Welcome from the Director

Mission: We will provide high-quality, added value service that will attract and support our people. Imperial College HR will be an exemplar of excellence and great practice across any sector.

Imperial College’s Strategic Plan for 2015 to 2020 states that “we will build a supportive, inclusive and highly motivated staff community across all disciplines, functions and activities... to help us to attract and retain the talented and diverse staff we need to achieve our mission.” Human Resources is committed to delivering this objective.

We are extremely proud of the range of support, services and information we provide our partners, but at the same time we have ambitious objectives to develop what we do, to ensure we can support the College’s aspirational vision for the future.

Vision 2020 outlines our objectives across three core themes. The first theme outlines our commitments to ensuring that the College is a great place to work for all staff, at all stages of their career and across all roles and disciplines. We strongly believe that a happy and well-motivated staff community is fundamental to enabling the College achieve its academic mission.

Secondly, we are committed to supporting the development of staff in all areas and ensuring that they are given opportunities to grow their skills, capabilities and careers. We will support and retain talented people through a commitment to training and development, the establishment of clear career pathways, and by ensuring that the sharing of regular helpful feedback and the discussion of personal objectives is an inherent part of the employment experience at Imperial.

Finally, we know that time is precious, and that by reducing the amount of time and effort required to navigate essential Human Resources processes and systems, we can help our people focus on their core roles.

Our systems and data should provide insight and analysis to our managers to improve decision making. By working with our colleagues across support services, we will reform our processes and services to ensure they add value to the staff experience and enable well-informed decision making by management.

Our plan is ambitious – but we believe that it is achievable with the talent and commitment of the Human Resources team and the support of colleagues across the College. I look forward to working with you all in the delivery of this strategy and in the realisation of our ambition to be an exemplar of best practice HR when compared against any sector.
A great place to work. For everyone

We will be an organisation that provides support to staff and recognises and rewards talent at all stages and any type of career.

**OUR VISION**
An inclusive, supportive, and respectful multi-cultural community within which everyone, regardless of background, shares a sense of engagement and belonging.

A community that supports individuals throughout their careers and where every role is recognised as important to the College’s mission.

Success is celebrated with awards and recognition of achievement by individuals, teams and the whole community.

Sector-leading pay and benefits, with mid-to-upper quartile pay and flexible benefits for all stages of career and life.

An organisation that nurtures the physical and mental health of its workforce as a prerequisite for organisational sustainability and engagement.

**FIVE BIG GOALS**

1. We will improve the working experience by continually listening and responding to the views of our staff.

2. Our reward and recognition framework will attract, motivate and retain the best people.

3. Our community will be recognised as supportive and collegial as measured through the staff survey and other research initiatives.

4. We will provide ‘best-in-class’ support in physical and mental health and well-being that is proactive in anticipating the needs of the community.

5. We will celebrate the diversity of our community and aim to increase representation – there will be equitable experience across all functions.

**FIVE BIG PROJECTS**

1. Implement a Staff Survey to enable measurement of engagement, provide strategic insight to departments and enable ongoing action planning and consultation.

2. Review of reward and recognition, delivery of transparent and fair ‘total reward’ information for staff and review of communication and branding of benefits.

3. Launch of Staff Supporters scheme to complement other support activity.

4. Review and expand provision of health and well-being support and implement the findings of the Mental Health Steering group report.

5. Review and achieve our Equality and Diversity objectives and improve College-wide performance in Athena SWAN year-on-year.

**OUR MEASURES OF SUCCESS**

Achieve organisational Investors in People status by 2020

Achieve Best Companies Status and Inclusion in 100 Best Not-for-Profit companies by 2020

90% of staff would recommend Imperial as a good organisation to work for

Reduce the number of staff members experiencing Bullying or Harassment, measured by the Staff Survey
Leadership and development for all

We will continuously enhance the core competencies, behaviours and skills of all staff to deliver the College’s strategic aims and to promote a positive cultural environment.

FIVE BIG GOALS

1. We will ensure that all staff working at the College understand the core requirements for their role and the key expectations from the College.

2. We will ensure that all staff have a meaningful performance review with their manager, which focuses on their professional and personal development.

3. We will provide all staff with the frameworks and training they need to provide a high-quality and consistent staff experience across the College.

4. We will provide holistic and strategic support for workforce planning and succession planning, which is supported by data and integrated with talent and development activities.

5. We will ensure that staff are clear in what they need to do to develop their career.

FIVE BIG PROJECTS

1. Launch Imperial Essentials and ensure it communicates key compliance requirements to all staff.

2. Full implementation of PrDP self-service to increase participation and the introduction of mechanisms to assess the quality of interactions and impact.

3. Embed Imperial Expectations and continue to update and extend management and leadership provision.

4. Review approach to organisational design, and develop and deliver succession planning and workforce planning framework across the College, informed by data.

5. Complete pilot of Career Pathways scheme and roll out for all defined career pathways.

OUR VISION

Comprehensive development and talent management for staff in all parts of the College, designed to enhance individual potential and meet the College’s strategic objectives.

- Development that ensures positive line management that leads by example — inspiring, coaching, communicating, providing feedback, promoting equality and diversity and supporting the delivery of excellence and high performance from all staff.

- College-wide commitment to annual personal review and development discussions that benefit every member of staff and are followed by regular feedback and action throughout the year.

- A minimum of five days per annum development time tailored to an individual’s role and career path options.

- Promotion frameworks that recognise success and growth in roles, specialist expertise and responsibilities.

OUR MEASURES OF SUCCESS

80% of staff agree that they receive regular, helpful feedback on performance and contribution

95% of staff have a recorded personal review and development discussion at least annually

Five Career Pathways published online that are integrated with workforce and succession planning

75% of staff recognise Imperial Expectations as a useful part of their working life

4,019 learners on core training programmes for Professional Development, Leadership and Management in 2015/16

www.imperial.ac.uk/human-resources
Adding value and saving time

In collaboration with others, we will design and deliver our services to be frictionless and integrated. Our interactions will be time efficient and add value.

**FIVE BIG GOALS**

1. We will ensure we are recruiting the best people through effective and inclusive recruitment practices.

2. We will provide timely and useful analytics to support strategic decisions in recruitment and talent management.

3. We will document, review and reform all of our processes in partnership and collaboration with all stakeholders.

4. In conjunction with relevant partners, we will introduce a coordinated physical and digital ‘one-stop shop’ for staff and ensure parity of service for all staff regardless of their role or physical location.

5. Our skilled practitioners will have the relationships and the capacity to deliver strategic advice and support relevant to the needs of individuals, departments and the organisation, supporting organisational change and transformation.

**FIVE BIG PROJECTS**

1. Deliver a new recruitment system and service, operating model and analytics and provide specialist advice on recruitment to managers.

2. Review of systems architecture and management including a review of the core HR database.

3. Full process review in partnership with Support Services and departments, streamlining governance, linking processes to roles, optimising digital interfaces and focusing on the end-user experience.

4. Coordinated cross-College review and revision of front-line services focused on the user experience and delivery of shared services.

5. Complete full review of HR operating model with involvement from HR staff and key stakeholders — deliver changes as required, providing opportunities for staff to develop their skills and competencies accordingly.

**OUR VISION**

Services and support that are resilient, flexible and responsive, consistently adding value in a changing sector and a volatile external environment.

Slick, consistent and effective processes and procedures that are clearly documented, regularly updated and automated where possible.

Teams committed to delivering high quality, personal and proactive support and advice.

All teams working effectively and in partnership with others to enable the College to deliver the highest quality education and research.

**OUR MEASURES OF SUCCESS**

100% of business processes published online

80% user satisfaction with services provided

Launch of revised front-line operating model focused on user experience

200,000 hours saved for College staff through reform of HR processes

2,500+ new starter contracts processed by HR in 2015/2016
Understanding our staff

Imperial College has over 8,000 staff members from 115 countries around the world.

Understanding the diversity of our staff is a key factor in ensuring Human Resources plays a fundamental role in their time working at Imperial and ensures we achieve the aims and objectives of this strategy.

**STAFF BREAKDOWN**

- Research: 29.24%
- Academic: 13.34%
- Clinical research: 4.42%
- Clinical Academic: 2.90%
- Support Services: 35.29%
- Operational Services: 6.25%
- Technical Services: 6.17%
- Learning & Teaching: 2.37%

**STAFF BY REGION**

- UK: 60.22%
- Americas: 3.92%
- Africa & Middle East: 2.60%
- Asia Pacific: 6.95%
- Europe: 26.31%

**BME STAFF**

- 1,013

**FEMALE STAFF**

- 3,718

“...and highly motivated staff community across all disciplines, functions and activities.”

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Snapshot data taken: November 2016

www.imperial.ac.uk/human-resources