



Talent Management Strategy

Academic Years 2021/22 – 2025/26

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How to use this Strategy

It is intended that this strategy will provide clear information to the Board of Management, staff, students and other stakeholders of UHI Inverness on our strategic approaches to Talent Management.

Staff should make use of this strategy when creating or amending policies and procedures, developing their quality enhancement plans and setting team objectives.

Context

UHI Inverness recognises that that its people are its greatest asset and therefore attracting, developing and retaining talented staff is a high priority. Labour shortages across the UK and real terms reductions in government funding for tertiary education require innovative talent management approaches. These approaches support our collaborative pattern of leadership, where our people are empowered to work together to achieve our shared goals.

Our new talent management approach encompasses all of our people related activities, as shown in the diagram below:



Strategic Objective 1: Workforce Planning

To ensure we have an efficient and effective workforce

We will achieve this by:

- Producing sector development plans based on local, regional, national and international data, to develop new and modify existing provision.
- Undertaking annual curriculum planning reviews, supported by monthly School data presentations focussing on quality, efficiency and compliance.
- Maintaining our full economic costing (FEC) model.
- Undertaking an annual budget setting process, encompassing all relevant costs.
- Maintaining an understanding of government policy and priorities for the sector, to inform planning activity.
- Ensuring that Staff Resource Panels are informed by the curriculum plan, FEC model, internal and external data.

Strategic objective 2: Talent Attraction

To attract talented employees committed to achieving our shared goals.

We will achieve this by:

- Reviewing our policies to ensure that we offer progressive terms and conditions of employment to support talent attraction.
- Reviewing and continuously improving our recruitment and selection processes, providing training to recruiting managers.
- Evaluating our hybrid working guidance and developing agile working policies, to widen access to talent.
- Reviewing and developing our recruitment package and talent attraction approaches.

Strategic objective 3: Induction & Engagement

To ensure that all staff are effectively inducted and supported to succeed in their role

We will achieve this by:

- Ensuring that all staff attend a high-quality corporate induction programme.
- Supporting all new lecturers with a longitudinal learning & teaching induction programme.
- Providing an extended induction to new job roles.
- Providing training for managers to proactively support staff throughout their probation period.
- Engaging with staff through regular written management communications and frequent online and face-to-face forums.

Strategic objective 4: Professional Development

To ensure that our staff have opportunities to develop and maintain their knowledge and skills to the highest industry and professional standards and are equipped for an increasingly digital world

We will achieve this by:

- Ensuring staff have the appropriate time available for their professional development, in accordance with current contractual provisions.
- Providing funding for staff to engage in a wide range of relevant learning opportunities both within and outside of UHI.
- Supporting staff to undertake relevant research and scholarly activities, including additional qualifications.
- Ensuring that all managers and team leaders are offered the opportunity to undertake a certified leadership and management training programme.
- Delivering on our digital transformation strategy.

Strategic objective 5: Organisational Performance Management

To continue to develop our high-performance culture, ensuring professional practice of all staff is aligned to sector standards, industry best practice and our values.

We will achieve this by:

- Ensuring that all staff take part in their Professional Review and Development (PRD) at least on an annual basis.
- Using institutional KPIs and team/individual SMART objectives to set and measure expectations of performance.
- Using data to drive decision making, promoting the understanding of key data across the organisation.
- Supporting staff to work towards attaining professional standard accreditation, including GTCS.

Strategic objective 6: Skills & Succession Planning

To deploy strategies to support our organisational resilience.

We will achieve this by:

- Developing and implementing departmental succession plans, including skills matrices.
- Continuing the roll-out of a more collaborative model of leadership, including a Future Leaders Programme.
- Introducing a process for reviewing role resilience, ensuring that knowledge of key business functions is shared.
- Reviewing and revising contractual notice periods, to ensure a smooth handover when staff exit the business.

Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

KPI Measures
Sickness levels
- Short Term
- Long Term
% Staff turnover
PRD completion - full or review
Student FTE:Academic Staff Ratio