

# UKCEH PEOPLE STRATEGY 2023-2026

One UKCEH: Excellence  
through integrity  
and teamwork



UK Centre for  
Ecology & Hydrology



# INTRODUCTION

## OUR AMBITION:

We seek to understand the environment, how it sustains life, and the human impact on it – so that together, people and nature can prosper.

### What our people strategy means to us

Our people strategy aims to communicate our commitments to our people through:

- Articulating our employee value proposition (EVP) to make it clear what we expect of our employees and what they can expect of UKCEH.
- Ensuring that our people feel that UKCEH is an inclusive and equitable place to be.
- Ensuring we have the expertise and skills we need to achieve our ambition.
- Ensuring our people are enabled and empowered to deliver our ambition.
- Working together to make UKCEH successful through ensuring everyone understands their role and contribution to our continuing success.



# OUR PEOPLE VISION

We will work together as One UKCEH

Through providing the right development and support, we will ensure our people are enabled to advance scientific innovation and understanding and find solutions for continued organisational success.

Our people strategy aims:

1. We will work together as One UKCEH and ensure that our values of excellence, integrity and teamwork underpin everything we do.
2. We will make our expectations clear through our People Strategy and employee value proposition (EVP).
3. We will work hard to ensure our people are motivated, engaged and successful, whatever their role.
4. We will ensure we are successful in our scientific endeavours and provide professional support services that enables and supports scientific excellence.
5. We will ensure we run our organisation effectively balancing cost, quality and time.
6. We will work together effectively, innovating and consistently demonstrating continuous improvement.
7. We will facilitate flexible and agile responses to changing needs.
8. We will provide an environment that our people feel is inclusive and equitable.
9. We will support the development and wellbeing of all our people.
10. We will develop and enhance our reward and recognition offering to offer a market comparable rewards package.





## Excellence

World-class research and innovation addressing global environmental challenges; valued by stakeholders and meeting customer requirements.

## Integrity

Maintaining the highest standards of research and professional ethics and impartiality.

## Teamwork

Working together effectively with colleagues, partners and customers to achieve long-term success.

OUR  
VALUES

# OUR VALUES

## CORE EXPECTATIONS

### 1 EXCELLENCE – DELIVERY FOCUS

#### Core expectations:

- 1.1 Demonstrate a continuous improvement approach.
- 1.2 Seek to make a positive impact.
- 1.3 Think and act proactively and innovatively to meet changing priorities.
- 1.4 Apply the skills appropriate to your role: learn from feedback and undertake continuous professional development.
- 1.5 Take responsibility for achieving the best outcome within agreed stakeholder and customer requirements (balancing quality with cost and time).
- 1.6 Prioritise and plan effectively.

### 2 INTEGRITY – MAINTAIN HIGHEST STANDARDS OF RESEARCH AND PROFESSIONAL ETHICS

#### Core expectations:

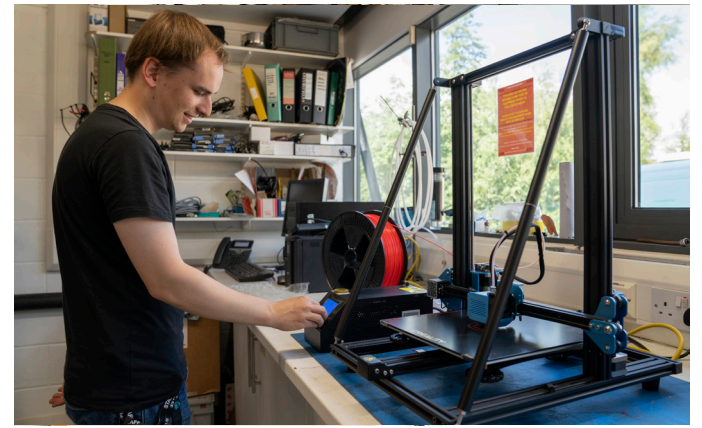
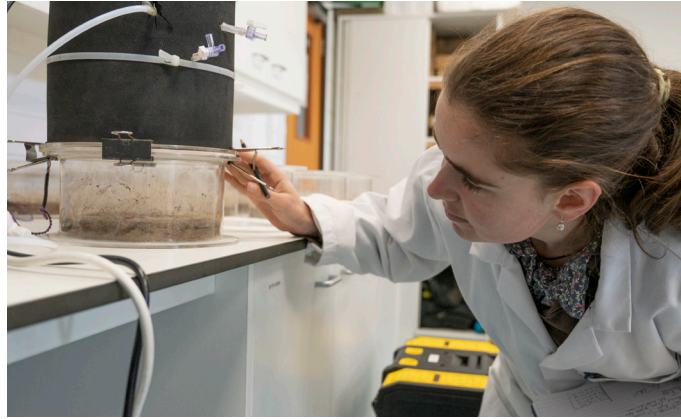
- 2.1 Reach conclusions based on robust and ethical scientific and professional practice.
- 2.2 Follow UKCEH policies and procedures and lead colleagues to do so.
- 2.3 Seek good value for money, complying with financial policies and procedures.
- 2.4 Be open and transparent about reasons for decisions and in undertaking activities.
- 2.5 Recognise appropriately the contributions of others.
- 2.6 Develop and maintain professional relationships with stakeholders and customers, representing UKCEH appropriately and respecting diversity and cultural difference.
- 2.7 Disclose and actively manage any conflicts of interest, maintaining ethical standards.

### 3 TEAMWORK – WORKING TOGETHER EFFECTIVELY WITH COLLEAGUES, PARTNERS AND CUSTOMERS TO ACHIEVE LONG-TERM SUCCESS

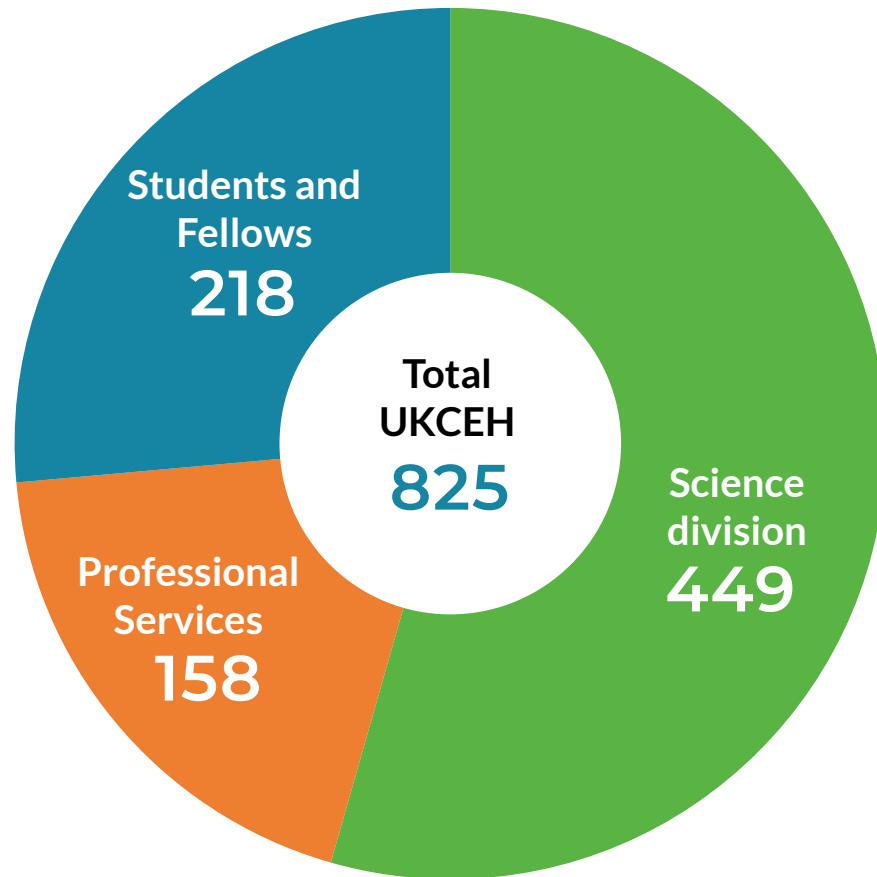
#### Core expectations:

Whether a team member, project or line manager, strive for high performance and continuous improvement to meet UKCEH needs through the following:

- 3.1 Carry out risk management responsibilities effectively e.g. health, safety and information security.
- 3.2 Treat others respectfully and professionally, respecting confidentiality.
- 3.4 Work collaboratively.
- 3.5 Act inclusively: share ideas, opportunities, information and data etc. across UKCEH.
- 3.6 Be flexible to adapt to organisational need.
- 3.7 Listen to colleagues, staff and managers with respect and challenge constructively.
- 3.8 Engage effectively in communication through meetings and in writing.
- 3.9 Value and respect diversity and cultural difference.
- 3.10 Deal positively with change and help others to do so.
- 3.11 Support others' wellbeing and development as well as your own.



# WHO ARE OUR PEOPLE?



Data as of 01/12/2022



*“Do the best you can until you know better. Then when you know better, do better.”*

Maya Angelou

## EMPLOYEE VALUE PROPOSITION (EVP)

Our employee value proposition underpins all that we do and cascades from our values of Excellence, Integrity and Teamwork. Our EVP lays out UKCEH’s strategic commitments to our people and ensures all our people are clear of our expectations.





# VALUE: EXCELLENCE

## What you can expect from UKCEH

### Training and development

- We commit to develop and broaden our skills base to support the investment in large scale infrastructure for the monitoring of environmental change.
- We will provide learning and development opportunities in subject specific skills and leadership and management development at all levels.
- We commit to investing in our future leaders to ensure continued organisational success.
- We proactively support early careers pathways and will defined a clearer early careers strategy.
- We actively support the development of post graduate entrants to work, through our Research Associate three year development programme<sup>1</sup>.
- We are committed to further investing in a broader range of entry level and upskilling apprenticeships, maximising our Apprentice Levy<sup>2</sup>.

### Reward and recognition

- We will recognise and value individual and team expertise, skills and contribution to organisational success in all job roles and at all levels.
- We are working towards a High Performing Teams<sup>3</sup> ethos and will look at how we can embed this in all aspects of our employee lifecycle and performance management.
- We have a proactive and supportive performance management cycle, encompassing forward job planning, managing and appraising performance which clearly links to our organisational strategy and goals.

### Responsible management

- We always aim to ensure our recruitment is open and equitable to attract the best people in all areas and disciplines.
- We will provide you with the right IT to do your job well.

### Working culture

- We will continue to provide exciting new opportunities across UKCEH, including science, professional services, engineering, statistics, mathematics, data and analytics.
- We will actively encourage you to continuously improve what you are doing.
- We work closely with our stakeholders and partners.
- We aim to be a responsive and agile organisation to continue to successfully contribute to the changing corporate and research landscape.
- We are committed to developing our international strategy.
- We actively support a partnership approach and international revenue growth.

## What UKCEH expects from you

### Developing yourself

- We expect you to use your expertise and skills to support UKCEH's success and realisation of our ambition.
- We expect you to take responsibility for your own development, being supported by us through formal and informal learning initiatives and using the principles of the 70/20/10 learning model<sup>5</sup>.
- We expect you to be proactive and part of a high performing team, actively participating in the performance management cycle and understanding your personal and team contribution to our success.

### Managing and developing others

- If you are a manager or senior leader in our organisation, we expect you to work with your team members to support their development including using mentoring and coaching.
- We ask you to support our early careers programmes, taking responsibility for mentoring and developing colleagues as appropriate including formal supervision of Post Graduate Researchers.
- If you are a manager, we expect you to feedback both positive recognition and constructive feedback as appropriate.

### Acting responsibly

- We expect you to always behave professionally and appropriately, leading by example and meeting the expectations as laid out in our Behavioural Framework<sup>4</sup>.
- If you are a hiring manager, we expect you to use open and equitable selection processes to ensure we get the best people.
- We expect you to use your IT equipment responsibly and productively for UKCEH work.

### Supporting the business

- We expect you to use your innovation skills to develop UKCEH and take appropriate opportunities as they arise.
- We expect you to be innovative and work with the ethos of continuous improvement.
- We ask you to be responsive and agile to respond to the changing corporate and research landscape as UKCEH develops into a truly independent organisation.

# VALUE: INTEGRITY

## What you can expect from UKCEH

### Training and development

- We will support and develop our managers and leaders and hold them to account for how they support their teams and UKCEH.
- We will support and develop our manager and leaders and hold them to account in how they manage their relationships with our partners, stakeholders and funders to ensure continued success.

### Responsible management

- We will proactively ensure that our people, systems and processes comply with our values, expected behaviours framework and best practice.
- We will ensure that we have the right people in the right jobs, filling any skills gaps to ensure our people are able to utilise their skills in the best way.
- We seek to eliminate all inequitable and unfair systems and processes, working with our EEDI advisors to ensure we are holding ourselves accountable to the highest standards.
- We will be accountable if things need improvement or are not working as we expect and prioritise improvement.
- We proactively support ethical research. To ensure that all our research is ethical we have implemented a research ethics committee and actively encourage our people to raise concerns.
- We proactively support and are working hard to achieve the aims of our Environmental policy and be a truly environmentally and financially sustainable organisation.

### Reward and recognition

- We will provide fair pay for the job we're asking you to do by comparing ourselves to appropriate comparators on total reward package<sup>6</sup>. We will publish these comparators.
- We will review our salary scales annually and our reward offering every two years.
- We will audit our pay to ensure equity and equality a minimum of every two years.
- We will provide appropriate and supportive performance management systems and development to use those systems effectively working towards the high performing teams ethos to support continued success.
- We will support you to work with colleagues to give honest and open feedback, both positive and constructive where appropriate.

### Working culture

- We actively support learning from challenge and failure. We acknowledge that mistakes are made and learning from them is key.
- We will be open and transparent in all we do and will always try to explain what we are doing and why.

## What UKCEH expects from you

### Developing yourself

- We ask that you ensure you are developing your own skills to achieve your potential and support our strategic objectives.
- We will expect managers and leaders to continually work to improve their own skills in this area with our support through formal and informal learning opportunities.

### Managing and developing others

- If you are a manager, we expect you to make sure you have the right people in the right roles and to work to develop your people, challenging poor behaviour or performance and celebrating successes.
- If you are a manager, we expect you to take responsibility for successfully managing your people using the high performing team ethos.

### Acting responsibly

- We expect you to demonstrate UKCEH values and behaviours and in every aspect of your work, internally and with external partners, stakeholders and funders.
- In any external communications, including social media, we expect you to support UKCEH's aims and objectives, recognising the importance part we all take in managing our reputation.
- We expect you to treat your team, your colleagues and your stakeholders equitably and fairly, whatever your own personal views.
- We expect you to be accountable for success and failure, learning from any challenges or mistakes. Failures are not seen as negative and should be discussed openly and honestly.
- We expect you to perform your job to the best of your abilities and talk to us if you need support.
- We expect you to have a clear understanding of how your job role and projects link to our corporate goals and successes.
- We expect you to perform your job role ethically and appropriately within the law and our own systems and processes.
- We expect you to manage your budgets appropriately and within UKCEH financial guidelines.
- We expect you to support UKCEH's environmental and financial objectives and charitable objects.

### Working culture

- We expect you to be open and transparent in all that you do.
- We ask that you work collaboratively and equitably with stakeholders and funders to ensure we are authoritative and credible in all that we do.

# VALUE: TEAMWORK

## What you can expect from UKCEH

### Training and development

- We will provide appropriate training and development to Post Graduate Research Supervisors and those supervising other early careers people to ensure those people have the best experience during their time with UKCEH.

### Reward and recognition

- We will recognise our colleagues' achievements and openly praise success.
- We will celebrate team successes.
- We will support each other to give positive and constructive feedback, being open to the experience.
- We support you to work within the high performing teams ethos.
- We support your performance through our comprehensive performance management processes and training and making sure you understand how you and your team contribute to achieving our corporate goals.

### Responsible management

- We provide great workplaces and are looking at how we can continuously seek to improve workspaces in a changing world.
- We commit to our working environment being inclusive.
- We engage and communicate with all our people.
- We proactively consult with our people including through formal and informal communication forums, such as JCNC, PACT, surveys, online and in person updates and Q&A sessions.
- We will hold managers to account to ensure they are acting responsibly as a manager and following UKCEH processes and ethos of supporting employees.

### Working culture

- Our ethos is one of working together to all support UKCEH's success. Every job is important to us and to achieving our corporate goals.
- Supporting each other is fundamental to our success and our individual and corporate wellbeing.
- We empower you to do your job and support your colleagues to do theirs effectively.
- We support flexible working in the broadest sense and focus on output and productivity, not presenteeism.
- UKCEH recognises that life doesn't always go to plan, and we commit to supporting you through the good times and the tough times through our wellbeing policy and action group.

## What UKCEH expects from you

### Developing yourself

- We ask you to work with us to achieve your full potential, taking responsibility for your own learning and development, being committed to supporting others.

### Managing and developing others

- We ask you to proactively support your colleagues' successes and help them learn from failures.
- If you are a Post Graduate Research Supervisor, we expect you to supervise your people in line with best practice.

### Acting responsibly

- We expect you to be inclusive and work together with your colleagues, ensuring people are included and fairly allocated work based on their own skills and development needs.
- We empower you to do the right things in your job role and expect you to take responsibility if things work well or not so well.

### Supporting the business

- We expect you to support your colleagues in achieving their work targets, developing them and supporting with their personal wellbeing.
- We ask you to help us create even better workplaces by giving us feedback, suggesting improvements etc. either through the formal groups or through informal mechanisms such as email.
- We ask you to get involved in consultation groups and feedback when asked or when you feel there is something important you want to say.
- We expect you to provide feedback if asked and give constructive feedback, understanding that how you feedback is important and can be heard differently by different people.
- We expect you to deliver successfully within your team and to support the aims of UKCEH.

### Working culture

- We expect you to work collaboratively with external partners and stakeholders, building relationships to increase income.
- We believe that flexibility on both sides is vital for our success and commit to giving you flexibility and expect this in return.
- We expect you to value your colleagues input, whatever their job role, grade or experience, being constructive and inclusive in your contributions to UKCEH.