PEOPLE
STRATEGY
DOING IT
FOR REAL
FALMOUTH
UNIVERSITY
INNOVATING OUR FUTURE TOGETHER

In 1902 our institution grew out of the world’s first Polytechnic Society, an institution founded as a place for creative innovation and with the aim of equipping the local community with the skills to sustain meaningful employment in a rapidly-changing world.

Throughout the University’s evolution since then, this ethos has remained key to our success. What’s different now is that our community is global as well as local, and the need to adapt to change is more urgent than ever. Hence the development of our 2030 Strategy.

By 2030, the fulfilment of our People Strategy will have had a significant impact on how our staff are enabled to work, teach and research.

We are a world-leading university for creative innovation where inspired and inspiring individuals achieve their potential and help students from around the globe to achieve theirs.

The way in which we work is different. We no longer organise ourselves in traditional departments. Instead, we anticipate and address real-world challenges through innovation and co-creation across disciplines and with our industry partners.

To that end, we have the latest technology and novel work environments across our campuses so we can operate in a way that best suits our needs and delivers the best results.

EMBRACING DIVERSITY

We are able to harness the diversity of thought and talent across our entire workforce to produce world-class research and product development and to enable the next generation of innovators and creative entrepreneurs.

THE ROAD TO 2030

The 2030 People Strategy helps us focus on promoting collaboration and embedding a culture of Open Innovation among our working practices, enabling us to both anticipate and dictate change in the Creative Industries.

We will deliver our strategy through clear, outcomes-focused projects, steered by cross-functional working groups, where solutions are co-created from across the institution. These plans align to our four pillars. Namely:

1) Culture and ways of working
2) Talent management
3) Development, leadership and coaching
4) Performance and reward

Underpinning these projects are Falmouth’s core values and a vision and mission for our people. We have brought these to life through our People Charter, articulating the mutual commitment between employer and employee to create the best working environment for our 2030 ambition.

Read on to find out more about our University’s plans for people and how you can help shape their implementation.

Cyril Janody
External Funding Officer
THE ROAD TO 2030: PEOPLE VISION, MISSION & VALUES

OUR PEOPLE VISION
To unlock people’s potential in a unique workplace that’s shaping the future of the Creative Industries.

OUR MISSION
To inspire and empower our workforce to be independent thinkers and collaborative doers who share knowledge openly, strive for continuous improvement, and seek opportunities to extend their network across the University and beyond.

OUR VALUES
Creative – Open innovation underpins all that we do, enabling us to facilitate individual and collective creativity.

Connected – We do it for real, building internal and external networks.

Courageous – We are not afraid to try new things, fail fast and learn from our mistakes.

In our day to day approach we focus on our People, recognising it’s about us; we focus on our Processes, seeking to reduce as much as we can and respond to feedback; and we focus on Play, accepting mistakes and trying new things.

Anna Brown
Head of Communications

OUR PEOPLE STRATEGY IN CONTEXT

UNIVERSITY 2030 STRATEGY

UNIVERSITY 2030 STRATEGY

2030 PEOPLE STRATEGY

2030 PORTFOLIO STRATEGY

2030 RESEARCH & INNOVATION STRATEGY

INNOVATING OUR FUTURE TOGETHER
Unlocking the creative potential in everyone through an incredible place to work

Our people strategy is delivered through clear programmes of work aligned to four interconnected delivery pillars

Culture & Behaviours
Talent Management
Development, Leadership & Coaching
Performance & Reward
OUR PEOPLE
STRATEGIC PROJECTS

The projects underpinning this strategy will be developed by our people for our people. To that end, we will be actively seeking your participation and input in strategic working groups to deliver on the following four pillars.

1) CULTURE & WAYS OF WORKING
Our Vision:
For people to be agile and creative in their work, supported by a culture of Open Innovation that empowers everyone to contribute to the University’s ambition, taking calculated risks along the way without fear of failure.

We will:
- Develop and communicate a clear narrative about what it means to work at the University and the type of workplace we are looking to create
- Seek to remove unnecessary process and bureaucracy, empowering colleagues to make decisions that keep us agile and moving quickly
- Create physical and virtual spaces where colleagues can come together to collaborate on solving challenges
- Encourage people to take informed risks in an environment where we fail fast, and share the learning widely

2) TALENT MANAGEMENT
Our Vision:
To attract and retain talented people who are inspired by our 2030 vision and seek a collaborative and innovative environment where they can do their best work.

We will:
- Develop an employer brand that reflects our diverse workforce and unique workplace and attracts the best talent to work with us
- Create an approach to recruitment and selection that removes process barriers for top talent and actively seeks out innovative and collaborative people by putting the candidate experience at the centre of our approach
- Deliver a consistently excellent candidate experience at all stages of the recruitment process
- Develop effective management and leadership programmes that enable new leaders to grow in their roles and expand their networks
- Help all our people to identify their own career paths and opportunities for development

3) DEVELOPMENT, LEADERSHIP & COACHING
Our Vision:
To enable colleagues to take responsibility for their own careers by providing clear paths and resources for progression and development. Cultivate our leaders to be role models for our Open Innovation culture.

We will:
- Develop a leadership and management framework, clearly articulating the ways of working we need to drive a culture of Open Innovation
- Provide open access to learning and supportive programmes to enable individuals to reach their full potential
- Identify routes for career progression and role development to enable people to achieve their goals
- Create a community of people managers who have the capability to coach people and take the lead in developing our culture

4) PERFORMANCE & REWARD
Our Vision:
To offer a flexible range of employment options that are beneficial for all parties and enable people to share in the University’s successes. In all cases, to provide clear feedback, and recognise and reward excellent performance.

We will:
- Accommodate flexible approaches to working with and for Falmouth University, creating opportunities that benefit employee and employer
- Foster a performance excellence culture, through clear goal-setting and ongoing performance conversations between managers and their reports
- Provide a competitive flexible benefits programme that meets people’s diverse needs
- Develop approaches where individuals are able to share in the value that is created through their successes
In an environment of rapid and continual progress, we need people who are equipped, able and confident to work with change. We also recognise that the relationship between employee and employer is reciprocal and this charter sets out the expectations for both parties.

AS AN EMPLOYEE OF FALMOUTH UNIVERSITY, YOU CAN EXPECT:

- Clear and visible leadership
- To understand your contribution to the strategy of the University
- Regular, open and honest communication across the business
- A focus on efficiency, innovation and continuous improvement
- Opportunities for personal growth, career development and ongoing learning

Alastair Osborn
Head of Quality Assurance & Enhancement

AS AN EMPLOYER WE WILL:

- An environment for collaborative working and sharing good practice
- Encouragement and support to realise your full potential
- Fairness and inclusion, ensuring that merit, competence and potential are the basis for all decisions regarding recruitment and development
- To be able to contribute ideas and voice concerns without fear of victimisation
- To receive regular and ongoing feedback about your performance
- That your contribution is recognised and rewarded accordingly

AS AN EMPLOYER WE WILL:

- Demonstrate leadership by example, and support and encourage you to perform
- Be supportive, approachable and demonstrate a ‘can do’ attitude
- Support you with challenges, helping you learn from failure rather than criticising it
- Give you continuous feedback on your performance, helping you develop and reach your full potential
- Make decisions that are in the best interests of the University
- Ensure that members of staff are fulfilling all the requirements of their job, providing support and corrective action where necessary
- Ensure that how people do their work is as important as the what and when, and address any negative issues relating to performance and behaviour
- Recognise that diversity of background, thought and attitude is important for the future and actively promote this
- Be creative, connected and courageous
All of our managers and leaders have a key role to play in delivering the People Strategy, both through their actions and in creating a culture that facilitates this way of working. Therefore, you can expect them to be active in the delivery of this People Charter. However, the relationship between Falmouth University and our staff is two way and so, in return we expect you to:

- Take an active role in our 2030 strategy and understand how you can progress our ambitions
- Be open to change, challenge and new ideas
- Take responsibility for your own career and development
- Be accountable for the quality of your work
- Provide constructive feedback to others to enhance our overall performance
- Play an active role in helping others achieve their goals
- Demonstrate a positive attitude to your work and the work of others, seeking to find solutions, and not obstacles, to challenges
- Feel empowered to bring forward and implement new ideas and suggestions
- Respect colleagues and their uniqueness as individuals
- Be an ambassador for the University and ambitious for what can be achieved
- Be creative, connected, courageous.

If you would like to know more about our people strategy or to be a part of a working group to shape our 2030 people strategic projects, please contact the HR team.
PEOPLE TOOLKITS

WAYS OF WORKING
- How do I make suggestions for ways to improve processes or remove bureaucracy?
- What tools are available to support collaborative and remote working?
- What is Open Innovation?
- How can I contribute to Open Innovation?

TALENT DEVELOPMENT
- How do I understand what my career path options may be?
- How do I conduct a career conversation?
- How do I recognise a colleague for outstanding performance?
- What is Falmouth University’s performance management process?
- What is a SMART goal?
- What is coaching?
- What is mentoring?

How do I become a coach or mentor?
- How do I find a coach or mentor?
- What is 360 degree feedback?
- How do I manage a difficult conversation?
- What development opportunities exist and how can I get involved?
- How can I find out about career opportunities at Falmouth University?

REWARD & RECOGNITION
- What is a high performing team?
- What is the national pay scale?
- What is Falmouth University’s approach to variable pay?
- Can I be rewarded for income generating or cost saving ideas?
- What benefits does Falmouth University offer and how can I select these?

These toolkits are designed to provide our staff with key information and guidance to help them navigate the 2030 Strategy and understand their role within it. The toolkits will be regularly reviewed and updated and the most up-to-date versions can be accessed at falmouth.ac.uk/corporate/strategicplan.