

The HR Division's Strategic Plan at LSE

Friday 24 May 2019

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“Operational effectiveness is our strategy”



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

HR Strategy at LSE: the journey since 2016



Developing HR's Strategy

- Development of LSE's HR strategy in recent years was initiated by a peer review process in May 2016 which included self-reflection within the Division, customer feedback and panel investigation
- The review identified the links between strategy implementation and operational effectiveness
- The review was also informed by an LSE strategy implemented in 2015

HR Strategy at LSE: the six pillars



Delivering operational effectiveness and Infrastructure

Continue to improve systems, workflows and team structures to allow for greater efficiency and effectiveness

Improving the quality of information and data that is available to the School to support greater evidence-based decision-making on staffing matters

Building an excellent workforce

Support departments to recruit intelligently, attracting the very best applicants and providing a positive recruitment experience for candidates

Contribute towards a development culture, where all staff are encouraged to become the best they can be in their roles, and to be in a position to pursue the career opportunities available to them

Enhancing reward, benefits and recognition

Ensure that there are robust, and increasingly nimble, reward and recognition systems in place, to promote both timely and appropriate means for excellence to be recognised

Continue to develop reward and benefit strategies that enable LSE to differentiate itself from its immediate peers and that are reflective of LSE's unique character and position

Strengthening employee engagement and wellbeing

Support the School to increase employee engagement and develop greater opportunities for employee participation, with an increased focus upon staff wellbeing

Proactively pursue both operational and policy opportunities to improve equity, diversity and inclusion across the School

Providing grounded HR policy, advice and support

Further develop a policy framework that promotes good practice in the workplace that remains cognisant of changes and modernisation in the world of work

Provision of proactive and pragmatic HR advice and support through the HR Partner model


Developing leadership and management capability

Ensure that the senior leadership in the School have appropriate support to manage increasingly wider and more complex remits

Ensuring that existing and potential future leaders are fully equipped and supported to be both excellent people managers and role models of LSE values and behaviours

Annual Operational Plan

The Operational Plan sets out HR's priority activities in the coming year. This includes:

- Activities / projects planned
 - Timescales
 - Lead person
 - Key Performance Indicators
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- A decorative graphic at the bottom of the slide consisting of a grid of squares in various shades of gray, creating a textured, pixelated effect.

HR Strategy at LSE: tracking our progress



Working towards the delivery of HR's strategy

- Successful delivery of the HR strategy depends on the cumulative impact of everyday actions
- HR uses a range of quantitative and qualitative measures that were developed through consultation and track progress as a Division, including:
 - Defined Service Level Expectations (SLEs) that outline the services being delivered and the service level targets to which the Division is committed
 - Agreed Key Performance Indicators (KPIs) that are updated annually and are available to view on the HR section of LSE's website
 - An annual user/customer satisfaction survey which is distributed to service areas across LSE to gather feedback on key aspects of HR's service, including the speed and accuracy of responses, the effectiveness of HR policies and procedures, and the quality of advice given by HR staff

The current picture: HR and the LSE 2030 strategy



Launch of LSE 2030 strategy on 29 April 2019

- The development of HR's strategy aligns with, and is in response to, consultation and launch of LSE's 2030 strategy
- The School's guiding principles for delivering LSE 2030 are:
 1. That our excellence in social science teaching, research and public engagement is built from diversity and inclusion, and we will not take this for granted
 2. That our global perspective and commitment to working for the betterment of society is a great strength that we will develop further
 3. That we will take responsibility for a sustainable future, both financially and for the social sciences

HR and the LSE 2030 strategy: priorities



Delivery of LSE 2030 focuses on three strategic priorities:

- 1. LSE Education for Global Impact:** we will work in partnership with students to ensure a more consistently excellent student experience, and develop an LSE educational offer for 2030 and beyond
- 2. LSE Research for the World:** we will maintain and strengthen our distinctive expertise in social sciences and leverage LSE's position and unrivalled global network to engage the world through influential debates on critical issues
- 3. Developing LSE for Everyone:** we will develop the talents of all staff and enhance support services and infrastructure, enabling the whole LSE community to thrive and perform at their best within an inclusive structure. This includes attracting the highest quality candidates to join us and help shape the world for the better

Work which is underway to deliver the LSE 2030 strategy:

- Develop a Strategic Action Plan, so that all staff can see how their work contributes to LSE 2030
- Agree and prioritise School-level strategic initiatives, phase major investments and develop business plans
- Align financial planning and risk management around key priorities
- Embed 'freedom within a framework' to enable innovation within agreed parameters and long-term change across LSE community
- Assess the results of the 2019 staff survey and establish a benchmark for LSE's culture and people
- Launch a Dignity at Work Statement as part of a School-wide awareness campaign to convey a people-focused model of positive workplace behaviours that will inform all other strategic actions

HR's strategic direction going forwards



New priorities and opportunities:

- Meeting modern perceptions of work, e.g. how technology is impacting on how people work and scope for more agile approaches to working
- Appreciating that the employee is no longer a servant of the organisation, having their own expectations of how the employer will support them, e.g. a culture where “flexible is the only way of working”
- Developing a comprehensive policy and climate to address mental health and wellbeing within the LSE community
- Investing in a more agile and technologically enabled work environment which supports a more flexible, virtual workforce
- Designing and recruiting specialist roles to enhance organisational knowledge of strategically important disciplines, e.g. change management
- Ensuring that the School’s leadership and management development programmes are robust, relevant and effective
- Developing and implementing smarter approaches to the recruitment and retention of top talent
- Modernising the “psychological contract” of work – “LSE community” replacing “LSE employer”

Thank you...



Any questions?
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