



QUEEN'S
UNIVERSITY
BELFAST

PEOPLE & CULTURE PLAN 2023 – 2026



Excellence



Connectivity



Ambition



Respect



Integrity



OUR PEOPLE AND CULTURE PLAN

Our people are at the heart of all that we do, and Strategy 2030 identifies people as one of four strategic enablers, fundamental to achieving our ambition to “shape a better world through life-changing education and research.”

People and Culture Mission

We have committed to, “create a vibrant organisational culture, based on our core values, which enables all our people to thrive, with a continued focus on high performance, staff wellbeing, development, engagement, and greater opportunities for flexible working. We will further our sector-leading role in equality, diversity and inclusion becoming more efficient in our processes and procedures, reducing bureaucracy and empowering staff to deliver on key priorities.”

This People and Culture Plan provides our roadmap to deliver on the People Enabler and the following key strategic priorities of Strategy 2030:



Education and skills



Research and innovation



Global reputation and partnerships



Social and civic responsibility and economic prosperity

We will assess our progress towards supporting these strategic priorities using the following indicators:

- Proportion/percentage of staff who respond positively to the statement,

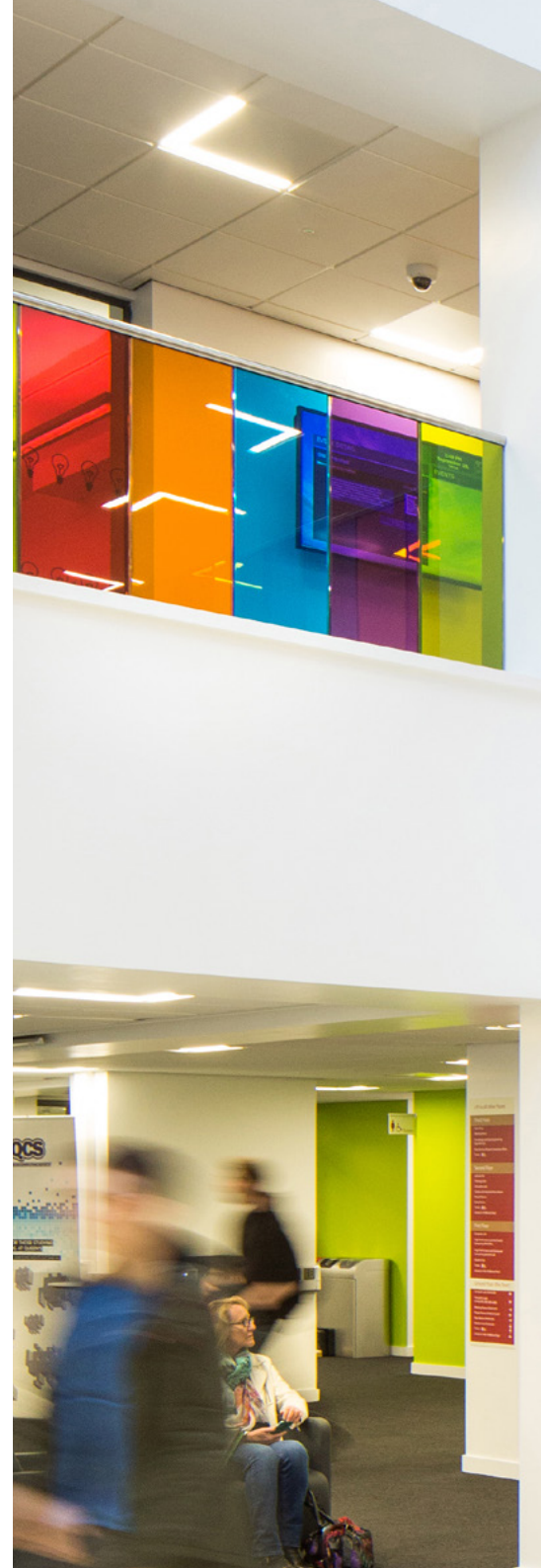
“I am proud to work for Queen’s”.

- Progress in relation to EDI (Equality Diversity and Inclusion), National and Local Charter Mark status (Athena SWAN, Race Equality Charter, Diversity Charter Mark Northern Ireland).

- Proportion/percentage of staff who respond positively to the statement,

“I would recommend Queen’s as a great place to work”.

- Number of internal appointments to key leadership roles.





Q
Computer Science

1st Floor

- Computer Science
- Information Systems
- Software Engineering
- Business Information Systems
- Computer Graphics
- Computer Architecture
- Computer Networks
- Computer Systems
- Computer Systems
- Computer Systems
- Computer Systems

2nd Floor

- Computer Science
- Information Systems
- Software Engineering
- Business Information Systems
- Computer Graphics
- Computer Architecture
- Computer Networks
- Computer Systems
- Computer Systems
- Computer Systems
- Computer Systems

3rd Floor

- Computer Science
- Information Systems
- Software Engineering
- Business Information Systems
- Computer Graphics
- Computer Architecture
- Computer Networks
- Computer Systems
- Computer Systems
- Computer Systems
- Computer Systems

PEOPLE AND CULTURE PLAN 2023-2026

A number of themes have been identified as key areas of focus for the Directorate which fall under three central strategic pillars:

1. Culture
2. Employee Experience
3. Building organisational capability

These are supported by HR (Human Resources) services and operational delivery excellence; a critical enabler of the People and Culture Plan.

These pillars have been identified as those which will have the greatest impact on our People, supporting the delivery of Faculty and Professional Services Plans and Strategy 2030.





OUR CORE VALUES

Our core values, **Excellence, Connectivity, Ambition, Respect and Integrity** underpin this plan and all that we do at Queen's.

Connectivity is particularly important to the success of this plan, recognising that with a clear understanding of our roles and responsibilities, and working together as active collaborators, we can achieve more together.



Excellence



Connectivity



Ambition



Respect



Integrity

OUR COMMITMENT TO EACH OTHER

PEOPLE AND CULTURE WILL:

- Embed our Staff Charter and commitment to Equality, Diversity, and Inclusion (EDI) in all our people practices
- Provide modern, inclusive, and user-friendly employment policies and processes and ensure that equality screening is central to all policy development and review
- Develop and implement a new Staff Wellbeing and Action Plan
- Listen to employees, continue to seek feedback to create a positive employee experience
- Provide a range of learning and development opportunities for all staff
- Ensure that effective PDR and academic progression processes are in place
- Support workforce planning and workload management processes
- Communicate in a transparent and timely way

OUR LEADERS AND MANAGERS WILL:

- Role model our Staff Charter creating a healthy culture where colleagues can deliver their best
- Demonstrate their commitment to EDI and Staff Wellbeing
- Through PDR, have ongoing conversations with employees to review progress, agree priorities and goals, and plan appropriate support
- Provide clarity on new ways of working, team roles and responsibilities
- Listen to employees' views and seek opportunities to involve employees in decision making
- Celebrate and reward employee successes
- Raise issues constructively, provide support to resolve issues, and address conflict in a timely and informal way
- Promote continuous improvement and innovation
- Effectively communicate with their staff

OUR STAFF WILL:

- Ensure their behaviour is always consistent with the Staff Charter
- Demonstrate their commitment to EDI
- Contribute to the successful delivery of Strategy 2030 priorities and associated plans
- Proactively engage with PDR conversations, taking responsibility for their own development and performance
- Seek early resolution to addressing conflict
- Demonstrate respect and support for colleagues embracing different work styles and patterns
- Take responsibility for promoting their own wellbeing, familiarising themselves with the available support
- Demonstrate commitment to continuous improvement and innovation
- Be responsible for effectively communicating with colleagues

OUR PEOPLE PRIORITIES

Our priorities will be delivered across three pillars: Culture, Employee Experience and Building Capability, and will be underpinned by our core values and our plan enabler – HR Operational and Service Delivery Excellence.



Equality, Diversity and Inclusion



Promoting Staff Wellbeing



Employer of Choice



Positive Employer Relations



Developing Leaders and Managers



Supporting Learning and Development



Employee Listening



DELIVERING A PROFESSIONAL HR SERVICE – **P&C PLAN ENABLER**



Delivering a customer focussed, easy to access and consistent HR operating model and service, is a key enabler of the P&C Plan. Our aim is to be recognised by employees as proactive change agents, trusted and credible advisors and an accessible and responsive source of information and advice on all people related matters.



To achieve this we will:

- Develop a range of employment policies and processes which support the University’s aims and objectives, enhance our reputation as a great place to work, and are underpinned by our core values and commitment to EDI.
- Enhance the functionality of our existing HR systems and automate processes where possible. Develop data analytics capabilities to enable evidence-based decision making and measure the impact of our work.
- Build collaborative relationships and partnerships with employees, developing metrics to evaluate our performance, and an agile approach to our activity.

OUR PILLARS

Through the three pillars of our People and Culture Plan we aim to achieve our mission and support the delivery of the priorities in Strategy 2030.



CULTURE

Strategy 2030 commits to **“creating a vibrant organisational culture, based on our core values, which enables all our people to thrive”**. The strategy also commits to **“building on our sector-leading role in equality, diversity, and inclusion,”** which has a significant impact on our culture.



Culture is defined as workplace norms, values and behaviours, and traditions, basically “how we do things around here.” The culture provides a means by which employees understand the organisation and feel that their voice matters in driving the organisation towards a common purpose.

We will initiative a culture change at Queen’s, defining our organisational purpose, desired culture, and the steps required to achieve this while enabling staff to thrive and perform at their best in support of our strategic priorities.

Culture Priorities

We will embed a positive workplace culture by:

Equality, Diversity and Inclusion and Promoting Staff Wellbeing

Supporting our EDI and Wellbeing activities, through dedicated strategies and action plans such as our Equality Scheme, Equal Pay Action Plan, Staff Wellbeing Plan, Disability Action Plan, Article 55 Action Plan, Athena SWAN Action Plan and Race Equality Charter work.



Employer of Choice

Launching and embedding the Staff Charter, which translates our core values into behaviours that everyone can relate to, into our daily interactions, people policies, processes, and systems.

Developing and promoting our employer brand and employee value proposition to enable us to attract and retain the best global talent.



Employer Relations

Reviewing our workplace policies and processes, reducing the negative and adverse impact of existing practices.

Building effective relationships with the trade unions. Implementing employment policies and processes which ensure that an increasingly diverse workforce is treated equally, fairly and with respect and that all staff are demonstrably valued and actively engaged.



Developing Leaders and Managers

Ensuring that leaders and managers champion and role model our values and behaviours, enabling staff to do the same and creating a culture where constructive challenge can occur when values and behaviours are not adhered to.

Increasing the confidence, capability, and courage of our managers to resolve challenging people issues and to effectively manage change.

EMPLOYEE EXPERIENCE

Strategy 2030 recommits to focussing on “high performance, staff wellbeing, development, engagement and greater opportunities for flexible working”.

The Employee Experience (EX) refers to all the interactions an employee has with their workplace, employer, and colleagues throughout the various points of their working life. This starts during the recruitment process and continues throughout their time at the University, until the point they leave employment.

Ensuring that we have the best possible EX will have a positive impact on the Student Experience.



In order to deliver the best possible experience for everyone who works here, we will continue to develop, refine and embed the following model for Employee Experience which covers all aspects of working life at Queen’s:

EMPLOYEE EXPERIENCE (EX) PRIORITIES

We will improve the EX by:

Equality, Diversity and Inclusion and Promoting Staff Wellbeing

Creating a positive work culture by embedding equality, diversity and inclusion to all that we do.

Implementing an online academic workload system and identifying and eliminating core issues which impact workload and staff health and wellbeing.

Developing a Staff Health and Wellbeing Plan aimed at integrating mental health and wellbeing into all that we do. Providing a flexible working approach for staff based on the type of work being carried out while enabling the University's strategic aims.

Employer Relations

Significantly reducing the number of staff who are on precarious contracts to provide job security.

Creating flexibility in our grade and pay structure to enable more agility in our workforce.

Employee Listening

Developing our employee listening approach to build an engaged workforce who are proud to work for Queen's and who will promote the University as a great place to work.

EMPLOYEE EXPERIENCE AT QUEEN'S



Work



Workplace Culture



Leadership & direction

I know what I am expected to achieve in my role.

My colleagues are supportive, and we trust and treat each other with respect.

I understand the organisational purpose and goals and how I contribute to them.

I have ownership of my work and the opportunity to contribute my views and connect with others.

There is a supportive and inclusive culture; and I feel a sense of belonging.

Our leaders act with transparency, empathy, and integrity.

My work gives me a feeling of personal accomplishment.

Policies, processes and systems enable me to work efficiently.

Leaders value the work that I do.

I have access to the resources I need to do my job effectively.

I have the opportunity to work in an agile way.

Leaders are committed to social and civic responsibility, and economic prosperity.



Manager



**Development,
reward & recognition**



**Health &
wellbeing**

I am clear who my manager is.

I have access to a range of learning and development support.

I feel safe and secure at work.

My manager sets clear goals, and we have regular feedback conversations which encourage ambition.

There is the option for career advancement, and internal mobility.

Support is available for my physical wellbeing.

My line manager demonstrates empathy and encourages me to strive for excellence.

Reward and recognition is fair and transparent and rewards the right things.

Support is available for my mental wellbeing.

Support to build manager capability is available and accessed.

Development, growth, and reward is promoted at Queen's.

Support is available for my family, social, and financial wellbeing.

BUILDING ORGANISATIONAL CAPABILITY

Organisational Capability describes our ability to respond to changing business need and deliver on our strategic priorities by building collective skills, experience and alignment of our people. This is achieved through effective workforce planning and talent management to enable the flexible deployment of our people.



In line with Strategy 2030, we will invest in our people, enabling them to thrive with a continued focus on high performance and development.

Building Organisational Capability Priorities

We will build organisational capability by:

Equality, Diversity and Inclusion and Promoting Staff Wellbeing

Developing greater awareness and understanding of difference through specific EDI training courses, whether on racial equality, cultural and LGBTQIA+ awareness, transgender issues, neurodiversity, or menopause etc.

Employer of Choice

Delivering an effective and efficient recruitment service that seeks to proactively address recruitment challenges and that works with leaders to attract and hire global talent, quality people, and those with the right skills, in the right place, at the right time.

Supporting Learning and Development

Continuing to improve the academic probation and progression processes as well as career development and advancement support for professional services and research employees.

Supporting a culture of continuous learning and development which empowers staff to be responsible for their own learning, development and progression.

Developing Leaders and Managers

Growing and developing our leadership capability at all levels in order to develop a pipeline of successors for critical roles and leadership positions.

Building manager confidence and capability to have high quality, ongoing performance and career conversations.



DELIVERING THE P&C PLAN & EVALUATING OUR PERFORMANCE

To ensure the People Plan and implementation plan delivers the intended outcomes, we will apply a project management approach and a governance structure to oversee delivery.

We will consistently review and report on our progress. We will develop KPIs in consultation with key stakeholders in order to evaluate performance annually.

OUR STAFF CHARTER
LIVING OUR VALUES
THROUGH OUR BEHAVIOURS

Find out more: go.qub.ac.uk/staffcharter



**QUEEN'S
UNIVERSITY
BELFAST**

go.qub.ac.uk/people-and-culture-plan