><br><i>(Outline support required and supporting info)</i> | Time to attend the workshop<br>Feedback and guidance from peer / manager   |
| <b>Target completion date</b>  | 01/06/21   |
| <b>Priority</b>  | <input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High  |