

Strategic Recruitment & Selection	
<p>The key to the success of any business is building the right team at the right time, but the process of finding, recruiting and selecting the group who will be with the business through the journey can be one of the least planned out and executed activities, often leaving companies having to rein in headcount, or reduce burn and critical gaps in their team at a later stage. Accomplishing this task requires the ability to identify the various jobs and roles needed within the organization to meet current and future goals related to production and growth. Once identified, clear and concise job descriptions and duties will help ensure that recruitment remains streamlined and targeted. Selecting the right candidate requires identifying the necessary specific skills, knowledge and qualities. Other important parts of the selection process include conducting any necessary aptitude tests and conducting a thorough background check to ensure the potential employee meets the basic qualifications of both the position and the University. Strategically the HR Office will facilitate various ways to reduce costs while ensuring enough staff is in place to complete all necessary job duties and responsibilities and working with the hiring managers to plan ahead lanning ahead for the loss of essential employees' skills to retirement.</p>	
KPI	Action Plan
<p>Improve Recruitment Process Recruitment cycle reduced by 15%</p>	<ul style="list-style-type: none"> • Ensure correct headcount and OD requirements are met by introducing monthly hiring request panel • Reduce recruitment cycle times from approval request to sending offer of employment • Reduce advertising cycle process by preparing and issuing guidelines for hiring managers • Improve the quality of Job Descriptions and Person Specifications by preparing and issuing guidelines to hiring managers • Improve the quality of shortlisted candidates by preparing and issuing guidelines to panel members • Improve the quality of interview questions/techniques by preparing and issuing guidelines to panel members
KPI	Action Plan
<p>Enhanced eRecruitment user ability and reduced number of enquiries by 15%</p>	<ul style="list-style-type: none"> • Further develop the e-Recruitment system supporting a first class recruitment process for recruiting managers • Develop user knowledge by providing user guidance notes for recruiters • Review amendments to e-Recruitment system to ensure processes are consistent with business needs • Reduced number of enquiries to the Employee Services Office

Employee Services Administration	
<p>The mission of our Personnel Administration team is to provide high quality support services that enable managers to focus on their core business whilst utilising our administrative expertise and maximising efficiencies. This includes contract administration, payroll data input and facilitation of accurate employe records throughout the employee life cycle.</p>	
KPI	Action Plan
<p>Improved Customer Experience by 15%</p>	<ul style="list-style-type: none"> • Provide a first class service on time everytime • Introduce clear process workflows for all aspects of the Employee Services Office administration • Review and update outgoing correspondence ensuring legal compliance • Review and improve processes in line with business needs • Ensure information is easily accessible to all staff via the HR Webpages • Reduction in the number of enquiries received
Employee Relations and Engagement	
<p>The emphasis of employee relations continues to shift from 'collective' institutions, such as trade unions and collective bargaining, to the relationship with individual employees. However in the HEI sector Trade Unions remain strong and the HR Office therefore remains focussed on the pluralist partnership. There is strong evidence that a positive psychological contract with employees will lead to superior economic performance, and managing the psychological contract is critical. We will achieve this by getting communication right including focusing on positive behaviours and outcomes, taking a positive, problem-solving approach, anticipating problems, recommending solutions and being able to offer sound advice to senior managers about implementation as well as surveying and interpreting employee attitudes, communications and conflict management. Most important is the ability to 'fit' policies and practices to suit the university's goals and the character of its workforce.</p>	
KPI	Action Plan
<p>Increase number of collaborative events with Trades UNION from 0-4 each year</p>	<ul style="list-style-type: none"> • Review of Human Resource Communication. TU reps to be invited to take part in local action planning groups • Development of TU involvement in staff network events (including Disability forum, LGBT Forum etc) • Developing TU involvement in collaborative Health and Wellbeing events • Continuing work and collaboration