



## HR Strategy

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### OVERVIEW

NCH's mission is to be 'A world-class university-level college in the heart of London, New College of the Humanities combines a unique liberal arts curriculum with one-on-one teaching in an international community to ensure that every student prepared to work will achieve their full potential and leave fully equipped to face the challenges of our increasingly complex world.'

The HR Strategy is designed to support this mission by ensuring that the people resources of the College are of the standard required to deliver the student experience outlined in the mission statement.

### OVERARCHING APPROACH

The overarching approach that should be taken by the College in relation to HR is to ensure that the College has a Collegial feel in which all members of College treat one another as partners to foster a culture where in a cohesive and self-critical academic community can flourish.

In practice this means that the College has the right processes in place to recruit the right staff, it then trains them so they are given the tools to do their jobs and it supports and challenges them in their roles so the member of staff feels valued and stretched to deliver unique learning opportunities for the students.

### OBJECTIVES

The HR objectives of the College are to:

- Recruit the right people for the roles within the College (as an Equal Opportunities Employer).
- Train and develop staff so as to support them and to give them the tools to deliver the best student experience.
- Put in place the right level of oversight and review to provide the support for members of staff and also the opportunity for line managers to spot and correct any issues.

These objectives will be achieved by:

- A robust, fair, transparent recruitment process.
- A clear set of training and development opportunities for all staff, with an emphasis for academic staff on their external involvement
- A fair and transparent review and appraisal process so staff can understand the criteria by which they are assessed.

### **RECRUITMENT**

Recruitment of new members of staff is designed to improve capabilities of the College whether on the academic or professional side.

For academic staff the approach of the college is to maintain a core group of academic staff per faculty who are then supplemented for their specialist knowledge by fixed term employees. For professional staff the approach is to recruit staff who are well qualified for the roles and who support the College's mission.

Before a role is advertised the College needs to be confident that the role could not successfully be offered to an existing member of staff. All recruitment needs to follow the College's relevant policies which are set out in the Staff Handbook and, in particular, the Equal Opportunities policy contained therein.

A member of staff from the Operations team within which HR sits, will be involved in a recruitment process both to support the College's staff but also to ensure the process is done as required.

Recruitment is done by accessing personal networks and by using industry known recruitment services such as jobs.ac.uk. or agencies that have been used before.

### **INDUCTION**

Following a recruitment process, a successful induction will often make the difference between that process being successful or not. The College inducts new members of staff at staff training days, by Operations/HR on their first day and by individual support from their line manager.

### **TRAINING AND DEVELOPMENT**

Staff are the central asset of the College and therefore their training and development is key. There are staff reviews processes in place, one for academic and one for professional staff as set out in the Staff Handbook.

There is support for professional staff training and development again as set out in the Staff Handbook. Academic staff have access to research grants and research leave to ensure that they retain their external involvement with their particular field of study and to enrich their teaching. The College also supports membership of HEA.

### **RETENTION**

The aim of the College is, where appropriate, to retain staff to ensure that the student experience is not adversely affected by changes in personnel and to enjoy the increased capabilities of members of staff as they grow in their roles.

### **PROCEDURES AND POLICIES**

The College policies and procedures relating to HR matters are set out, and available to all, in the Staff Handbook and are reviewed and, if required, revised by the Policy and Compliance Committee.

### **ALLOCATION OF ROLES AND COMMUNICATION OF EXPECTATIONS**

Whilst legally employees of the College are employed by Tertiary Education Services Limited and this are the responsibility of the TESL Board, the implementation of the HR strategy flows through both the TESL Board and the Academic Board to all members of staff who as line managers are responsible for another member of staff

Below the TESL Board there is the Remuneration Committee (ExCo and SMT). Reporting into the Executive Committee is the Remuneration Committee (Staff). Below the Academic Board is

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the Academic Promotion Panel. All of these committees have explicit HR functions that they execute, as can be read in their Terms of Reference.

In addition other committees will consider HR matters in the course of their work including the Academic Board, TESL Board, Executive Committee, Senior Management Team, Resource Allocation Group, Faculty Teams and the NCH Diploma Team.

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Title	HR Strategy	Author	COO
Location	NCH Academic Handbook	Approved by	Executive Committee
Version	1.0	Last updated	October 2016
Publication date	October 2016	Review date	October 2018
Related Policies / Documents	Staff training and development strategy Staff training and development programme Resource allocation policy Evaluation Forms (professional and academic staff) Staff Handbook Academic Research leave forms		