

## Definitions and descriptions of good practice – Human Capital & Staff Engagement

	Policy and Strategy	Action Planning	Stakeholder Engagement	Measurement
Activity Area Description	Strategies for maximising each area of human capital through administrative systems and processes are in place. The university's policies and strategies for staff engagement are in place, with a clear understanding of how sustainability connects to this process. Activity is reviewed on a regular basis. There are clear reporting lines into formal university management structures.	Action Plans, which incorporate objectives and associated targets, drive the cycles of activity across the university. Plans incorporate sustainability into formal HR and student administration systems, policies and procedures.	Key stakeholders, i.e. staff and students, actively inform the review of relevant processes and shape the development of staff engagement, HR, staff and student administrative processes associated with the three areas of human capital and activity.	The impacts and benefits of staff engagement activities and of processes and actions aimed at maximising each area associated with human capital are routinely monitored and evaluated as part of existing university practice. There is evidence of continual improvement and feedback loops which shape future HR and student administration policy, process and practice.
What does good practice look like?	<ul style="list-style-type: none"> <li>University sustainability policies and strategies include reference to staff engagement and likewise staff engagement strategies include reference to sustainability.</li> <li>Strategy clearly articulates how sustainability is included in the three areas of human capital: recruitment, recognition and development. For example, performance review processes include assessing the level and progress of the candidate in applying sustainability knowledge and skills.</li> <li>The strategy will include an analysis of issues specific to the university and a focus that is relevant and appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>There are clear links between the University's business planning process and staff engagement/ the areas of human capital</li> <li>It is clear to staff and stakeholders where sustainability is included and how it relates to formal processes for engaging staff and students, including student and staff recruitment and induction, staff performance review and reward mechanisms.</li> <li>Clear actions and objectives are evident and the university can trace these objectives through its planning system and assign them to individuals or groups who are responsible for their implementation.</li> <li>There is a well-established cycle of HR and student administration activity that can be readily accessed by staff at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>Staff and student views are sought, captured and responded to with regard to relevant strategy, systems and process development and review.</li> <li>Clear communication links are established with staff at all levels and with students in relevant areas, in a meaningful two-way dialogue.</li> <li>Links between sustainability and staff engagement/ the human capital areas are clearly defined and published.</li> </ul>	<ul style="list-style-type: none"> <li>A commitment to measuring the impact and benefit of staff and student engagement with sustainability through formal systems and processes is embedded into policy, strategy and action plans.</li> <li>There is careful consideration of the reach of the activities undertaken and the university is not afraid to review activities that are not working to ensure that resources are not wasted but redirected to worthwhile activity.</li> <li>The university actively encourages feedback as part of the process and there is evidence of behaviour changes across the university.</li> </ul>
	Communications	Training and Support	Implementation	Links to curriculum
Activity Area Description	Staff engagement strategy(s) and action plans are in the public domain. Administrative systems and processes which support each area of human capital are publicly available and recognised. There is a planned approach to communicating these to relevant stakeholders. There is clear, high-level support within the university.	Commitments and/or targets are linked to named individuals or teams within the university, including HR staff. Staff have either appropriate skills and knowledge, or opportunities to develop them through access to specialist support.	There is evidence of staff and student activity across the university via formal systems and processes. There is evidence of staff-led activity across the university and beyond via staff groups, trade unions or individual sustainability champions.	Where appropriate, sustainability focused systems and processes for HR and administrative practice/ staff engagement practice links to, and is embedded into, formal and informal curriculum activity.
What does good practice look like?	<ul style="list-style-type: none"> <li>The Strategy(s) is in the public domain.</li> <li>A co-ordinated approach to communicating relevant systems and processes to support each area of human capital / staff engagement to appropriate audiences is evident.</li> <li>A comprehensive communication strategy clearly articulates entry points for student and staff engagement through key activities.</li> </ul>	<ul style="list-style-type: none"> <li>Action Plans that are linked to the Staff Engagement Strategy(s) and each of the areas of human capital include named individuals or groups who have clearly defined responsibility for implementation.</li> <li>There is a clear mechanism for identifying training needs and delivering that training, guidance and support for those responsible.</li> <li>Appropriate support mechanisms can be easily identified and accessed, as can training registers of relevant training provided or undertaken by staff.</li> </ul>	<ul style="list-style-type: none"> <li>Staff and students identify how their everyday activity can be enhanced to capitalise on the university's wider activities and they see clear linkages between their work and sustainability.</li> <li>High levels of activity and engagement with staff are apparent.</li> <li>Strong and meaningful partnership and networking activity is developing across a range of interest areas.</li> </ul>	<ul style="list-style-type: none"> <li>Formal and informal curriculum activity relating to student and employee development and engagement is identified.</li> <li>Support is available for curriculum leads on how institutional engagement feeds into the student experience and explicit links are made between engagement, employability and the student experience.</li> <li>Links are supported by processes which ensure these links are optimised for the benefit of the university, its students and its staff.</li> </ul>