

School of Information Risk Management (SIRM)  
People Strategy

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## School of Information Risk Management (SIRM) People Strategy

The aims and objectives of the School of Information Risk Management's People Strategy supports the School in meeting its business and development's strategic objectives. The People Strategy sets the strategic direction of the Human Resources activity for the period 2016 to 2021. The Strategy has been developed to support the mission and values of SIRM, and states how it values and treats its people in order to foster high quality in all areas of teaching, research, management and administration.

The Strategy is informed by the key values of 'freedom of academic thought and expression' and 'freedom from discrimination'. It aims to develop SIRM as an employer of choice with a culture, policies and procedures that sets high expectations, whilst providing a stimulating and inclusive environment for its people and developing a reputation for scholarship and research.

This is an exciting time with a potential for exceptional change in the sector. SIRM seeks to remain people-centered and plot and steer a successful course through an unsettled landscape.

The People Strategy has eight goals which are outlined informed and link with the plans for departments and the professional services. These strategic goals are divided into four key themes: recruitment, talent management, reward and thriving and inclusive community.

### ■ Objectives

Specific objectives have been developed to focus activity to meet our strategic goals:

- Goals 1 & 2 Attract and recruit the best people through a modern, open approach to recruitment. This will include recruitment materials, use of social media and other platforms. Selection processes will be flexible to suit departmental needs, but built on a clear SIRM recruitment policy that incorporates good practice supported by training for those involved in selection decisions.
- Goal 3 Structured induction of staff at all levels to ensure they receive the information, guidance and support they need to perform their role and operate within the SIRM way. Effective management of probation periods to ensure that expectations are clear and development needs are identified and met.
- Goals 4 & 5 Provision of development opportunities for people at all levels both for role-related skills and for personal development. These include leadership and management programmes and career pathways for academic and for professional careers. Career pathways will be supported by effective role design, promotion processes, mentoring and sponsorship. Joining up career pathway planning with recruitment, succession planning and redeployment will bring improved workforce planning and a sustainable resourcing model.
- Goal 6 Explore the sustainability of current pay structures, terms and conditions. Develop alternatives or additional elements to maintain a competitive edge both in recruiting staff and in recognising and rewarding excellent performance. Review pension and wider benefit provision, particularly in the face of pensions' scheme changes and changing tax regimes, to provide

benefits that are truly valued by people. Maintain up to date benchmarking data drawn from within the sector and from other sectors both nationally and internationally to inform remuneration decisions.

- Goal 7 Continually address areas of inequality. Embed behaviours and processes that promote a culture of inclusivity and equality of opportunity, taking account of all protected characteristics, within SIRM. Determine particular focus to be given to accelerate progress towards equality.
  
- Goal 8 Provide a healthy, happy and purposeful environment for all staff that promotes their wellbeing and enables them to achieve their personal goals. The physical environment, local management of people in departments (particularly in managing change), and provision of innovative wellbeing initiatives, all contribute to a positive, productive and rewarding environment which is at the heart of the Strategy.

## ■ Externally Recognised Standards

In order to ensure that our People Strategy is being achieved and the high standards expected of SIRM and its people are maintained, we meet the UK Quality Code and work within Acas practices. SIRM seeks to meet particular externally recognised, best practice Standards:

- MATRIX
- INVESTORS IN PEOPLE

The MATRIX standard ensures that staff are best placed to offer Information, Advice & Guidance to students which increases the standards that SIRM works by.

The INVESTORS IN PEOPLE standard ensures that SIRM is recognised for approaches so our employees are well-trained and developed in order to deliver higher performance through a well-led organisation.

The School will consider its progress against an action plan, provided as a road map and agreed with the School's staff and the Advisory Board.