

# BUILDING SUCCESS TOGETHER

**The Birkbeck People Strategy 2017–2023**

‘Now is the time for the universal benefits  
of the blessings of knowledge.’

George Birkbeck

**LONDON'S EVENING UNIVERSITY**



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## BUILDING SUCCESS TOGETHER: BIRKBECK PEOPLE STRATEGY 2017-2023

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I am delighted to support ‘Building Success Together’, the new People Strategy for Birkbeck.

I am constantly reminded that Birkbeck is a unique place to work and study – we see it every day but especially at our wonderful graduation ceremonies. However, what is truly remarkable when compared to so many of our peers is that our mission remains as true today as it did in 1823, when George Birkbeck set out his vision for a different kind of education. On the eve of our 200th anniversary we can say that perhaps more than ever, ‘Now is the time for the universal benefits of the blessings of knowledge’.

Of course, the world has changed enormously since those days but the principle of high-quality education, accessible to all, delivered by skilled and knowledgeable staff committed to delivering quality services, has remained a constant. Birkbeck goes from strength to strength but we continue to face challenges on diverse fronts, including financial, regulatory and political pressures.

We will only overcome these challenges and seize the opportunities they present if we all work together. We often say that our students are our greatest ambassadors, but equally important are our staff. ‘Building Success Together’ sets a new direction for our staffing

strategies. It takes a step back, refocuses on our core College mission and objectives, and sets a new vision for managing, supporting and engaging our staff to drive us towards 2023 and beyond.

Tackling future challenges, while staying true to our founding philosophies, isn’t going to be easy. We will need to push harder on achieving value for money across all our schools and services, and we all need to work together to maximise the effectiveness and performance of our staff. ‘Building Success Together’ starts to set out how we intend to do this. We need to retain our focus on delivering outstanding research and teaching, but it’s clear that we also need to improve our communication and engagement with staff. Pay and benefits, and the challenges of living in London, remain a concern for our staff, and we will need to review our reward strategies. Our Staff Survey has also highlighted the need to review our career development support and, in particular, we need to continue to focus our support for women and staff from minority groups.

Perhaps above all, I ask you to join me in welcoming the drive to refocus our staffing strategies and policies to support and enable academic excellence in research and teaching and learning. We can only achieve success together if we build the future together.

*Professor David Latchman CBE, Master*



# BIRKBECK IS DIFFERENT

Birkbeck is special – let’s make no bones about it. Our greatest strengths lie in our ability to adapt to change, to turn challenges into opportunities, and to transform and evolve, while staying true to our mission and founding principles. We can only do this through the continuing dedication and flexibility of our staff.

Our challenge for the future is how to remain focused on our mission against a background of financial and political pressures and increasing competition – and that’s to say nothing about the immense challenges inherent in Brexit and what that may mean for higher education.

On the eve of our 200th anniversary we have consciously made time to review our priorities. This is the right time for a new People Strategy. The College needs to refocus itself to meet new strategic challenges, and HR needs to be engaged at the forefront of discussions and decisions on how these are tackled. After all, we cannot achieve continued organisational success without the support of the College community. It’s time to look again at how we motivate, manage, listen to, support and recognise our staff.

We have taken time to review College and school priorities, listened to staff focus groups, digested Staff Survey results, and endeavoured to shape hundreds of responses into five core strategic themes to take forward. We present these as the core building blocks for ‘Building Success Together’:




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## BLOCK 1: BUILDING COLLEGE SUCCESS

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## BLOCK 2: BUILDING OUR FUTURE WORKFORCE

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## BLOCK 3: BUILDING A GREAT PLACE TO WORK

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## BLOCK 4: BUILDING WORKFORCE DIVERSITY

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## BLOCK 5: BUILDING SUCCESS THROUGH RECOGNITION

The following document sets out our vision for supporting excellence and success in Birkbeck from 2017–2023. We hope you will join us in this journey – we will not succeed without you.

*Birkbeck Human Resources team*

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# WHAT MAKES BIRKBECK SPECIAL?



Birkbeck is a successful world-class research and teaching institution, a vibrant centre of academic excellence and the nation's only specialist provider of evening higher education. We are deservedly proud of our rich heritage but equally proud of our vision to continue to deliver our unique model to future generations.

### WORLD-CLASS RESEARCH AND TEACHING

Birkbeck is one of the world's leading research-intensive institutions. Our scholarship informs public policy, achieves scientific advances, supports the economy, promotes culture and the arts, and makes a positive difference to society. Our research success is also central to our teaching excellence: 83% of our academic staff were entered into REF2014, far above the national average.

### BASED IN THE HEART OF LONDON

Based in Bloomsbury, we are part of the University of London and benefit from partnerships and collaborations with major higher education institutions in London and beyond. As part of our mission to provide high-quality higher education for all we also partner with over 50 further education colleges in London. Our central London location means our staff also have access to world-class communication links and leisure activities.

### INTERNATIONALLY FOCUSED

In 2016, the THES ranked Birkbeck as one of the top 50 global most internationally focused universities. 30% of our students and 32% of staff are from outside the UK, and we have strategically important partnerships with the world's leading universities. Regardless of Brexit, Birkbeck will continue to encourage staff and students from outside the UK to come to study and work with us.

### CELEBRATED EVENING TUITION

We know the conventional university model is not right for everyone. Our academic and support staff celebrate our mission to provide a unique model to the people of London and our wider communities. Our evening teaching gives students the opportunity to study at a world-class, research-intensive university and to progress their career at the same time.

### 200 YEARS OF COLLEGIALLY AND RADICAL THOUGHT

The Birkbeck culture of collegiality and staff partnership, coupled with 200 years of radical thought, remains central to our staffing strategy and academic success. Our staff are committed to providing the best services to our students and, in turn, we recognise and celebrate our staff as being central to our continuing success.

### FAIR PAY FOR ALL

While we have a responsibility to our students and staff to ensure that our finances remain sustainable, we remain committed to fair pay for all. We are a signatory to the London Living Wage. In 2017, we are conducting an ongoing Equal Pay review across all staff groups.

### WHAT OUR STAFF SAY

*95% say that: 'my Department contributes to the success of Birkbeck'.*

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# FOUNDATIONS OF THE PEOPLE STRATEGY



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## THE PEOPLE STRATEGY AIMS TO SUPPORT THE CORE BIRKBECK MISSION WHICH IS TO:

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- provide flexible and part-time higher education courses which meet the changing educational, cultural, personal and career needs of students of all ages; in particular those who live or work in the London region
- enable adult students from diverse social and educational backgrounds to participate in our courses
- maintain and develop excellence in research and provide the highest-quality research training in all our subject areas
- make available the results of research, and the expertise acquired, through teaching, publication, partnerships with other organisations and the promotion of civic and public debate.

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## THE PEOPLE STRATEGY AIMS TO SUPPORT THE OBJECTIVES OF BIRKBECK, WHICH ARE TO:

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- offer our students an integrated range of flexible, research-led academic programmes across all levels of provision
- achieve and maintain strong research cultures in support of interdisciplinary work in each school
- ensure that the College provides an inclusive working and learning environment for its students and staff, so that all may develop to their full potential
- develop the College's capacity to respond rapidly to new and changing opportunities and challenges in higher and further education
- develop sustainable partnerships within the London region and beyond.

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## STAFF ENGAGEMENT AND CONSULTATION

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The College's future plans cannot be delivered without the active participation and commitment of all of our staff. This People Strategy has been developed through active consultation across the College community, through focus groups and surveys, as well as from the analysis of current and historic staffing data, and through formal consultation via the College governance structure.

We are committed to active consultation and communication with our staff. We will hold a full Staff Survey every three years, with a new mini 'pulse' survey undertaken annually. We will continue to convene focus groups to seek ideas and feedback. We will celebrate our cultural strengths and recognise the special partnership we have with our staff and trade unions by developing a new Trade Union Partnership and Recognition Agreement.

### WHAT OUR STAFF SAY

90% say: *'Birkbeck is a good place to work'*.

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## COMMITMENT TO EQUALITY AND DIVERSITY

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Striving to achieve equality and diversity for our staff and students remains central to the Birkbeck mission. To ensure that this vision is actively coordinated and celebrated as a key asset we have created a new HR Strategy and Policy team (see page 23) to help drive this. We believe that striving to improve staff inclusion and to achieve greater staff diversity will bring business success and benefits to all.

We aspire to be known as an employer of choice for staff from all backgrounds, by achieving genuine equality of opportunity for all. We believe that promoting diversity will support success in student recruitment and engagement as well as in our widening participation and internationalisation goals. Reflecting its importance to us, Building Workforce Diversity is identified as a separate building block of our People Strategy but it is also a key theme in all building blocks of this strategy.

### WHAT OUR STAFF SAY

91% say: *'Birkbeck has an inclusive and enabling environment which promotes tolerance and freedom from discrimination'*.

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## MAXIMISING STAFF EFFECTIVENESS AND CELEBRATING TALENT AT ALL LEVELS

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We recognise that the higher education sector faces serious challenges, and we must maximise staff performance and effectiveness to deliver a sustainable future for the College. Everyone, at all levels and in every role, contributes to the successful delivery of the Birkbeck mission.

We will support and develop our leaders and managers to ensure that the College delivers the necessary services and outputs. In turn, we will also support all colleagues to achieve their full potential through focused training and development, by clarifying core expectations and values, and by equipping professional managers and academic leaders with the skills and tools to manage performance. We will embed workforce planning, to ensure that we have the right staff, with the right skills, in the right roles, at the right time.

### WHAT OUR STAFF SAY

93% say: *'I can decide on my own how to go about doing my work'*.

# SUPPORTING COLLEGE SUCCESS



Birkbeck will celebrate its 200th anniversary in 2023. The College recognises that to achieve success in 2023 and beyond, our People Strategy needs to focus our investment in staff. Our commitment to widening participation in education, student and staff equality and inclusion, and excellence in research and in teaching and learning are as important to our mission as they ever were. However, there are other essential measures of success, and focus groups and discussions with senior staff and stakeholders have helped us to explore these. All of the measures shown below are intrinsically linked: success in one drives success in all. Our People Strategy aims to support these goals, by developing strategies, policies and initiatives to ensure that our staff have the necessary skills, talents and resources to succeed.

## RESEARCH EXCELLENCE

Birkbeck continues to achieve research excellence. 73% of our research is world-leading or internationally excellent and 83% of our staff were returned in REF 2014.

## TEACHING AND LEARNING EXCELLENCE

Providing quality teaching and learning to all remains central to our mission. Our teaching model remains unique and inspires students and staff alike.

## STUDENT RECRUITMENT

All staff need to understand their role in supporting student recruitment to sustain the College's financial future.

## STUDENT SATISFACTION

Student satisfaction and retention remain key goals for our continuing success.

## STAFF SATISFACTION

Our staff are central to our success. Maintaining high staff satisfaction and engagement will drive all of our goals.

## COLLEGE FINANCIAL SECURITY

We cannot run our services if we lack the money for future investment. All staff need to support student recruitment and income generation and contribute to achieving value for money across all of our services.

## STAFF WELLBEING

We will continue to provide support to help the physical, mental and financial wellbeing of our staff, with additional support for staff with disabilities and long-term health conditions.

## STAFF DIVERSITY

Improving staff diversity brings tangible business benefits and remains central to our mission of ensuring equality and inclusion for all.

## STAFF DEVELOPMENT

Investing in staff development will remain a core priority. All Birkbeck staff should be able to achieve their full potential.

## COLLEGE EXTERNAL REPUTATION

Birkbeck's reputation drives our success and vice versa. We will ensure that our new HR strategies foster College success and drive our external reputation.

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# BUILDING SUCCESS TOGETHER



Maintaining and focussing our workforce is fundamental to achieving the strategic goals of the College. The decisions we make today about the shape of our future structures and strategies, as well as the talents and values we choose to celebrate and reward, will all impact on whether we are able to seize the opportunities of tomorrow. In an increasingly competitive and challenging market we have a responsibility to our past, present and future students, staff and alumni to ensure that Birkbeck continues to deliver its unique mission.

To shape our staffing goals, we need a new People Strategy, but this cannot stand alone. Our People Strategy is an essential part of the wider College strategy, and wider College strategies are an essential part of the People Strategy (see below).



## SUPPORTING KEY COLLEGE STRATEGIES

Staffing strategies will be developed to support College priorities as follows:

**HR support for research:** We will support the development of a strategy to drive research excellence, including REF and research income. We will support the College's goal of achieving the 'HR Excellence in Research Award' to improve our employment of researchers and the support we provide them, as well as helping attract future staff and students.

**HR support for teaching and learning:** We will support the development of a strategy to enhance future teaching quality and effectiveness, including TEF success. We will help to develop mechanisms for ensuring fairness in workload allocation and to support the College

in thinking creatively about how we achieve success in research, teaching excellence and student satisfaction, and how we embed these priorities throughout all HR strategies and policies.

**HR support for school and directorate plans:** We will improve HR support for schools and for professional and support directorates in the development and implementation of workforce planning to help drive their organisational goals. We will help to shape and implement new College business planning processes.

**HR support for internationalisation:** We will support strategies to increase overseas student recruitment and foster international links in research and in teaching and learning. We will

continue to celebrate and foster the internationalisation and diversity of our staff.

**HR support for widening participation:** We will support Widening Participation strategies through the development of new equality objectives (derived from the outputs of the Strategic Equality Review Group), as well as by defining and embedding College values.

**HR support for student recruitment and satisfaction:** We will work with schools in delivering their recruitment and student satisfaction goals through support for workforce planning and staff training and development, as well as the development of new frameworks to support organisational effectiveness.

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# LISTENING, LEARNING AND ACTING: WHAT OUR STAFF SAY

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## STAFF SURVEY RESULTS 2016

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### AREAS OF STRENGTH

- ✓ 90% of staff feel that Birkbeck is a good place to work.
- ✓ 91% believe that Birkbeck has an inclusive and enabling environment, which promotes tolerance and freedom from discrimination.
- ✓ 85% say their job gives them a sense of personal achievement.
- ✓ 84% feel part of the College.

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### AREAS FOR IMPROVEMENT

- Staff communications.
- Pay and benefits.
- Transparency and fairness in career development.
- Management of change.

**SUPPORTING MANAGERS  
AND ACADEMIC LEADERS TO  
ENSURE THAT ALL COLLEAGUES  
ACHIEVE INDIVIDUAL, TEAM AND  
ORGANISATIONAL SUCCESS.**

**DELIVERING EFFECTIVE  
RECRUITMENT, RETENTION,  
TRAINING AND CAREER  
DEVELOPMENT.**

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## **AREAS FOR DEVELOPMENT - FEEDBACK FROM PEOPLE STRATEGY FOCUS GROUPS 2016**

- Celebrate and build on what is great at Birkbeck.
- Provide greater transparency and equality in recruitment and promotion.
- Clarify and improve the effectiveness of academic leadership and management at Birkbeck.
- Clarify career pathways and expand career development opportunities.
- Provide more flexible benefits and rewards and link these to College values.
- Improve staff communications to support greater cross-College working.
- Improve workload allocation transparency and fairness.
- Improve consistency of strategic planning goals and targets.
- Define values, competencies, behaviours and expectations.
- Develop a performance culture that challenges and addresses poor performance.
- Address structural and cultural challenges to collaborative working and integrated planning.
- Review the core model for delivering teaching, research and administration.
- Promote agility and flexibility in learning and teaching.

## **CORE THEMES IDENTIFIED**

**IMPROVING STAFF COMMUNICATIONS, COLLABORATIVE WORKING, STAFF ENGAGEMENT AND WELLBEING.**

**ENSURING EQUALITY OF OPPORTUNITY, TRANSPARENCY AND FAIRNESS. MAXIMISING THE BENEFITS OF DIVERSITY.**

**PROVIDING FLEXIBLE PAY AND NON-PAY BENEFITS, WITH REWARD AND RECOGNITION LINKED TO COLLEGE GOALS.**

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# TOWARDS A NEW PEOPLE STRATEGY FOR 2023

Building a sustainable future for the College requires the creation of new foundations. The core themes we identified during consultation have been shaped into five core **strategy building blocks** (see right).

All blocks together form the overarching **People Strategy**, which will be supported and delivered through **organisational development** delivery and **HR excellence** delivery.

We will not achieve success together by developing staffing strategies and policies in a vacuum: our staff have told us this. A holistic approach is needed. Each of our strategies is designed to support wider College goals.

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## **BLOCK 1: BUILDING COLLEGE SUCCESS**

To develop an organisational culture of recognising, rewarding and enabling institutional, team and individual high performance and effectiveness, to ensure that the College achieves its goals.

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## **BLOCK 2: BUILDING OUR FUTURE WORKFORCE**

To attract, retain and develop a diverse body of staff with the required knowledge, talents and values needed to ensure that the College is able to sustainably achieve its future goals.

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## **BLOCK 3: BUILDING A GREAT PLACE TO WORK**

To develop a culture in which staff engagement, communication and wellbeing are embedded, so that our staff are satisfied, resilient and committed to the goals of the College and capable of responding flexibly to opportunities and challenges.

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## **BLOCK 4: BUILDING WORKFORCE DIVERSITY**

To build a valued and diverse community of staff, by advancing equality of opportunity and diversity in all aspects of employment, to enhance the effectiveness and flexibility of our workforce.

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## **BLOCK 5: BUILDING SUCCESS THROUGH RECOGNITION**

To develop flexible, cost-effective, fair and transparent reward and recognition mechanisms that attract, motivate and retain staff and drive organisational, departmental, team and individual performance.

## BUILDING SUCCESS TOGETHER

**BLOCK 1:  
BUILDING COLLEGE  
SUCCESS**

**BLOCK 2:  
BUILDING OUR  
FUTURE WORKFORCE**

**BLOCK 3:  
BUILDING A GREAT  
PLACE TO WORK**

**BLOCK 4:  
BUILDING  
WORKFORCE  
DIVERSITY**

**BLOCK 5:  
BUILDING SUCCESS  
THROUGH  
RECOGNITION**

**HR EXCELLENCE  
DELIVERY**

**ORGANISATIONAL  
DEVELOPMENT DELIVERY**

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### DELIVERING THE PEOPLE STRATEGY

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The successful delivery of our People Strategy will only be achieved through partnership with the College community. Coordinated work streams will be developed under other College strategies where needed – for example, we will work with the Pro-Vice Master Research to develop a strategy to drive future research success. Further actions and timelines will be published in our (separate) **People Strategy Delivery Plan**.

In order to drive our five building block ‘sub strategies’ that we will need to ensure HR delivers the services the College requires. We will review, improve and develop our services as part of our commitment to **deliver excellence in HR services**.

## BLOCK 1: BUILDING COLLEGE SUCCESS

**Our commitment:** To develop an organisational culture of recognising, rewarding and enabling institutional, team and individual high performance and effectiveness to ensure the College achieves its goals.

### OUR GOALS

- i) Develop a culture of high performance, using effective leadership and management to ensure the achievement of College goals.
- ii) Develop mechanisms for ensuring that academic workloads are allocated fairly and transparently, in order to meet departmental needs and maximise staff effectiveness and engagement.
- iii) Embed workforce planning processes, working with schools and directorates to improve systems and management capabilities, to enhance strategic planning and service delivery.
- iv) Support the College in thinking creatively about how we achieve success in research, teaching excellence and student satisfaction, and how we embed these priorities throughout all staff strategies and policies.
- v) Develop a staff competencies framework focused on College goals and values, to increase staff effectiveness, prioritise learning and development support, and enhance cross-College working.

### OUR ASPIRATIONS

- a) All staff are committed to College goals and understand our expectations of them, and in turn understand what they can expect from the College.
- b) Our HR policies are integrated and drive success in REF, TEF and student recruitment and satisfaction, in turn driving sustainable financial success.
- c) Our academic leaders and professional service managers demonstrate their commitment to a culture of high performance and are equipped with the skills and tools to drive excellence in their teams.
- d) Our staffing models and workload frameworks are flexible enough for us to succeed in TEF, REF and NSS, as well as meeting our staff needs.
- e) Our workforce planning processes enable managers to run their budgets with autonomy and accountability in pursuit of College objectives.



**Celebrating staff:**  
Martin Eimer, Professor of Psychology, elected as Fellow of the British Academy in 2016 in recognition of his outstanding contribution to research.



**Celebrating staff:**  
Joanna Bourke, Professor of History, Fellow of the British Academy, and holder of a five-year £1.2m Wellcome Investigator Award researching sexual violence, medicine, and science.

### **WHAT OUR STAFF SAY:**

- ✓ 84% say 'my manager takes time to listen and respond to my views and feedback'.
- ✓ 84% say their motivation at work is generally high.
- ✓ 82% say they have a reasonable work-life balance.

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## BLOCK 2: BUILDING OUR FUTURE WORKFORCE

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**Our commitment:** To attract, retain and develop a diverse body of staff with the required knowledge, talents and values needed to ensure that the College is able to achieve its future goals.

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### OUR GOALS

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- i) Advance the College's internal and external reputation as an employer of choice to drive our recruitment and retention strategies and ensure that we have a skilled workforce able to achieve our goals.
- ii) Develop workforce planning systems that enable managers to embed strategic workforce management into College business planning, to ensure that we have the right staff, in the right place, at the right time.
- iii) Implement new recruitment and promotion processes to enhance effectiveness and fairness and ensure that we recognise and champion the skills and talents that central to our goals.
- iv) Develop talent management and leadership development programmes to ensure that the College retains and grows leaders capable of achieving future success.

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### OUR ASPIRATIONS

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- a) We attract and retain nationally and internationally renowned talent across all disciplines, for both academic staff and professional and support staff.
- b) We create a culture where our managers utilise strategic and sustainable workforce planning to ensure that their teams deliver the College's business goals within budget.
- c) Our recruitment and promotion processes are proven to be successful in identifying staff with the skills and attitudes needed to deliver College success.
- d) Our staff tell us that they value our career development schemes, regardless of their role, seniority or protected characteristic.



**Celebrating staff:**

Eleanor Mongey, Head of Student Services, leading our teams supporting students in careers, counselling, disability, learning development, mental health advice, nursery and student advice.



**Celebrating staff:**

Catharine Edwards, Professor of Classics and Ancient History and winner of a Leverhulme Research Fellowship in 2015. (Photo by Brian Ritchie.)



**Championing equality**

The College commitment to gender equality remains strong. Our Athena SWAN assessment team (pictured) leads this work and we hold Bronze awards at College level and in Psychology and Biological Sciences. In 2017 we will broaden our work outside the sciences to all areas of the College.

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## BLOCK 3: BUILDING A GREAT PLACE TO WORK

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**Our commitment:** To develop a culture in which staff engagement, communication and wellbeing are embedded, so that our staff are satisfied, resilient and committed to the goals of the College and capable of responding flexibly to opportunities and challenges.

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### OUR GOALS

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- i) Develop a College Values Statement to ensure that all staff understand their role in delivering the Birkbeck mission and engage in driving College success.
- ii) Enhance change management processes to support managers in maintaining staff commitment during change and to ensure successful business outcomes.
- iii) Improve internal communication with staff at all levels to ensure effective working, to improve staff engagement with College goals, and to ensure that staff views are listened to.
- iv) Improve engagement and consultation with staff trade union representatives, to foster true partnership working and drive College success.
- v) Improve systems for reporting, managing and supporting staff wellbeing, to enhance the health and effectiveness of our staff.

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### OUR ASPIRATIONS

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- a) Our staff understand and continually demonstrate their commitment to our College values.
- b) Our staff are holistically healthy – physically, mentally and financially – and are motivated to achieve College success.
- c) Our staff are informed and engaged through effective communication and consultation and committed to College goals.
- d) Our trade unions support and contribute to College goals through consultation, close cooperation and effective partnership working.



**Celebrating staff:**  
Professor Carolyn Moores,  
Biological Sciences,  
member of the Biological  
Sciences award-winning  
Athena Swan Team.



**Celebrating staff:**  
Professor Matthew Longo,  
Psychological Sciences,  
member of the award  
winning departmental  
Athena SWAN team and  
one of the first members of  
College staff to make use  
of our new shared parental  
leave arrangements.



**Championing equality,** Kevin Coutinho, HR, with  
Anne-Marie Imafidon, founder of STEMettes, who  
delivered the inaugural Birkbeck Race Equality Lecture  
in 2016 'Going back to our roots: the importance of a  
culturally diverse STEM pipeline'.

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## BLOCK 4: BUILDING WORKFORCE DIVERSITY

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**Our commitment:** To build a valued and diverse community of staff, by advancing equality of opportunity and diversity in all aspects of employment, to enhance the effectiveness and flexibility of our workforce.

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### OUR GOALS

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- i) Implement a range of equalities policies, positive action interventions and career development programmes to support the College's recruitment, retention and development strategies to build a more diverse workforce.
- ii) Develop new frameworks for the effective governance and management of equality and diversity to improve management and benchmarking of College practices to increase workforce diversity.
- iii) Develop diversity data-monitoring systems to inform planning and decision making in support of College goals to improve staff diversity at all levels.

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### OUR ASPIRATIONS

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- a) We have greater numbers of women and staff from minority groups in senior roles and on influential College committees.
- b) We are celebrated by our staff as a good employer, with equal levels of staff satisfaction and commitment across all staff groups and protected characteristics.
- c) We are recognised in the sector as a champion of gender equality, retaining membership of Athena SWAN, increasing our numbers of departmental-level awards, and achieving a Silver Level Institutional Award.
- d) We are recognised in the sector as a champion of race equality and achieve the Race Equality Charter Mark.
- e) We are recognised in the sector as a champion of LGBTQ equality, achieving recognition as one of the leading universities in the Stonewall employer rankings.
- f) We are recognised as a champion of disability equality, meeting Level 2 Disability Confident requirements.

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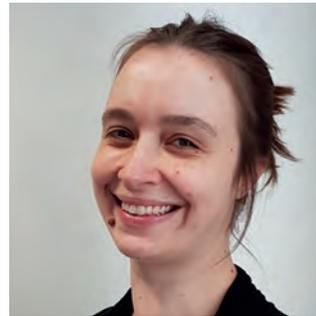
## MAINSTREAMING EQUALITY AND DIVERSITY IN HR

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In 2016, we created a new HR Strategy and Policy team (see below) to shape HR strategies to support College goals. All of the team have an equalities focus, to ensure that diversity is embedded in all aspects of our work.



**Richard Wilson,**  
Deputy Director of Human Resources, Leading the HR Strategy and Policy team.



**Hazel Lindley-Milton,**  
HR Strategy and Policy Partner.



**Ammara Khan,**  
HR Strategy and Policy Partner.

### WHAT OUR STAFF SAY:

- ✓ 91% say we have an inclusive and enabling environment, which promotes tolerance and freedom from discrimination.
- ✓ 82% say we act fairly with regard to gender.
- ✓ 83% say we act fairly with regard to race, nationality and ethnicity.
- ✓ 80% say we act fairly with regard to disability.
- ✓ 82% say we act fairly with regard to sexual orientation.

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## BLOCK 5: BUILDING SUCCESS THROUGH RECOGNITION

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**Our commitment:** To develop flexible, cost-effective, fair and transparent reward and recognition mechanisms that attract, motivate and retain staff and drive organisational, departmental, team and individual performance.

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### OUR GOALS

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- i) Develop flexible and cost-effective reward and recognition mechanisms to support staff recruitment, retention and performance management strategies, and facilitate, recognise and reward success across all areas of the College's business, including research and teaching excellence.
- ii) Ensure that staff understand and access the full range of pay and non-pay benefits available, in order to support recruitment and retention.
- iii) Embed equality and transparency into all of our pay and non-pay reward and recognition structures, to enhance staff commitment and to drive College performance.

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### OUR ASPIRATIONS

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- a) To provide fair pay for all staff compared to sector benchmarks, while ensuring financial sustainability.
- b) To provide staff with a flexible benefits package, adaptable enough to meet their diverse needs and designed to support College goals.
- c) To provide managers with sustainable, fair and transparent reward and recognition tools, both financial and non-financial, which enable them to drive individual, team and organisational performance.
- d) To achieve uniform success rates for those applying for promotion or reward across all staff groups.



**Celebrating staff:**  
Dr Becky Briant, Senior Lecturer in Physical Geography, member of the College Athena SWAN team, and co-founder of the College Parents Network.



**Environmental Birkbeck:**  
Professor Matt Cook, Department of History, Classics and Archaeology, winner of a National Teaching Fellowship award and Director of the Raphael Samuel History Centre.



**Celebrating staff:**  
Dr William Ackah, Lecturer in Community Development, member of the Birkbeck Strategic Equality Review Group, and winner of a US Fulbright scholarship 2016.

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# PEOPLE STRATEGY DELIVERY PLAN

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## FUTURE ACTIONS

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The actions to take forward the goals of the People Strategy are identified in the People Strategy Delivery Plan. We will develop policies, processes, guidance and practical actions, with the support and participation of our stakeholders, in the following areas:

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### BLOCK 1: A NEW ORGANISATIONAL PERFORMANCE STRATEGY

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### BLOCK 2: A NEW RECRUITMENT AND RETENTION STRATEGY

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### BLOCK 3: A NEW HEALTH AND WELLBEING STRATEGY

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### BLOCK 4: A NEW EQUALITIES STRATEGY

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### BLOCK 5: A NEW REWARD AND RECOGNITION STRATEGY

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In addition, we will deliver:

- a new and accessible payroll and workforce management information system
- our project to drive HR Excellence in everything we do
- an HR Business Partner service to support embedding the actions within our People Strategy.

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## ANNUAL REVIEW

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An annual review of the progress of the People Strategy Delivery Plan will be presented to the HR Strategy and Policy Committee.



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## **GET INVOLVED**

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For further information, or to share ideas on how we can build on any of the themes in this strategy, please contact:

Richard Wilson,  
Deputy Director of Human Resources  
[richard.wilson@bbk.ac.uk](mailto:richard.wilson@bbk.ac.uk)

Produced by Birkbeck Human  
Resources Department

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