



UK Research
and Innovation

Working as One HR

First edition

Introduction

The formation of UKRI in 2018 brought together seven research councils, Innovate UK and Research England with the aim of creating a world-class research and innovation system for the UK. More than a confederation of nine councils and open to new and ambitious ways of working.

Our work encompasses everything from the physical, biological and social sciences, to innovation, engineering, medicine, the environment and the cultural impact of the arts and humanities. In all of these areas, our role is to bring together the people who can revolutionise and change the world for the better. We work with the government to invest over £7 billion a year in research and innovation by partnering with academia and industry to make the impossible, possible. Through the UK's nine leading academic and industrial funding councils, we create knowledge with impact.

To support this work, we need to create an environment that helps our people to grow and flourish and this strategy lays out how the HR function will support UKRI fulfil its vision.

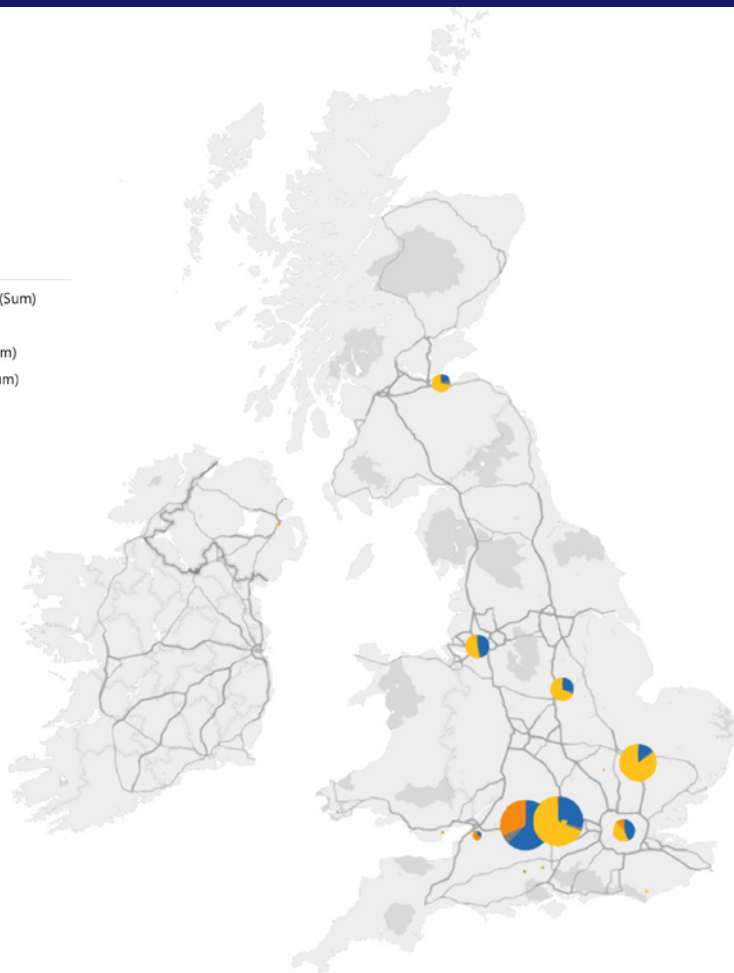
Our people are our greatest asset

Our people range from world class researchers and highly trained technicians in our centres, institutes and laboratories through to subject matter experts and those who ensure our processes work like clockwork. Each one of us can be proud of the role we play in improving people's lives through research and innovation. To do this we employ people throughout the UK and overseas.



Job Function

- Domain Expertise (Sum)
- Science (Sum)
- Major Projects (Sum)
- Administration (Sum)



7300

employees across
30 locations,
in **8** different
countries

4300

based in
Centres, Institutes,
Units & National
Laboratories

3300

employees
in science
based roles

Our Vision

is to provide a single coherent UKRI Human Resources function that is high quality, highly responsive and provides expert advice and insight which enables our people to fulfil their full potential and UKRI to achieve its corporate objectives.

The Mission

- Ensure UKRI has a high performing workforce that is tuned to meet its strategic objectives now and in the future.
- Attract, retain, develop and engage a high performing workforce.
- Be a strategic partner enabling strategic decision making by providing expert advice based on good quality business insight and analysis.





How HR will help deliver this

Over the first 18 months, following the creation of UKRI, significant progress has been made but there is still much to do. This is particularly true in the HR arena where the challenges posed by bringing nine organisations, each with its own approach to HR issues, into one coherent body are significant.

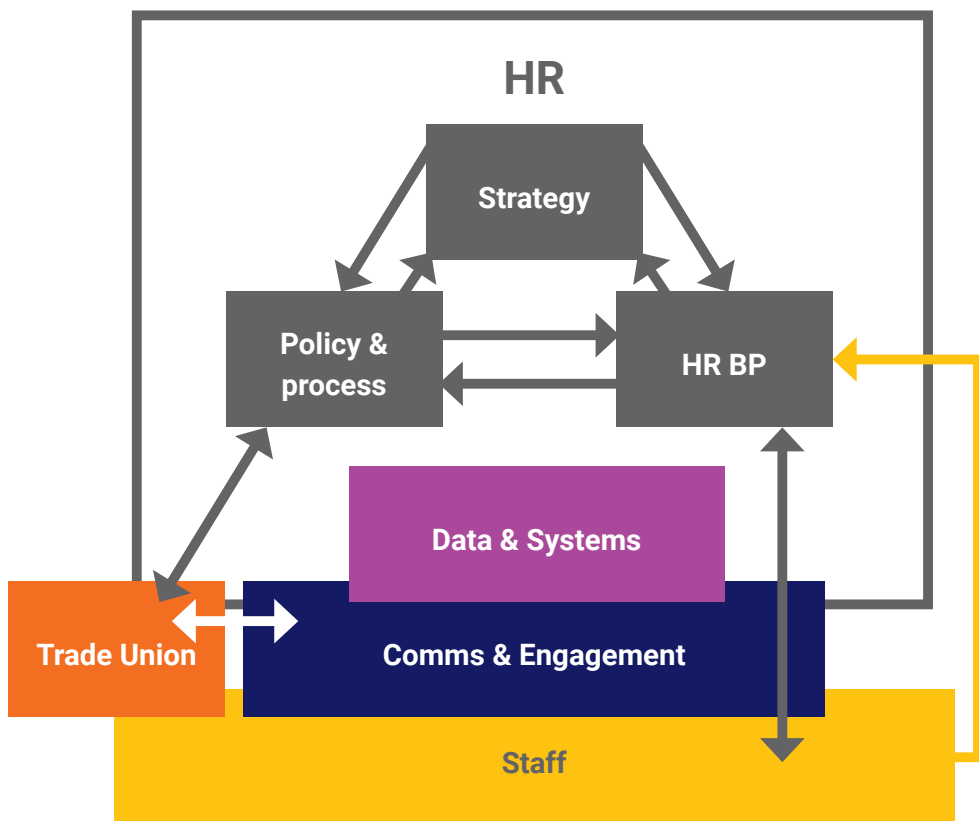
Given this context the HR Function has been established based upon the following design principles:

- We will seek to harmonise, where appropriate, policies and processes on the basis of best practice to facilitate transparency and support mobility.
- We will organise HR to provide central capability, in areas such as recruitment, workforce planning and learning and development, that is accessible by all employees.

- We will employ a Business Partner model to ensure we connect to all parts of the organisation. This will support consistent application of policies and ensure consistency of communication as well as facilitating support for the individual challenges of different councils and/or locations.
- We will provide data and expert advice to the business that enables and facilitates good decision making.
- We will provide and make best use of technology including preparing for, and implementing, a future shared services solution.
- We will engage and communicate with employees, management and our Trade Union colleagues across the organisation.

This is schematically illustrated opposite:





Strategic Roadmap

Based upon the Mission for the HR function, the remainder of this document lays out the strategic roadmap from December 2019 to the end of March 2021. This is organised under the following six strategic aims:

- Recruit and retain the right people, in the right place at the right time.
- Enable employees to develop their skills and their careers.
- Develop a high-performance culture.
- Ensure we reward people consistently.
- Be a place that promotes equality, diversity and inclusion and the well-being of our people.
- Develop underpinning policies, processes and systems that are reliable, robust and easy to use.

Wherever possible the timeframe for delivery of the activities encompassed by these aims are identified but it is important to note that the plan presented will continue to mature as we develop as an organisation.

To that end this HR strategic roadmap will be reviewed and updated at least quarterly and subsequent iterations will be made available electronically.

Each of the aims are expanded upon in subsequent pages.





Aim One

Recruit and retain the right people.

To enable the delivery of effective workforce plans to support the recruitment and retention of the right people, in the right numbers, in the right place, at the right time.

The key activities that will be undertaken are as follows:

Workforce Plan

The Workforce Plan will set out how UKRI will meet both current and future workforce needs in line with UKRI vision and objectives. This insight will enable us to understand what is happening in the workforce and improve our ability to evidence issues such as recruitment and pay.

In order to create a UKRI Workforce Plan we will start by working with Councils and Central Hub functions to produce a series of individual workforce plans within a framework that ensures we start to recognise the needs of UKRI as a whole. We will also work with Finance to align the business planning process with the Workforce Plan so there is a clear link between employee numbers and costs. This will help us to understand what capabilities and capacity we need, ensure an adequate supply of suitable employees and mitigate potential resourcing or financial risks. The first version of the Workforce Plan is expected to be delivered by March 2020.

Once we have created this baseline we will work with the component parts of the organisation to anticipate and respond to emerging changes in UKRI's environment. In parallel we will also consider the external factors that will influence our future workforce size, shape and composition as UKRI adopts technological advances, responds to competition for skills and maximises the benefits provided by consolidating services.

Recruitment

The Workforce Plan is designed to provide the demand signal to Recruitment. To ensure that we can meet this demand we need a highly responsive and efficient recruitment process. Improvements have already been realised but additional work is planned. In particular there will be further development of the recruitment and selection skills of managers to include best practice behavioural and strength-based assessment techniques.

The recruitment process is supported by our partners UKSBS and work is underway to develop our service level agreements to further improve timely and effective recruitment across UKRI. As part of this activity we will also be introducing the Taleo Applicant Tracking System; this is expected to be operational in the first half of 2020.



Employee Value Proposition

To attract the best talent, we will be making the best use of technology and marketing techniques, particularly focussing on those areas, such as the STEM environment, where we are seeking to attract and employ scarce skills.

To support this, work is underway on the development of UKRI Employee Value Proposition, which is designed to articulate why UKRI is a good place to work. This will encompass our values; the work environment; our culture; and, the excellent non-pay benefits and flexible working that enables employees to achieve a good work life balance. It is designed to encourage potential candidates to apply for roles but also to assist in the retention of the people we already employ. This work is underway and will be launched in the first half of 2020.

Induction

Making new starters feel part of UKRI on day one is important and a UKRI corporate induction programme was introduced in the middle of 2019. This started in Swindon but is now being rolled out to other sites across the UK and integrated with local induction processes. As we evolve we will continuously seek to improve the experience of new starters and our opportunity to capitalise on their previous experience.

Retention

We will improve our understanding of who is leaving UKRI and why, so we can learn how to make our employee experience more rewarding; we will feed this intelligence into our attraction and retention strategies.

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Aim One

Critical Success Factors

Short term:

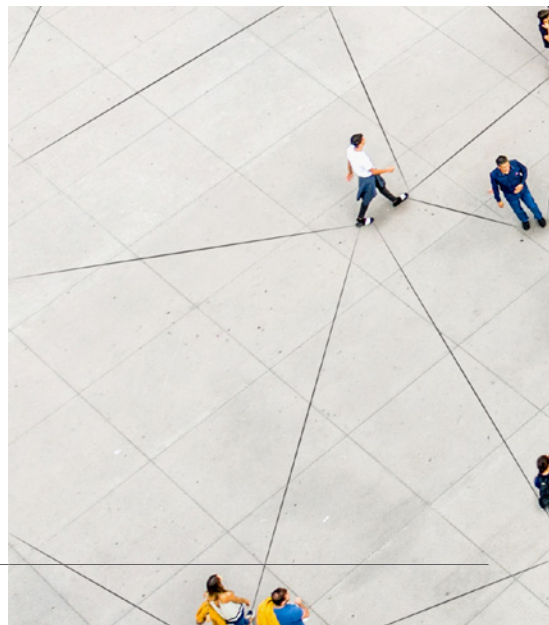
- Introduce an enhanced recruitment process that reduces the time to hire and ensures the business has the right people, in the right place, at the right time.
- Implement analytical systems, e.g. LinkedIn, Horsefly, that will allow us to understand the location and volume of available skills in the working population.
- Implement the Employee Value Proposition and attraction strategies by 31 March 2020.
- Work with Finance on business planning for 2020/21 so there is a consistent link between employee costs and FTE and use this to establish a target operating model by grade.
- Implement strategic workforce planning across UKRI and have a workforce plan drafted for the start of 2020/21 that supports delivery of UKRI's objectives and the HR Strategy.
- Review the exit process and ensure that a suitable procedure is in place to gather intelligence about why people leave UKRI.

Medium term:

- Implement a new applicant tracking system, Taleo, by 30 June 2020 and ensure this allows us to gather and extract data enabling us to find the best candidates as well as enhancing the applicant experience.
- Improve our recruitment data so we can benchmark performance, across all stakeholders, and use this to provide additional insight for the business.

Long term:

- Implement behaviours and skills frameworks to ensure selection includes assessment of consistent, core criteria and enhanced training of potential selection panel members.





Summary delivery plan:

| 1 Dec '19 – 31 Mar '20 | 1 Apr '20 – 30 Jun '20 | 1 Jul '20 – 31 Mar '21 |
|--|---|--|
| <ul style="list-style-type: none"> ■ Implementation of Workforce Plan. ■ Design, market and launch Employee Value Proposition. | <ul style="list-style-type: none"> ■ Implementation of Taleo Applicant Tracking System. ■ Implement analytical systems such as Horsefly and LinkedIn. ■ Review the exit process. | <ul style="list-style-type: none"> ■ Implement behaviours and skills framework. |

Aim Two

Enable employees to develop their skills & careers.

Provide the opportunity for employees at all levels in the organisation to further develop their skills and careers.

The key activities that will be undertaken are as follows:

Learning and Development

Councils have always championed the delivery of a learning and development culture with several historically being recognised for their excellence through the achievement of Investors in People status. As a consequence, there are already many examples of best practice taking place within the Councils and we need to capitalise on this work and share it across UKRI.

This Council based capability needs to be integrated into the centrally available programme and tools. An example of this is the Mindtools portal, as well as the recently launched and increasingly popular Management Development programme. We also provide access, where appropriate, to the Civil Service Learning portal, which provides essential access to those who see their career within a Civil Service profession. In future it is planned to implement the new Learning Platform for Government, which will extend access to a wide range of learning and development modules.

To integrate this together we will conduct a Training Needs Analysis to clarify our view of what we need both across UKRI and locally within councils. This will inform essential elements of mandatory training, leadership and management development and specific learning and development needs for each area of the business.

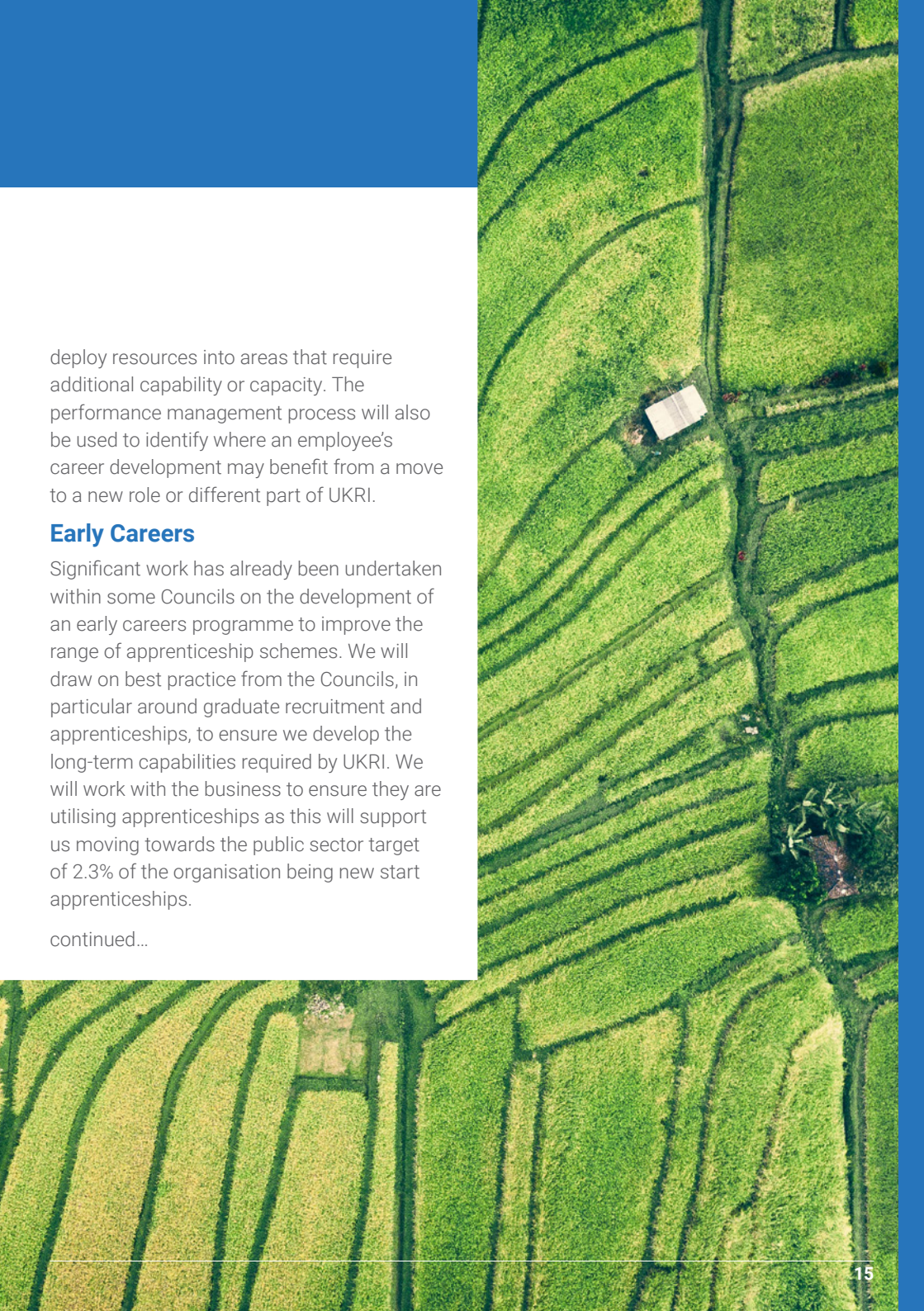
We will also use the Workforce Plan and the Training Needs Analysis to get a clear view of the skills we already have, those that are required and how many we need. We will then be able to develop strategies to address any capability or capacity gaps that we have.

Employee Mobility

Ultimately, if UKRI is to meet the challenge of greater interdisciplinary research and innovation, the organisation needs to become more agile and flexible. By achieving this, employees will experience more opportunities to advance their careers and broaden their experience. Research has shown that internal mobility is also valuable for organisations in terms of lower recruitment costs, improved succession planning, reduction in training and higher retention rates of their most talented people.

However, there are currently numerous barriers to employee mobility, such as: variations in terms and conditions; incoherent workforce planning; different IT/IS environments. To this end a reassignment/deployment process is being developed to make movement across the different parts of UKRI easier; this work is identifying the barriers that exist today and the associated actions required to overcome them.

This process will support workforce planning by making it easier for the organisation to

An aerial photograph of a vibrant green agricultural landscape. The field is divided into numerous rectangular plots by dark, winding lines representing furrows or drainage channels. A small, white, rectangular building with a dark roof is situated in the upper-middle section of the field. A narrow, dark stream or ditch runs vertically through the right side of the image. The overall scene is a dense, textured mosaic of green, with some areas appearing slightly more yellowish-green, possibly due to different crop types or stages of growth.

deploy resources into areas that require additional capability or capacity. The performance management process will also be used to identify where an employee's career development may benefit from a move to a new role or different part of UKRI.

Early Careers

Significant work has already been undertaken within some Councils on the development of an early careers programme to improve the range of apprenticeship schemes. We will draw on best practice from the Councils, in particular around graduate recruitment and apprenticeships, to ensure we develop the long-term capabilities required by UKRI. We will work with the business to ensure they are utilising apprenticeships as this will support us moving towards the public sector target of 2.3% of the organisation being new start apprenticeships.

continued...

Aim Two

Critical Success Factors

Short term:

- Develop a training and development network to ensure good practice is shared across UKRI. This work has already started with CIU Heads of HR. The first meeting of the network will take place in January 2020.
- Package the current Learning and Development offer by 31 December 2019.
- Conduct a Training Needs Analysis by 31 March 2020.
- Introduce a process for internal employee moves and developmental internal secondments by 31 December 2019.

Medium term:

- Review the current leadership and management development programmes currently being provided and establish a UKRI wide approach drawing on the best practice identified, providing a corporate leadership framework and drawing upon the very best of the current by 30 June 2020.
- Increase the UKRI's rate of compliance with statutory and mandatory training requirements.

Long term:

- Enhance the employee opinion survey score for Learning and Development to a level that is equivalent to that achieved by high performing organisations in the Civil Service.
- Increase the number of new apprentice starts across all areas of UKRI in line with the public sector target.

Summary delivery plan:

| 1 Dec '19 – 31 Mar '20 | 1 Apr '20 – 30 Jun '20 | 1 Jul '20 – 31 Mar '21 |
|--|--|---|
| <ul style="list-style-type: none">■ Introduce process for internal employee moves and developmental internal secondments.■ Conduct a Training Needs Analysis. | <ul style="list-style-type: none">■ Develop a UKRI Early Careers Programme.■ Review current leadership and management development programmes. | <ul style="list-style-type: none">■ Enhance the People Survey score for L&D to a level equivalent to high performing Civil Service departments.■ Increase number of new apprentice starts in line with public sector target. |



Aim Three

Develop a high-performance culture.

Enable the development of a high-performance culture in which employee performance can be supported, rewarded, enhanced and managed effectively.

The key activities that will be undertaken are as follows:

Leadership

During times of change leaders act as role models ensuring the changes underway in an organisation become deeply ingrained in the culture of the future. The empirical evidence, independent reports and best practice from the private sector show that strong leadership is critical to the culture of high-performing organisations.

We will work with the Executive Leadership Team and through lead HR Business Partners, to develop a Leadership Statement based on our Values. This will focus on supporting the transformation of the culture of the UKRI without losing the strength we draw from the individual identities of our Councils. The statement will form the basis for management objectives, behaviours and values that would be cascaded to all managers and employees across UKRI through the annual performance management and appraisal process.

HR will work closely with the Communications and Engagement Directorate to ensure the Leadership Statement, values and behaviours can be embedded effectively to support the wider work on cultural change and transformation. Setting out to develop the key skills required in UKRI leaders to help them move towards a united organisation based on accountability and driven by high quality outcomes for research and innovation and value for money for the taxpayer.

To support this we will review, evaluate and implement leadership development and management development programmes to ensure they reflect UKRI values, behaviours and strategic direction.

Performance Management

Performance management is central to how our leaders and their team work together and with others. It is a core business process that involves building a shared understanding of what success looks like and how it can be delivered and maintained. Open, honest, and frequent dialogue between an individual and their line manager is essential. Everyone needs to be clear about expectations and required outcomes and how these will be assessed and rewarded.

Effective performance management is critical for creating and supporting a high-performance culture, with a focus on quality service delivery. It comprises rigorous individual performance planning and assessment together with personal development.

To support this, a structured performance management system will be introduced in 2020. This is currently being designed for use from April 2020 and will:

- be used consistently across UKRI
- be aligned to support delivery of wider people management objectives
- assist in setting clear performance standards
- aid in the identification of high performing talent and those that will benefit from a change in role or business area
- invoke personal development discussions
- provide opportunities to reward excellent performance

Talent Management

There are pockets of good practice across the different parts of UKRI in the identification and nurturing of talent but currently there is not a common approach. In doing so we should be clear about our critical roles (senior leadership and scarce or domain specific skills). The nine-box grid method is a long-established approach that has been successfully deployed and we should review the efficacy of implementing this or a similar approach, so we have a consistent and tested approach to assessing talent. We should also, over time, create clear and well communicated succession plans which provide a level of organisational resilience and enhance the retention of our talent. Our approach to talent management will be developed in the first half of 2020.

Career Pathways

In parallel with the work on talent management, work will be undertaken to develop career pathways which lay out the way in which we will seek to develop employees in line with our overall Workforce Plan.

Employee Engagement

A key element of any high performing organisation is employee engagement and communication. We recognise the importance of listening to and acting on what our people tell us, and we want to encourage openness and honesty in communication. We will, therefore, look at ways to engage and seek views from our employees on how we can increase the effectiveness of the HR function at all levels across the organisation.

continued...

Aim Three

Critical Success Factors

Short term:

- Introduce an enhanced performance management approach (to include education, moderation and link to reward).
- A Leadership Statement to be delivered, in collaboration with our Communications team by 31 March 2020.

Medium term:

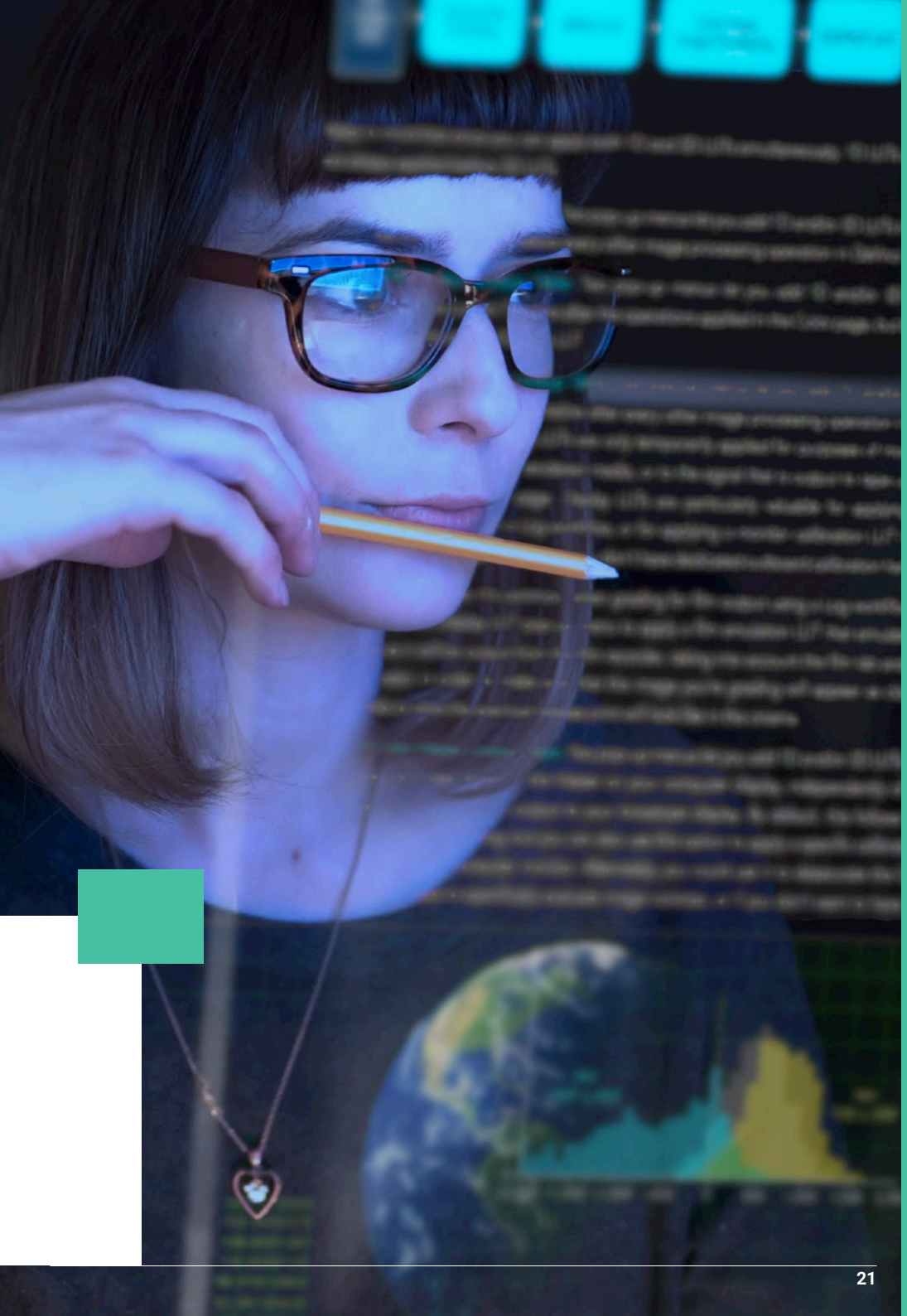
- Introduce leadership and management development programmes by 30 June 2020.
- Implement a talent management strategy across UKRI by 31 March 2020.
- An audit of management capabilities as part of the Training Needs Analysis.

Long term:

- Enhance the employee opinion survey score for Leadership and Management to a level that is the equivalent of the scores achieved by high performing organisations in the Civil Service.
- Development of a Career Pathways framework.
- Improve the Employee Engagement Index score in the engagement survey year on year.

Summary delivery plan:

| 1 Dec '19 – 31 Mar '20 | 1 Apr '20 – 30 Jun '20 | 1 Jul '20 – 31 Mar '21 |
|--|---|--|
| <ul style="list-style-type: none">■ Devise a Leadership statement.■ Implement Talent Management Strategy. | <ul style="list-style-type: none">■ Devise leadership and management development programmes.■ Audit of management capabilities as part of Training Needs Analysis. | <ul style="list-style-type: none">■ Enhance the People Survey score for Leadership and Management to a level equivalent to high performing Civil Service departments.■ Develop career pathways framework. |



Aim Four

Ensure we reward people consistently.

Design of the new UKRI Reward Strategy in line with strategic business objectives that sets out the principles for the new harmonised UKRI pay framework.

The key activities that will be undertaken are as follows:

Design of New UKRI Reward Strategy

As a result of bringing nine organisations into one there is currently no unified approach to pay across the whole of UKRI. This results in inconsistencies in terms of how employees are rewarded, equally there is employee discontent at the lack of pay progression following changes in HMT pay policy.

Given this backdrop the Reward Strategy will consider both internal and external influences and ensure that employees are consistently rewarded across UKRI. It will help to develop a high-performance culture by linking pay to performance and develop links between pay progression and acquisition of competence, particularly in scientific roles.

To inform this, work is being undertaken into reviewing specific STEM roles against the market to assess whether there is evidence to support a business case for pay flexibility in 19/20.

Design and Implement a Harmonised UKRI Pay Framework

Based on the new Reward Strategy a new UKRI pay framework will be developed. This will need to provide a range of interventions which may vary across the organisation depending on business need, but which will remain consistent to the principles in the strategy and across relevant employee groups.

These will include interventions to support recruitment and retention, implementing a link between pay and performance and development of connections between pay and acquisition of competence, particularly in scientific roles.

Senior Pay Approvals – Compliance

Underpinning this it is vital that all pay casework is conducted in compliance with Cabinet Office and Treasury rules. Accordingly, all HR Business Partners will notify the UKRI Reward Team of any cases and will follow the guidance provided by the Reward Team on submitting these for approval of BEIS. No exceptions will be made to this process. A link between pay and performance and development of links between pay and acquisition of competence particularly in scientific roles.

Harmonisation of Grading

In support of the above a longer-term piece of work will involve the evaluation of UKRI posts using a reliable job evaluation mechanism, JEGS. The purpose of this review will be to ensure constancy of grading and to establish a new clear and consistent UKRI grading system.

HR teams will be trained in job evaluation to support this activity. continued...



Aim Four

Critical Success Factors

Short term:

- Develop and socialise the UKRI Reward Strategy before April 2020.
- Delivery of research on STEM business case to allow decision by RemCom on business case by January 2020.
- Begin developing proposals for 2020/21 pay round including building business case for pay flexibility for delegated grades to implement further harmonisation/new terms and conditions.

Medium term:

- Begin review of senior roles to ensure consistency of grading.
- Implement new performance management arrangements for Directors/Deputy Directors by April 2020.
- Finalise proposals for 2020/21 pay round for delegated grades including business case for pay flexibility to implement further harmonisation/new terms and conditions in light of pay remit guidance when issued. Target date April 2020.

Long term:

- Complete implementation of new terms and conditions as part of July 2021 pay round.
- Complete job evaluation work and in order to establish a new consistent UKRI grading system.

Summary delivery plan:

| 1 Dec '19 – 31 Mar '20 | 1 Apr '20 – 30 Jun '20 | 1 Jul '20 – 31 Mar '21 |
|--|---|--|
| <ul style="list-style-type: none">■ Develop Reward Strategy.■ Delivery of research for STEM business case.■ Implement new performance management arrangements for Directors and DDs. | <ul style="list-style-type: none">■ Finalise 2020/21 pay round proposal for delegated grades. | <ul style="list-style-type: none">■ Implement new terms and conditions.■ Complete job evaluations work to establish a new consistent UKRI grading system.■ Improve completion of equal opportunities data. |



Aim Five

Provide an environment that promotes equality, diversity and inclusion (EDI) and the wellbeing of our people.

To continue to develop an inclusive working environment where everyone feels valued, that their contribution matters and that they are able to perform to their full potential, no matter their background, identity, cognitive style or circumstances.

The key activities that will be undertaken are as follows:

Equality, Diversity and Inclusion (EDI) Strategy

UKRI has already developed a well-researched and wide-ranging strategy for EDI in the context of our external interaction with the research and innovation community. HR will continue to support the development of this strategy and ensure it aligns with the approach being adopted internally which will embrace best practice drawn from within Councils.

Representation

We will encourage our people to provide their equal opportunities information to provide a clear picture across UKRI. This can then be used to develop a strategy to improve representation.

To support recruiting a diverse range of candidates, we will increase and improve our attraction through; recruitment methods and processes, particularly apprenticeships; through engagement with schools and universities; and improvement in our branding and social media presence. We also need to explore how we advertise roles, our selection process and completion of unconscious bias training.

Gender Pay Gap

We will work with the business to reduce the Gender Pay Gap which currently stands at a mean average of 11.6%. We will develop a strategy for how we address this, but solutions could include: more female representation on selection panels and a change in how roles are advertised.

Special Interest Groups

There are currently different approaches to specialist interest groups (Wistern, Dyslexia, LGBT, BAME etc.). We will explore options for implementing appropriate approaches at UKRI level. We will seek to engage with these groups when developing new initiatives. This will help develop diverse perspectives and ways of working for UKRI.

Diversity Training

To improve manager capability and diversity learning at all levels, a review of existing diversity training will be conducted and new training introduced. We will promote success, encourage sharing of best practice and learn from other organisations, such as BEIS, on how they are improving diversity and inclusion. UKRI funds and supports



research on mental health, working lives and many other aspects of social research that is relevant to working life. We aim to use the best practice research that we support in our everyday work to support UKRI employees.

Health and Wellbeing

We already have in place a range of wellbeing initiatives such as the Employee Assistance Programme and we will also continue to work with UKRI Occupational Health and Counselling Services. However, it is recognised that there is a need to draw all the aspects being delivered together and to provide a more coherent approach to wellbeing and to this end work will be undertaken to establish a UKRI Wellbeing Strategy.

Employee Relations

We recognise the value of collaborative working with Trade Unions (TUs) and the benefits this brings to the workplace for UKRI employees. UKRI encourages employees

to join a recognised Trade Union. A UKRI Recognition Agreement is in place with the Trade Unions that sets out a framework for consultation and collective bargaining. This enables UKRI and its recognised Trade Unions to work together to further both the interests of UKRI and, consequently, our employees.

We are committed to joint consultation and negotiation with the recognised Trade Unions with a view to reaching a mutually acceptable outcome on all matters affecting the aims and objectives of UKRI and the working lives of our employees. To that end we will actively engage with the TU's on key areas such as policy development, Reward; EDI and employee wellbeing.

continued...

Aim Five

Critical Success Factors

Short term:

- Implement a wellbeing strategy by May 2020 and raise awareness of health and wellbeing initiatives such as the Employee Assistance Programme.
- Develop a UKRI Equality Diversity and Inclusion strategic framework which aligns with our externally facing strategic objectives.
- Baseline our Equality Diversity and Inclusion practices across UKRI
- Conduct a review of the training available and put a new provision in place by 31 March 2020 to meet the needs of UKRI.

Medium term:

- Develop our employee Equality, Diversity and Inclusion networks to enhance our employees' voices on EDI issues.

Long term:

- Improve employee completion of equal opportunities data year on year.
- Improve the diversity of candidates throughout UKRI recruitment processes.

Summary delivery plan:

| 1 Dec '19 – 31 Mar '20 | 1 Apr '20 – 30 Jun '20 | 1 Jul '20 – 31 Mar '21 |
|--|---|--|
| <ul style="list-style-type: none">■ Review of training and put a new provision in place.■ Develop UKRI Equality, Diversity and Inclusion strategic framework. | <ul style="list-style-type: none">■ Develop our EDI networks.■ Implement Wellbeing Strategy. | <ul style="list-style-type: none">■ Improve the diversity of candidates coming through recruitment.■ Improve employee completion of equal opportunities data. |



Aim Six

Develop underpinning policies, processes and systems that are reliable and easy to use.

To improve workforce information and HR governance to ensure that we have the tools and technology to understand the nature of our workforce and further embed evidence to support our decision making.

The key activities that will be undertaken are as follows:

Policies and Advice

A modernised set of organisational policies will be implemented to support a modern HR offering to provide a consistent approach across UKRI. These will be based on best practice in Civil Service and other sectors while considering what is appropriate for UKRI. These policies will also enable us to work as efficiently as possible, reduce bureaucracy in our HR policies and procedures and ensure consistent ways of working across all parts of UKRI.

Future Shared Services

The Future Shared Services programme is responsible for developing and implementing a new Enterprise Resource Management system to replace the current version of Oracle. This will improve UKRI's ability to collect, store, manage and interpret HR and Finance data. This represents a strategic milestone for UKRI as it impacts every member of our workforce. This will support HR's mission to provide insight based on good quality data analysis as well as informing and measuring the success of the overarching aims and critical success factors in the HR Strategy.

Successful implementation relies upon robust preparation in relation to systems, data, reporting and organisational culture in terms of adhering to business processes that will enable our people data to be accurate. Unifying UKRI people processes and having one source of data will be key in enabling successful implementation of the Future Shared Services programme.

Systems

Concurrently we will implement an Applicant Tracking System, thereby improving our insight within recruitment, and work with both our system suppliers to address issues, being careful to ensure that these improvements are built upon and within the configuration of our new system.

Successful implementation will also require a change in culture towards our system. We will endeavour to improve user experience of systems in the interim, to enable employees and line managers to regularly interact with our present systems. The new system promises huge steps forward in improving efficiency, visibility of workflows and speed of updates to enable users and line management to operate more effectively and be more accountable.

Effective promotion and engagement of employees prior to implementation will be critical to early success. This will be achieved through both direct new system-related engagement initiatives, as well as the steady increased visibility of HR analytics products.

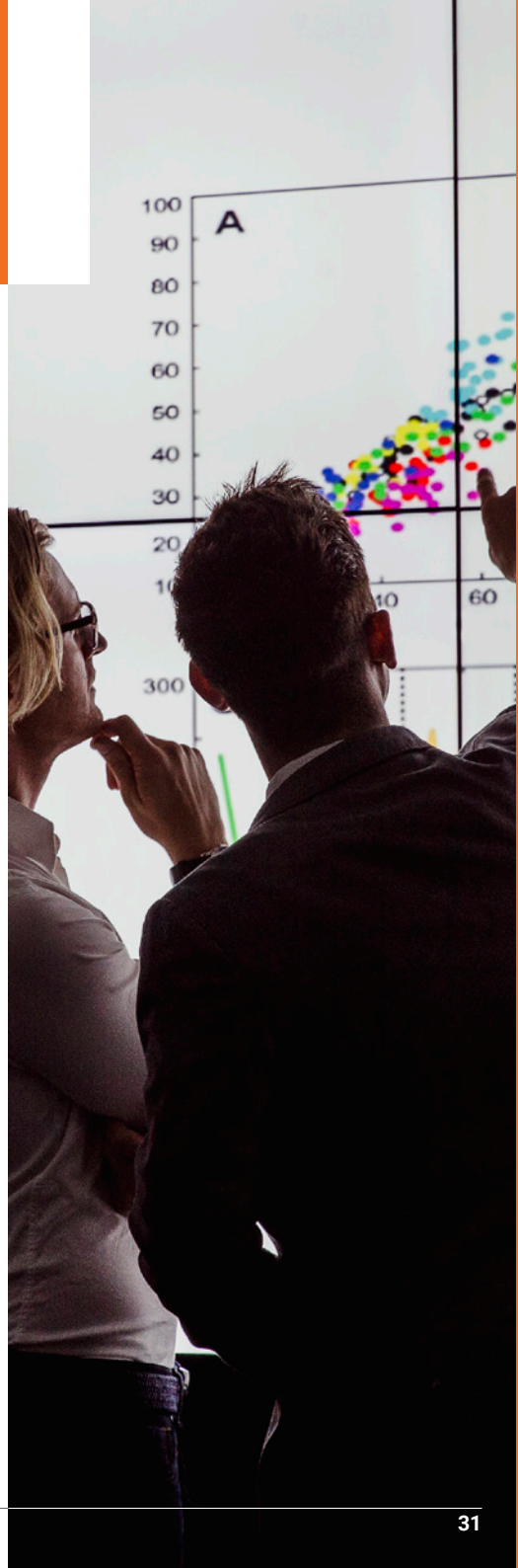
Data and Reporting

We will support data owners with a data cleansing programme to establish a credible 'source of truth' and consider consolidating pre-cursor Oracle records into a single UKRI version. The HR Functional Support Team will continue the development of data visualisations and roll this out across the business to provide stakeholders with accessible intelligence and encourage more self-service. We will look to increase the accessibility of such systems to ensure managers have all relevant information to support their decision making.

Key Performance Indicators

We will continually develop the HR metrics used in UKRI wide performance reports. In addition, we will develop internal HR metrics to enable us to assess performance, and benchmark HR Services against the Civil Service and other public bodies.

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Aim Six

Critical Success Factors

Short term:

- Deliver a data cleansing programme to ensure our workforce data is accurate and recognised by the business. As part of the project consider consolidating separate pre-cursor Oracle employee records into a single UKRI version by 31 March 2020.
- Develop underpinning business processes to ensure that the business know how to update employee records.
- Develop existing monthly and quarterly data products to provide the business insight to support strategic decision making.
- Promote and make data visualisation tools accessible to HR Business Partners and the business enabling more self-service in drawing insight from data at a local level.
- Introduce a range of focussed and relevant HR performance metrics to further develop benchmarking of HR performance.

Medium term:

- Derive more insight from analytical products for decision making.
- One set of policies and letters to be delivered by 31 December 2019 with modernised policies being in place by 30 June 2020.

Long term:

- Following implementation and user training we anticipate user engagement of the FSS system to increase markedly and look to develop a means to measure and monitor the quality of our people data.

Summary delivery plan:

| 1 Dec '19 – 31 Mar '20 | 1 Apr '20 – 30 Jun '20 | 1 Jul '20 – 31 Mar '21 |
|--|---|---|
| ■ Deliver data cleansing programme and consider consolidating Oracle records into a single UKRI version. | ■ Modernised policies to be put in place. ■ Develop monthly and quarterly data products. | ■ Implementation of Future Shared Services. |



Summary

The Strategic Roadmap laid out in this document is the first step in ensuring that future HR services are well managed and add value to the business. We aim to be a strategic partner for the business and support leaders to make strategic decisions by providing expert advice based on good quality business insight and analysis but we need to put down some firm foundations first.

This Strategy is focussed on laying down those foundations for uniting the HR service across UKRI. These foundations and good practice will be pivotal in making UKRI a higher performing organisation.

Success in terms of HR's performance will be measured in the following ways:

- Positive feedback from BEIS as our sponsor department.
- Ensure the delivery of the work is managed as a programme of work under the Transformation Programme. This will enable us to measure ourselves against clear deliverables and milestones whilst also being transparent about what we are committed to achieving.
- Feedback from the Executive Team at UKRI and senior stakeholders in the Councils.
- Benchmarking – comparison with other public bodies and government departments.

Summary delivery plans:

Aim One:

Recruit and retain the right people.

Aim Two:

Enable employees to develop their skills & careers.

Aim Three:

Develop a high-performance culture.

Aim Four:

Ensure we reward people consistently.

Aim Five:

Provide an environment that promotes equality, diversity and inclusion (EDI) and the wellbeing of our people.

Aim Six:

Develop underpinning policies, processes and systems that are reliable and easy to use.

| 1 Dec '19 – 31 Mar '20 | 1 Apr '20 – 30 Jun '20 | 1 Jul '20 – 31 Mar '21 |
|--|---|--|
| <ul style="list-style-type: none"> ■ Implementation of Workforce Plan. ■ Design, market and launch Employee Value Proposition. | <ul style="list-style-type: none"> ■ Implementation of Taleo Applicant Tracking System. ■ Implement analytical systems such as Horsefly and LinkedIn. ■ Review the exit process. | <ul style="list-style-type: none"> ■ Implement behaviours and skills framework. |
| <ul style="list-style-type: none"> ■ Introduce process for internal employee moves and developmental internal secondments. ■ Conduct a Training Needs Analysis. | <ul style="list-style-type: none"> ■ Develop a UKRI Early Careers Programme. ■ Review current leadership and management development programmes. | <ul style="list-style-type: none"> ■ Enhance the People Survey score for L&D to a level equivalent to high performing Civil Service departments. ■ Increase number of new apprentice starts in line with public sector target. |
| <ul style="list-style-type: none"> ■ Devise a Leadership statement. ■ Implement Talent Management Strategy. | <ul style="list-style-type: none"> ■ Devise leadership and management development programmes. ■ Audit of management capabilities as part of Training Needs Analysis. | <ul style="list-style-type: none"> ■ Enhance the People Survey score for Leadership and Management to a level equivalent to high performing Civil Service departments. ■ Develop career pathways framework. |
| <ul style="list-style-type: none"> ■ Develop Reward Strategy. ■ Delivery of research for STEM business case. ■ Implement new performance management arrangements for Directors and DDs. | <ul style="list-style-type: none"> ■ Finalise 2020/21 pay round proposal for delegated grades. | <ul style="list-style-type: none"> ■ Implement new terms and conditions. ■ Complete job evaluations work to establish a new consistent UKRI grading system. ■ Improve completion of equal opportunities data. |
| <ul style="list-style-type: none"> ■ Review of training and put a new provision in place. ■ Develop UKRI Equality, Diversity and Inclusion strategic framework. | <ul style="list-style-type: none"> ■ Develop our EDI networks. ■ Implement Wellbeing Strategy. | <ul style="list-style-type: none"> ■ Improve the diversity of candidates coming through recruitment. ■ Improve employee completion of equal opportunities data. |
| <ul style="list-style-type: none"> ■ Deliver data cleansing programme and consider consolidating Oracle records into a single UKRI version. | <ul style="list-style-type: none"> ■ Modernised policies to be put in place. ■ Develop monthly and quarterly data products. | <ul style="list-style-type: none"> ■ Implementation of Future Shared Services. |



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