TOP **3** STUDENTS' UNION IN THE **UK**

Bucks Students' Union
People Strategy 2019-22

BUCKS
STUDENTS' UNION

People drive Bucks Students' Union whether they are members, staff or stakeholders. We value student officers, volunteers and employees with ideas and personality and believe that lively, creative and vibrant people shape our organisation.

In order to achieve our goals for the current Strategic Plan 2019-2022, we must be performing as an organisation which encourages diversity, innovation and tenacity. We will attract, engage, develop and retain a diverse staff team who will perform demonstrating the skills, experience and values required to achieve our mission of making life better for students at Bucks.

Our staff will be empowered and inspired to make positive change for the benefit of our members and fully supported to maintain a culture of high performance.

Remaining compliant with legislation and in line with best practice, we will operate with an agility that is flexible to the needs of our team to deliver a service that meets the expectation of our members.

Through our implemented policies and procedures, employees, with full support from line managers will be asked to demonstrate the success of each action in achieving the aims of this People Strategy;

- Attract
- Engage
- Develop
- Perform
- Retain

Attract

Recruiting the right people in to the right roles is integral to the achievement of the organisation's mission

Continue to be an employer of choice

Commit to sharing our sector leading brand across all recruitment networks with regular monitoring of vacancy views and demonstrate a clear understanding of recruitment data through comparison against other students' unions through the HR network.

Ensure the total reward package is fit for purpose by carrying out regular benchmarking against the industry and wider third sector and effectively communicate, at recruitment stage, the employee benefits available.

Utilise data from exit interviews, continually developing our staff offer to remain an employer of choice.

Success will be:

- Vacancies are filled, on average, within 45 days
- The total reward package for each role is clearly advertised
- 100% of leavers are given the opportunity to provide feedback on their employment experience

Encourage applications from a diverse talent pool

Encourage a workforce demographic reflective of the membership by sourcing appropriate and varied advertising agencies and recruitment methods.

Ensure our selection procedures consider values, behaviours and fit to organisation.

Regularly review the possibility of additional accreditations or external recognition for demonstrating a commitment to supporting particular employee groups.

Success will be:

- Monitor and report on equal opportunities data through the Finance and Staffing Committee
- Achievement of the Workplace Wellbeing Charter and Level 1 of the Disability Confident Scheme

Maintain fair, robust and cost effective recruitment and selection procedures that are regularly reviewed in line with legislation and best practice

Prioritise the demonstrative shared values through our recruitment process by being mindful that skills and experience are only part of what we need from prospective employees.

Provide support to all hiring managers through a skills programme (including interview skills) so that managers are confident in interview techniques and have all the resources required.

Ensure that applications are acknowledged and constructive feedback is provided to candidates to maintain the reputation of the organisation as an employer of choice.

Success will be:

- Recruitment costs are within allocated budgets
- Recruitment and selection procedures are reviewed every 3 years or upon changes in legislation or best practice
- Statistics on applications, by role, are recorded and monitored
- 100% of applications are acknowledged

Engage

Engaged employees perform at a higher level and are more committed to the organisation

Empower staff

Create a culture of high trust where staff feel empowered to make decisions, develop the areas they are responsible for and innovate appropriately.

Encourage accountability by providing all employees with the resources, training and support required for their roles.

Success will be:

- Staff complete the biannual employee engagement survey with over 95% participating
- Individuals say they are well equipped to fulfil the responsibilities of their role

Promote a culture of inclusivity and positivity encouraging innovation

Consistently communicate with employees to ensure clarity, commitment and consultation of HR related policies and procedures.

Staff are involved at an individual level in the achievement of organisation strategic objectives through team reports, individual objectives and attendance at staff days.

Encourage staff to role model positive behaviours and monitor the demonstration of values from all employees through the performance management system.

Social activity at team events is encouraged by providing a programme that is diverse and regular.

Success will be:

- Staff are proud to work at Bucks Students' Union with achievement of over 80% employee engagement in the biannual survey.
- Overall 80% positive feedback at staff events
- Employees are encouraged to use peer recognition schemes

Consistently review policy and best practice

Encourage a culture of continuous development that adapts to our workforce needs through the performance management system, training plan, internal progression, feedback from exit interviews and recognition through external awards.

Implement a set of HR metrics to be monitored and reviewed to inform people actions and initiatives for the next strategic planning cycle.

Success will be:

- HR metrics are reported annually through the Finance and Staffing Committee
- Policies and procedures are reviewed according to the Policy Management Process or changes in legislation or best practice
- The training and development department participate in regular continuous professional development events including training, networking and online updates

Engage

Engaged employees perform at a higher level and are more committed to the organisation

Encourage and develop a customer service focus

Ensure employees demonstrate that they are putting members first through completing induction, training as required and receiving continuous feedback and continue to utilise evaluation data and surveys from the membership to demonstrate service success and identify areas of customer service delivered by our team that can be improved.

Implement an internal customer service training resource ensuring consistency in our service delivery, both internal and member facing, encouraging team projects and cross departmental support wherever possible.

Success will be:

- Evaluation data demonstrates members are satisfied with the service of the Union
- 100% of staff are trained in basic customer service at induction
- Employees feel they work well cross departmentally

Implement robust induction procedures

Instil commitment and passion for the Bucks brand by providing a full induction for all career employees ensuring all new starters are clear on expectation, sources of information and are true ambassadors of the Union.

Identify early on, through induction and probation processes, potential future talent and succession planning opportunities to be developed and explored.

Success will be:

- 100% of employees complete the full induction process within 6 months
- 100% of new employees successfully complete their probation period
- Personal development plans are agreed and monitored for team members where progression opportunities are identified

Develop

Personal development of individuals ensures staff are fully equipped to fulfil their responsibilities as well as allowing for succession planning

Encourage continuous professional and personal development

Ensure all career staff have a performance agreement in place that is regularly reviewed and development opportunities are maximised through the creation and delivery of an annual training plan for the entire staff team based on individual performance review conversations, the business needs of the organisation and the funding available.

Effectively communicate the development opportunities available ensuring role specific and personal training needs are scheduled in order to achieve both individual career aspirations as well as the strategic objectives of the organisation.

Success will be:

- 100% of training needs formally identified are fulfilled
- Training needs are delivered within the allocated budget
- Staff are aware of all learning and development opportunities available to them
- Staff are utilising the online training resource available

Explore alternative methods of knowledge sharing

Consistently encourage cross departmental collaboration, mentoring and coaching from within the Union and monitored through the performance management system.

Identify employee strengths and key skills enabling more effective knowledge sharing internally and regularly review the provision of external training with regard to quality and cost.

Success will be:

- Employee satisfaction with training
- Some development needs are satisfied within the organisation rather than through external training

Develop

Personal development of individuals ensures staff are fully equipped to fulfil their responsibilities as well as allowing for succession planning

Encourage wider networking opportunities within the sector to allow sharing of best practice and progression within the movement

Investigate the potential of a cross sector mentoring scheme and identify potential participants from within the current structure.

Encourage use of national networks, whether electronically or in person and share information of upcoming events.

Success will be:

- Mentors are identified and placed
- Employees are using the NUS Workplace online resource
- Staff are attending networking events

Identify succession planning opportunities that will benefit both the individual and the organisation

Encourage open and meaningful conversations at an individual level around career aspirations and identify opportunities for progression, either internally or with other organisations, to maximise employee performance, personal opportunity and development.

Deliver on all agreed personal development plans equipping individuals with the skills and experiences they need for progression.

Success will be:

- Employees progress through the organisation
- Exiting staff are moving to the next level of their career

Perform

Effective resources, support and processes ensure our team are equipped to thrive on achieving organisational goals within a culture of high performance

Ensure all employees have a clear understanding of and demonstrate a commitment to achieving the organisations objectives

Ensure all employees are participating in the performance management process, consultations on strategic objectives and are aware of the organisation's mission and values from the point of induction.

Monitor the achievement of personal objectives and targets identifying early on areas for improvement and supporting interventions or development needs.

Success will be:

- 100% of employees have a performance agreement

- Development needs are highlighted throughout the year via line managers

- Staff say they are clear about the objectives they need to achieve

- Employees understand the performance standards expected of them

Encourage a collaborative approach cross departmentally and with external stakeholders

Identify and communicate networking opportunities internally, through the University or key stakeholders enhancing the opportunity for staff to deliver on their objectives.

Provide the skills and resource to support cross departmental projects that impact the membership, department or individual.

Success will be:

- Staff say they work effectively with other departments and stakeholders

Provide the opportunity for individuals to contribute to the overall success of the organisation

Maintain a culture where employees feel their ideas are listened and responded to and that the work they do has an impact on the organisation as a whole.

Continue to support team and whole organisation events that encourage team building and provide the opportunity for staff to consider and communicate new initiatives.

Success will be:

- Staff say they can approach their manager with ideas

- 75% of employees attend staff days

Perform

Effective resources, support and processes ensure our team are equipped to thrive on achieving organisational goals within a culture of high performance

Actively seek opportunities for organisational change for the benefits of the organisation

Analyse and use feedback from exit interviews to redefine roles within the organisation and where necessary restructure departments to suit the needs of the business to meet membership demand.

Identify efficiency savings through restructure, redistribution of responsibilities and review of the employee offer ensuring the best value for money

Continue to monitor best practice and benchmark statistics against the industry and wider third sector enabling initiatives that engage employees to perform at their very best.

Success will be:

- The % cost of employees to income is in line with sector norms

- Employees are demonstrating they are dynamic and innovative

- Operational costs are within budget

- The management to staff ratio is in line with the sector

Review the effectiveness of the leadership team through formal performance review processes

Empower the leadership team to clearly convey the vision of the organisation, leading by example and with the skills and ability to communicate effectively with their teams.

Obtain and analyse feedback about the leadership team received from the staff team and other key stakeholders to agree development plans that improve on areas identified to have a positive impact on the team or organisation.

Success will be:

- The 'Leadership' section of the Employee Survey has an outcome of higher than 75%

- Complete a 360° review process for the leadership team annually and create action plans

Retain

Retaining key skills and experience within the organisation is cost effective, provides a stable environment and maintains productivity

Seek opportunities within the structure for succession planning and retention of key skills and experience

Identify, through the performance management system, key talent with potential for succession planning ensuring equality of opportunity and understanding that the structure of the organisation may not make this achievable in some areas of the Union.

Success will be:

- Employees progress within the Union where appropriate
- The average length of service continues to outperform the sector
- Employee turnover remains lower than the sector

Review total reward packages regularly through benchmarking and employee feedback

Identify current employee initiatives through the HR network and wider third sector to maintain a relevant reward package that employees utilise and value and are aware of how to gain access through effective communication.

Continue to seek salary information from the industry and wider third sector in order to benchmark pay.

Success will be:

- The Employee Survey has a response to the question 'this organisation offers a good benefits package' that outperforms the Third Sector
- All career staff receive an annual Total Reward Statement
- Benchmarking data is collated and reviewed annually

Encourage a culture of feedback where employees are recognised for work well done and performance issues are addressed timely and effectively

Promote continuous feedback through informal processes and more formal procedures by providing managers with the skills required to give positive and constructive support to their teams whilst identifying opportunity for improvement and development.

Encourage employees to feedback to their peers and ensure all employees are inducted to the probation procedures, performance management system, capability procedures and their processes.

Enable managers to recognise exceptional performance or achievement by awarding individuals or teams additional rewards.

Success will be:

- Continued use of peer feedback systems
- Employees say they feel valued in the Employee Survey

Retain

Retaining key skills and experience within the organisation is cost effective, provides a stable environment and maintains productivity

Promote a positive health and wellbeing culture

Continuously monitor and report on annual leave and absence records encouraging direct conversations and ensuring support available is easily sourced.

Promote the flexible working culture and wellbeing benefits at all stages of employment through clear, consistent communication that reinforces an employee's value to the organisation.

Success will be:

- Absence rates remain lower than the sector
- Usage of benefits schemes such as Perkbox and the Employee Assistance Programme
- Staff feel they are able to work flexibly

Provide a work environment that is conducive to the desired success of the organisation

Provide adequate resources through facilities and equipment enabling employees to achieve their individual, departmental and ultimately organisational goals.

Ensure consistency of the implementation of policies and procedures whilst remaining agile to the needs of the individual and the organisation.

Maintain a culture of open and honest communication where employees understand the current successes and challenges of the business and therefore what is expected of them, their job security and plans for the organisations future.

Success will be:

- Employees are satisfied with their work environment
- Staff say they are aware of the mission, values and objectives of the organisation

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