

# PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY 2020-2023



“As a key contributor to the University’s sustainability and performance, this strategy plays an important part in ensuring that all colleagues across AU have the ability to deliver our organisational priorities and objectives.” Nick Rogers, Director of Human Resources and Organisational Development.

## PURPOSE AND AIMS

The purpose of this strategy is to initiate and promote initiatives which make AU a preferred employer for existing and potential staff. The University is a highly stimulating and creative working environment where the contribution of staff needs to be recognised and valued.

The strategy has five aims:

- **Ensuring the University is structured, led and managed effectively to enhance organisational performance and financial sustainability.**
- **Ensuring all our staff are professionally skilled and have the capacity to undertake their roles effectively in support of the Strategic Plan.**
- **Providing terms, conditions and benefits which encourage high performance and the ability to attract and retain high calibre staff.**
- **Developing the professionalism and expertise of HR, so that effective people management is embedded throughout the University.**
- **Developing a ‘One AU’ culture where everyone’s contribution is valued and respected.**

## GUIDING PRINCIPLES AND VALUES

As one of the University’s enabling strategies, we are guided by the values set out in the Strategic Plan and the following key principles:

- **Enhance the value we place on excellent teaching & learning practice, research and the student experience.**
- **Promote and encourage Welsh language and culture in all our work.**
- **Continually improve the professionalism of all areas of the University so that AU is regarded as a beacon by other institutions and external bodies.**

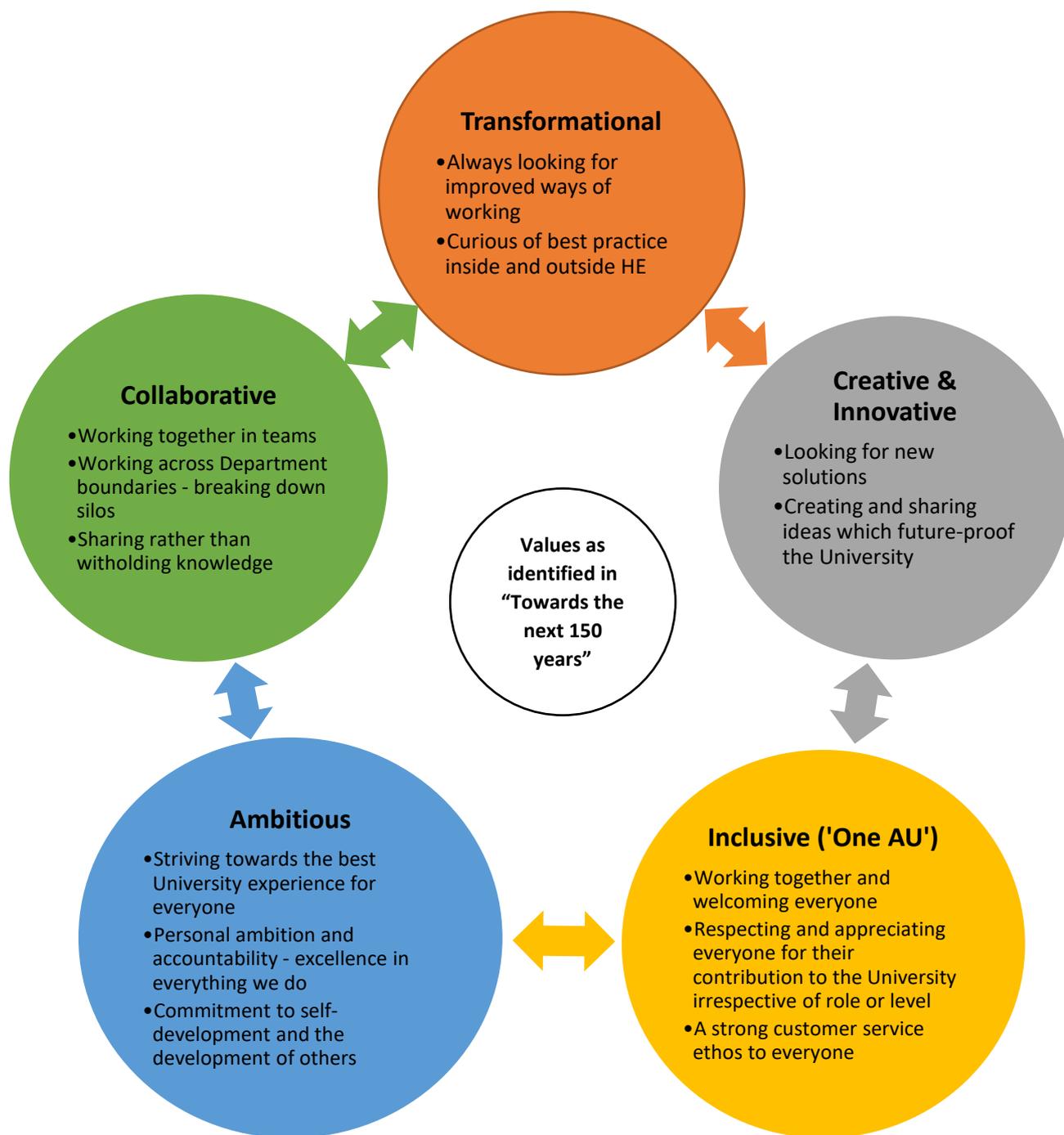
- **Develop a culture and promote behaviours which create a personal sense of accountability alongside a positive environment for all colleagues and students.**
- **Contribute to activities which underpin AU’s commitment to equality and diversity, social and environmental awareness alongside sustainable and ethical practices; and staff wellbeing.**
- **Encourage efficient working practices and processes to maximise efficiency.**
- **Continually improve the use of technology solutions in all aspects of AU’s work.**
- **Maintain a constructive two-way relationship with trade unions.**

## FUTURE SUCCESSSES

The most obvious successes for the future will be achieving targets set out in our three year plan. These will determine how HR has made a positive difference to the University. We will expect improved results in:

- **People management measures which we benchmark with other universities and sectors.**
- **Structured/customer feedback.**
- **Our staff and student diversity profile.**
- **Closer working relationships between Faculties and Professional Services.**
- **Future staff survey results.**
- **External awards and accreditation for recognised excellent practice.**

## EXPECTED BEHAVIOURS IN SUPPORT OF THE UNIVERSITY STRATEGIC PLAN AND PEOPLE STRATEGY



We will value and reinforce these behaviours through our:

- Recruitment and selection practices
- Promotions and career development
- ECS
- Leadership and management development
- Personal training and development opportunities
- Staff recognition

All within a context of financial sustainability whilst ensuring high quality research; learning & teaching and student experience