

ON

PEOPLE
STRATEGY

DOING IT
FOR REAL

FALMOUTH
UNIVERSITY



Top line, left to right: Bryan Clark, Head of Graphic Design; Kirsty Davies, Head of Student Records; Rick Taylor, Caretaker Manager

Middle line, left to right: Catherine Pope, HR Business Partner; Phil Marshall, Launchpad Studio Manager; Debra Clarke, Project Co-ordinator

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REAL PEOPLE REAL CAREERS

INDEX

Introduction: Innovating our future together	02
Our people vision, mission & values	04
2030 strategy overview	05
Our people strategic projects	06
Our people charter	08
Doing it for Real	10
People toolkits	12

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.

OUR PEOPLE IN 2030

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.

OPEN TO IDEAS

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



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

A black and white portrait of Alastair Osborn, a man with dark hair and glasses, wearing a suit and tie, smiling. He is positioned on the left side of the page, with his head and shoulders visible.

OUR PEOPLE CHARTER

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

- 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:

- Provide the support and resources to make our 2030 strategy a reality
- Provide effective leadership with a clear sense of direction and context, translating the strategic aims into meaningful objectives for you
- Communicate effectively so that you understand key messages and developments within the University

- 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

DOING IT FOR REAL

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.

2030 TARGETS

TALENT MANAGEMENT

10%

of roles filled by internal promotions (for roles at grade 5 and above)

20%

of roles filled by candidates sourced from our own networks (for roles at grade 5 and above)

DEVELOPMENT & LEADERSHIP

80%

engagement from line managers in our leadership programmes

70%

of roles to have agreed progression pathways

18hrs

average time provided for staff learning and development (per employee, per annum)

PERFORMANCE & REWARD

95%

staff participation in individual performance and development conversations (in the preceding six months)

15%

of staff rewarded through non-traditional contracts, taking a share in the success of our commercial ventures

STAFF ENGAGEMENT

10%

improvement in staff engagement (as measured by staff survey)

40%

of staff actively engaged in open innovation projects

15%

improvement in staff contribution to new initiatives and change projects (as measured by staff survey)

PEOPLE TOOLKITS

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.

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?

What development is available for researchers?

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?



Top line, left to right: Maryam Best, Student Counsellor; Rod Taite, Technical & Facilities Manager: The Fashion & Textiles Institute; Helen Harding, Income Team Leader

Middle line, left to right: Wayne Evans, Head of Business Intelligence; Alice Holland, Research & Development Administrator; Mark Smalley, Head of HR Services

Bottom line, left to right: Ottilia Aviram Amey, Designer; Robert Lawrence, Senior Infrastructure Engineer

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