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# Transforming the Global CWIE Workforce - A Talent Management Approach

Lisa Ward

Head of Teaching and Learning Institute  
And University Teaching Fellow



# What is Talent Management?

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- Asked to describe what I do
- That sounds like 'talent management'
- Tends to be a private sector and corporate term.
- Talent management teams, to recruit, retain and develop staff.
- How is this applied in the university sector?

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# University Talent

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# University Talent Management

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- Research?
- Teaching and Learning (T&L)?
- Co-operative and Work Integrated Education (CWIE)?
- Global workplace is increasingly complex. Need to develop and retain a skilled workforce able to support student careers.
- Explore a range of both innovative and award winning talent management strategies.
- Share approaches at the University of Huddersfield which could be applied elsewhere.

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# Three Approaches

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- Skill Recognition
- Supporting and Mentoring Staff
- Rewarding and Recognising Staff

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# Skill Development through FHEA

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- Part of the United Kingdom Professional Standards Framework (UKPSF) for staff working in HE.
- Managed and led by the Higher Education Academy.
- Four levels Associate Fellow (AFHEA), Fellow (FHEA), Senior Fellow (SFHEA) and Principal Fellow (PFHEA).
- Fellow is most common with 65,000 Fellows.
- 5 areas: A1 - Design and Plan, A2- Teach and Support Learning, A3 Assess & Feedback, A4 - Student Support, A5 - Continuous Professional development (CPD)

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# Fellowship of the Higher Education Academy (FHEA)

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- Became the Vice-Chancellor's target around 2010 for 100% of staff with a substantive teaching role to achieve FHEA
- Regarded by sector as 'impossible'
- Leading from the top – the VC and all senior team gained accreditation
- All time, expenses and support were covered
- Reluctant were chased

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# Operational Approach

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- Personally obtain fellowship – credibility and persuasion
- Barriers – time, support, motivation
- Time – set up workshops, dedicated space away from day job, no internet
- Support – mentors provided and feedback support
- Motivation – broke down into chunks, encouraged completion, pre-scheduled follow up time

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# CWIE and FHEA

- At workshops got chance to speak to wide range of staff about their teaching practice.
- CWIE was a common area of expertise used to demonstrate skills.
- A1 - Design and Plan - the set of modules with CWIE elements.
- A2 - Teach - often this evidenced partnership approaches to teaching with external providers.



# CWIE and FHEA

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- A3 - Assessment often used to demonstrate partnership models e.g. nursing curriculum
- A4 – Student support has the closest links to CWIE, particularly the set up, support and integration of CWIE activities.
- A5 - CPD by gaining pedagogical knowledge in both CWIE and T&L was often evidenced here.

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# Challenges

- Persuasion Skills
- Individual support
- Support to line managers
- Formal Processes

Thornton, Tim (2014) *Professional recognition: promoting recognition through the Higher Education Academy in a UK higher education institution*. Tertiary Education and Management. pp. 1-14. ISSN 1358-3883



# 2012 FHEA: 100%

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- The first (and still only) UK University to achieve 100% of Teaching Staff as Fellows of the Higher Education Academy

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# Supporting and Mentoring Staff

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- National Teaching Fellowship Scheme
- Celebrates outstanding achievement in Learning and Teaching in HE.
- Currently 643 NTFs from 40 discipline areas.
- Only 55 new NTF each year. Each university can submit up to 3 candidates.

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# The 2015 National Teaching Fellows

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# NTF Success League Table

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Institution	2015	14	13	12	11	10	09	08	TOTAL
<b>University of Huddersfield</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>12</b>
University of Plymouth	1	1	2	2	-	2	1	2	<b>11</b>
University of Leicester	-	3	2	2	1	-	1	1	<b>10</b>
University of Leeds	2	-	2	1	-	1	1	3	<b>10</b>
University of Gloucestershire	2	-	2	-	2	1	2	1	<b>10</b>
University of Reading	2	1	1	2	-	1	2	1	<b>10</b>
University of Exeter	-	1	-	2	1	3	2	-	<b>9</b>
University of Warwick	-	1	1	-	1	3	2	1	<b>9</b>
De Montfort University	-	1	1	2	1	1	2	-	<b>8</b>
Newcastle University	-	-	2	1	2	-	1	1	<b>7</b>

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# NTF 2012: Professor Janet Hargreaves

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- Adult nursing background. Teaches health care ethics, reflective practice and research.
- Gained NHS funding for an student partnership model to transform a research instrument for Confident in Practice into a self assessment tool for professionals (CiPA).  
<http://cipa.hud.ac.uk>
- Online tool that enables students to track their progress in CWIE settings.

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# NTF 2012: Professor Janet Hargreaves

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- Focus on students' preparedness for practice (PiPA). Collaborative design aims to help students to prepare for their CWIE experience.

<http://ppa.hud.ac.uk/>

- Inaugural Professorial Lecture: 'The Dream Job': Humanitarian nursing with Médecins Sans Frontières'

Explored the motivations and experiences of humanitarian nurses and their place, within Médecins Sans Frontières (MSF)/Doctors Without Borders, on a world stage.

Funded through NTF Award

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# NTF 2014: Professor Kevin Orr

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- Course leader for Educational Doctorate.
- Active scholar in CWIE
- Investigate work-related learning, specifically in Australia and the U.S.
- Providing improvements to vocational education and training through an examination of vocational pedagogy with Dr Denise Robinson
- ESRC-funded Higher Vocational Education (HIVE) project with colleagues from Universities of Greenwich and Birmingham, and the Institute of Education

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# NTF 2015: Dr Jonathan Glazzard

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- In 2013 and 2014 100% of his students achieved a first or upper second class degree.
- His research focuses on the marginalisation of children and young people with disabilities, highlighting issues of social injustice.
- NTF Research project into looking at how schools and student teachers can address homophobia in the primary school. An issue was currently the subject of considerable political focus.
- He will try to learn more about how primary age children can acquire attitudes that later become entrenched as prejudices.

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# How do NTFs Support Talent Management?

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- Active members of the Teaching and Learning Institute Board.
- Run strategic cross university T&L projects. e.g FIELDS Student Journal, SIM Venture
- Present seminars as part of the NTF / University Teaching Fellow (UTF) Seminar series
- Support the next generation of NTFs

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# University of the Year

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- Huddersfield has received at least one Fellowship annually for the past eight years, with a total of twelve awards in that time. This sequence is unmatched by any other UK university.
- 100% FHEA and NTF success were key components in becoming Times Higher University of the Year 2013

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# Rewarding and Recognising Staff

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- Extra Mile Awards  
2006-2011
- Around 25 staff invited to student hosted Celebration dinner each year.
- Entirely student nominated (except 2009)

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# Thank You Awards

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- Since 2012 partnership of Teaching and Learning Institute and Student's Union
- Around 800 nominations annually
- Numerous students cite impact of CWIE experience.
- Massive anecdotal evidence if supports motivation and staff satisfaction.

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# CWIE links to Awards

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- CWIE activities are key influencer for students
- Support for career – informal mentoring
- Technical aspects of job e.g. music production
- Extra-curricular work

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# Culture of Collaboration

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**2006 -2015: 10 inspiring years**

Building a culture of collaboration and support,  
through multi-disciplinary projects,  
inspiring conferences and networking fora.

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Thank You

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Any questions?

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