

Royal College of Music Human Resources Enhancement Strategy 2011-17

Wider strategic context

comprehensive programme of professional development and training
The 'People' section of the RCM Strategic Plan 2007-17, sets out broad strategic goals for the College to develop the quality of the College's employment policies in order to recruit and retain the most appropriately qualified staff for each post
Encouraging closer collaboration, understanding and equality of opportunity for academic and administrative staff
Ensuring that new

professorial appointments enhance the RCM's reputation for quality teaching in a way that reflects all the markets in which the College needs to be competitive.

The Vision Statement for the College in 2017, which is part of the Strategic Plan 2007-17, also includes points directly relevant to Human Resources Enhancement Strategy:

Its positive working environment inspires pride in all its members, making it a model

Recruitment and retention

- x Permanent academic and administrative posts are usually publicly advertised
- x Search consultants and other direct approaches are used for key appointments
- x All members of staff are offered professional development opportunities
- x Closer collaboration between the academic and administrative/professional staff is encouraged through the provision of joint events and shared professional training
- x RCM has high staff retention – of both administrative staff and professors – reflecting a holistic approach to good employment and management practice and an effective rewards policy reflected in the RCM Equal Pay Policy

Review of staffing needs

- x The provision of accurate staff data on such areas as recruitment, appraisals and training is undertaken to inform current and future approaches to staffing needs
- x The HR department works with academic and administrative line managers to ensure that projected skills needs are met within each department
- x Plans to meet projected staffing needs in line with the College's future institutional plans (as set out in the Strategic Plan 2007-2017) are considered by the Directorate on a regular basis

Staff development and training

- x Equal opportunities training is provided for all new staff by ACAS
- x Management development training is provided for senior and middle managers
- x A comprehensive induction programme is provided for all staff
- x Access is provided for staff training in College identified priority areas: e.g. IT and equal opportunities training (e.g. disability awareness, racial equality and stress management)
- x Regular training and/or ongoing support is provided for appraisers and appraisees
- x Members of staff and young researchers are supported on award bearing and professional training courses (e.g. PhD and NEBOSH Health & Safety courses)
- x The staff Professional Development Policy has been revised to include a Research Support Policy (see HR Policy and Procedures Manual, 2017)

The

Implementation and evaluation

The HR department will annually review the initiatives planned in this Strategy to ensure that over the lifetime of the Strategy they are all delivered and that the success of initiatives is evaluated

An annual action plan and progress report will be produced that sets out initiatives from this Strategy to be undertaken each year and that reports on and evaluates achievements for the year completed. Many initiatives will be led by individuals outside the HR department and each initiative/action will be allocated an individual with responsibility to lead

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