

## People & Services Plan 2022-23 (includes Human Resources, Student Services, Student Futures)

### Objective

We will enhance the University's **graduate employability** across all Schools, by developing an employability strategy, addressing subject areas where there are enduring issues for professional and managerial employability of graduates. We will continue to support **placement growth** and development and will develop an effective and flexible cross university **employer engagement** model which will enable a great share of information built upon accurate employer tracking and data insights to foster and build existing external relationships across the University *(led by Director of Student Services and Director of People and Services)*

We will **reset HR**. A full review of HR will result in clarity of the operating model in the function and clarity for the University of the service that we offer and the value we add. By doing this we will have an operating model that is equipped with the technology and capability to support delivery of the University strategy and will significantly enhance the colleague experience. *(led by Director of People and Services)*

We will deliver the **curriculum management** project as a means of managing and understanding our provision, with appropriate systems and processes in place for a January 2023 launch and agreed Business As Usual arrangements in place and resourced *(led by Director of Student Services)*

We will support the **structural realignment of SoC and SEBE**, to deliver on the emerging vision for a combined school; implementing appropriate new processes and system changes and supporting the organisation design changes *(led by Director of Student Services and Director of People and Services)*

We will support the development of an **Early Career Academic Programme** that is supportive in helping early career academics grow their research and teaching profile at Edinburgh Napier University and provides support to them from onboarding through to completion of the programme.

We will introduce **Career Development for Professional Services** starting with ensuring every colleague has a career development conversation and a personal development plan. This will ultimately lead to clarity of career development in ENU enabling all colleagues to realise their full potential. This will include education and upskilling of Line Managers *(led by Director of People and Services)*

We will focus on the health and wellbeing of all staff and students and will deliver the key outcomes in the **Mental Health Strategy and Suicide Safer plan** to enhance support for both staff and students and will actively deliver the **Gender Based Violence and Hate Incident strategy**

We will deliver against our University Inclusion outcomes as articulated in the Equality Outcomes Plan, Gender Equality Action Plan and Race Equality Action plan *(led by Director of People and Services and Director of Student Services)*

We will deliver a range of **essential enhancements in SITS** improving student data quality in sustainable ways that benefit external reporting, and will make the system easier for colleagues to work in.

**We will develop and refine our strategic approach to talent attraction, recruitment and retention** by developing a strategy for talent and recruitment and develop an implementation plan that encompasses diversity and inclusion commitments in line with our equality outcomes. We will build succession plans for all business critical areas and key roles. This will include the introduction of an enhanced Applicant Tracking System *(led by Director of People & Services)*

We will review the **University's reward structure**, specifically developing pay principles, pay structures and associated policies/processes for all roles. The work will initially focus on the pay structure for Senior Managers. *(led by Director of People and Services)*

We will deliver **Hybrid Working Trial** as part of Project VISION *(Shaping our Future Infrastructure and Estates Strategy)* and shape the future of work and Student and Staff Services and Facilities workstreams. *(led by Director of People and Services and Director of Student Services)*