

# Exeter Professional Career Framework Review

## Terms of Reference and membership of group

### Governance

One of the five key themes within [Strategy 2030](#) is [Our People](#). Strategic aim one of 'Our People' is the creation of the Wellbeing, Inclusion and Culture (WIC) Board (now Committee).

*We will develop a Wellbeing, Inclusion and Culture Board to provide senior leadership and ensure delivery of our health and wellbeing, diversity and inclusion and development strategies, and their intersectionalities.*

Following the creation of the Wellbeing, Inclusion and Culture Board, within the Colleague Support and Progression Groups work stream, subgroups have been created which will help to deliver the goals of this element of Strategy 2030. These include the continuation of the Exeter Professional Steering Group, a new Exeter Professional Review group, and The Exeter Academic (Chaired by Professor Richard Smith).

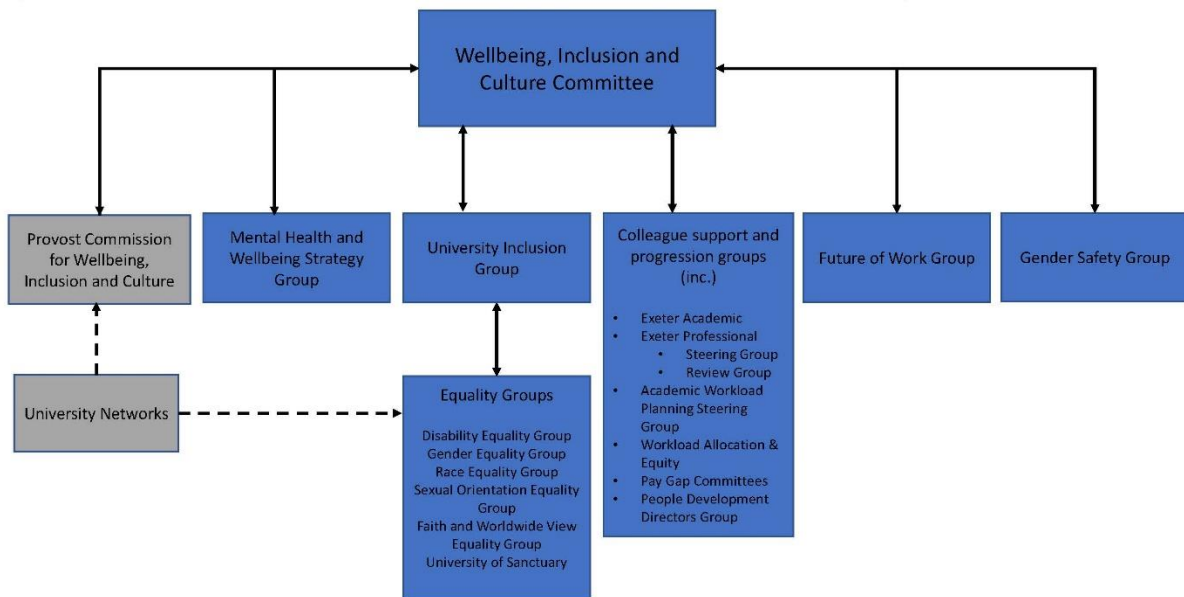
**The Exeter Professional Review Group** (to be chaired by Astrid Wissenburg) will be (a Task and Finish group) looking at defining and supporting PS career pathways and progression, including how those are enabled by learning and development. The group will report to the WICC, PS Leadership Team and the Exeter Professional Steering Group, and will work closely with the Exeter Academic review, e.g. in respect of 'hybrid' roles.

**The Exeter Professional Steering Group** (EPSG, currently chaired by Drs. Astrid Wissenburg until end 21/22) is a consultative group to consider People Development proposals and requirements from across PS, and provides representation (and therefore voice) for the career progression and development pathways for all colleagues in Professional Services. The Exeter Professional Review Group will report to the Steering Group.

The EPSG has created a home for all development activities aimed at PS staff. The Steering group governs a number of cross-service, collaborative workstreams that address the critical areas of: Workload and stress; Coaching and mentoring; EDI; Leadership. There is also an overarching comms plan in place and web presence at: <https://www.exeter.ac.uk/staff/exeterprofessional>. This group will continue these work streams, including as a priority looking at addressing the perception of an imbalance between a growing workload, reducing staff numbers, creating growing pressure and wellbeing issues, with minimal workload allocation and workload reduction tools at the disposal of colleagues and their managers.

A single Programme Manager (new role w.e.f 01.08.22) will oversee the work of all Colleague support and progression groups, ensuring good communication and collaboration where needed. WIC will oversee and approve the work of all groups. Below is a diagram of how these groups fit into the wider portfolio of the Wellbeing, Inclusion and Culture committee.

## Wellbeing, Inclusion and Culture Committee and its sub groups



### Background

Issues recently identified by PSLT and the Exeter Professional Steering Group, to address to ensure a positive working environment which enables PS colleagues to flourish include:

- Perceived lack of mechanisms to progress, be promoted and be recognised within PS structures, e.g. no use of merit-based or competency-based promotion. Different treatment in this area for academic and professional services staff.
- Lack of defined career pathways, recognising different requirements of generalist and specialist routes, different entry and exit points, and associated development and support.
- No consistent and transparent approach to succession planning and talent identification.
- Need for greater flexible and hybrid working flowing from The Future of Work Programme
- Growing potential for roles that span the traditional Academic / Technical / PS boundaries – ‘Hybrid Roles’, providing recognition for academic-related performance in professional services roles, and for career pathways crossing the boundaries of the current strict job families. Do we have the correct job families and do we support transitions between these?
- Ensuring that PS roles facilitate the delivery of emerging Faculty and departmental objectives; shifting roles and providing flexibility.
- Supplementing the existing comprehensive provision of generic skills development with more specialised training (access, funding, time to learn).
- How to embed University Values in all we do.
- Commitment to provide quality leadership development that includes the concept of compassionate leadership (resourcing, time to learn, getting to those who need it most).
- Increasingly recognised need for the role of effective teamwork in personal and collective success, across professional services and with academic colleagues to deliver shared objectives.

### Purpose of Review

***To review the career and progression pathways for professional services colleagues, to create a reward, recognition and development structure that values and recognises excellence across all PS roles.***

## Timeframe

Final report to be produced for the University Executive Board in May/June 2023.

## Principles

- Commitment to our inclusive culture is central to all we do.
- Developing and supporting careers is key to individual and University success (and reputation).
- Both generalist and specialist skills, including those grounded in academic expertise, are essential for an effective professional services delivery and recognizing differential career pathways will be recognized. .
- Commitment to supporting an understanding of and skills to proactively help shape the digital aspects of higher education and university business.
- Recruitment, progression and promotion processes will support increasingly fluid careers with colleagues moving across traditional boundaries, recognizing the importance of other interfaces (e.g. academia, other professionals outside of HE).
- Teamwork, leadership and mentorship will be given the recognition they deserve.
- Creating a new framework for the Exeter Professional that is light touch, clear, supportive and flexible.

## Scope

**The EP review group** will focus on defining and supporting career pathways and progression, including how those are enabled by learning and development.

### ***In Scope***

- professional services staff at all grades and the full breadth of professional services (including existing and emerging 'hybrid' roles).
- job families, including looking with the Exeter Academic review at hybrid roles, clear pathways between PS and academic roles, recognition of specialists' roles).
- PS promotion and progression (e.g. personal promotion pathways; structured progression for specific roles/grades; use of HERA).
- Articulation of generic and specialists' pathways, informed by appropriate external labour market considerations, with a strong link to understanding recruitment and retention.
- Access to and provision of appropriate learning and development support to enable staff (internally and externally).

### ***Out of Scope***

- Academic staff (being taken forward by a parallel group, The Exeter Academic review Group).
- Issues of professional services workload (being taken forward by a parallel group, the Exeter Professional Steering Group).
- Issues around Performance Management of individual colleagues.

## Objectives & outputs:

**Output: A new Exeter Professional framework for professional services career and progression pathways in place for the start of 2023/24.**

This will include the following objectives:

1. *Ensure the review recommendations support the establishment of equitable progression pathways across the career trajectory, job families or pathways, and disciplines.*
2. *In conjunction with the group working on the Exeter Academic, ensure that current and emerging a-typical (sometimes referred to as Hybrid or Third Space) roles are appropriately recognised, rewarded and developed.*
3. *Ensure that the frameworks values and supports both generalist and specialist pathways.*
4. *Ensure that our training and development programme supports our colleagues with any changes to the promotion and progression structure (including those currently engaged in such processes).*
5. *Ensure that framework is simple, clear, transparent, efficient and empathetic.*
6. *Ensure the frameworks aligns with the new university structures.*

### Exeter Professional Review Membership:

<b>Membership</b>	<b>Title</b>
Drs. Astrid Wissenburg (chair)	Divisional Director Research Services
Linda Peka (or senior representative)	Deputy Registrar and Executive Divisional Director Education & Academic Services
Charlotte Murphy	Senior representative from Research Services, Doctoral College, Technical Services
Chris Evans (or senior representative)	(Interim) Divisional Director Innovation, Impact and Business
Michael Wykes (or senior representative)	Divisional Director University Corporate Services
Jane Chafer (or senior representative)	Executive Divisional Director External Engagement & Global
Imelda Rogers (or senior representative)	Executive Divisional Director Human Resources
Andrew Connolly (or senior representative)	Executive Divisional Director Finance, Infrastructure and Commercial Services
Nathan Burden (or senior representative)	Divisional Director Information Technology
Dr Clive Betts	Head of People Development
TBC	Our People Programme Manager
TBC	UCU Rep
<b>Supported by (not member)</b>	
Marie Darbey	Executive PA- Director of Research Services
Charlotte Juggins	Communications and Engagement Manager