



MANCHESTER
1824

The University of Manchester

People and Organisational Development Strategy

Putting our people at the core of *Our future*

Our future
Knowledge | Wisdom | Humanity

Foreword

At The University of Manchester, we know that by working together we can achieve great things. From life-saving research to life-changing teaching and our commitment to social responsibility, everything we do has our people at its core. It is vital that we invest in, support and develop all our colleagues – this strategy sets out how we will do this.

We aim to be a university where our colleagues are proud to belong – a welcoming, inclusive place where we are unified by our values and create equal opportunities for all. A place where our people can thrive and flourish to achieve great things.

We are confident this strategy will help us achieve our ambitions as we continue to put our people at the core of *Our future*.



Nancy Rothwell
President and Vice-Chancellor



Patrick Hackett
Registrar, Secretary and
Chief Operating Officer

Welcome

No matter who we are, where we are from, how long we have worked here or what role we carry out, we are all part of the University's community of colleagues. Since arriving at Manchester, I have had the privilege of meeting with and working alongside amazing people who are totally committed to the University's purpose: to advance education, knowledge, and wisdom for the good of society.

While we have a strong base to work from, there is much more work to be done to create a truly inclusive, supportive culture where everyone feels welcome, valued and able to thrive. I am confident that by working together we can make Manchester an even better place to work and study.

This strategy has been created using the ideas and suggestions put forward by colleagues. While the Directorate of People and Organisational Development (People and OD) will play a key role in leading this strategy, the wider community and leadership are responsible for achieving the ambitions we have set out. So, I encourage you to think about your contribution – what will you continue to do or do differently?

We know that we face significant challenges over the coming years, and I am certain that by bringing our values to life in all we do, we will succeed. We will continue to engage and collaborate with colleagues to ensure all voices are heard, and we will act on what we hear. I look forward to working with you.



Adèle MacKinlay

Director of People and Organisational Development

Executive summary

The *Our people, our values* theme lies at the core of *Our future* – this strategy outlines how we will achieve many of its key goals. It shows how our leadership and underpinning values will guide and drive the cultural change needed to create an environment where all our people can thrive and achieve their full potential.



Executive summary

Operational excellence is at the core of our strategy. We will ensure we have the best possible operations in place to support the delivery of clear and measurable benefits for every part of the University. For our people, this will lead to an improved employee experience at every stage of their career.

All our activities will support our colleagues' wellbeing and success in achieving their aspirations. We will inspire, prepare and engage our leadership community in the significant operational, cultural and mindset shifts needed to meet future challenges. We will focus on support for career development and the creation of progression pathways that enable all our people to experience professional growth and high performance.

We will ensure Manchester remains a great place to work and study by aligning our activities, policies and practices with our *Equality, Diversity and Inclusion Strategy* as we continue to develop and build on our foundations of support and collaboration. We are passionate about creating a truly diverse and inclusive culture that embodies our values and can achieve our strategic goals.

To do so, we will create a People and OD function that is innovative, analytical, forward-thinking and supportive, and meets the internal and external



demands of competitive markets, employee expectations and the changing ways of working.

Over the next three years we will focus on delivering our strategic priorities:

- **Service** – we will focus on speed, simplicity and quality, using agreed metrics to measure improvements in our service levels.
- **Leadership** – we will inspire, prepare and engage our leadership community to meet the significant challenges of the future.

- **Performance** – we will implement processes that support high performance, attract top talent, and enable the development of career paths, nurturing personal and professional growth.
- **Culture** – we will role-model mindsets and behaviours linked to our core values, supporting stronger and more responsive decision-making.
- **Wellbeing** – we will build a more inclusive environment, with more employees able to engage in a healthy way.

Introduction

The *People and OD Strategy* exists to support our University to achieve its strategic plan. As a result, it is closely aligned to our goals relating to research and discovery, teaching and learning, and social responsibility – noting that *Our future* already puts our people and our values at the core of everything we do.



Introduction

Over the next three years we will deliver on our five key strategic priorities: service, leadership, performance, culture, and wellbeing. This approach, aligned with the *great people doing great things* theme from *Our people our values* deliver significant positive impacts to help us achieve the University's vision. By listening to and acting upon feedback, we will enhance colleague experience through improved:

1. Performance and productivity

Our people will contribute to the University's measures of success as expressed in the *Our people our values* theme.

2. Colleague engagement

Our people will feel engaged, motivated and able to balance work and personal commitments. Feedback and guidance will be sought from colleagues on all aspects of our work, mission and guiding principles.

3. Environmental awareness

We will enable colleagues to acquire the knowledge and skills to contribute positively to our environmental sustainability goals and our job descriptions will include the University's commitment to zero carbon.

4. Attraction and retention

We will take a more strategic approach to attraction and recruitment, including developing our *Talent Acquisition and Employee Experience Strategy*. Our University will be a place where colleagues can fulfil their potential through learning and development opportunities, and have a clear pathway for career progression.

5. Wellbeing

We will provide the support and environment in which our people feel physically healthy and psychologically safe. We will review workloads and the distribution of work, develop new, consistent approaches to workload management, and encourage colleagues to take an active role in shaping these.

6. Employee relations

We will reduce the number of formal grievances, disciplinary cases, and collective disputes by building trust, encouraging openness and reforming our approach to collaborative employee relations. We will increase the extent to which colleagues feel supported and valued by their managers.

7. Diversity

We will have a workforce profile that is representative of the wider population across all levels and areas of the University. We will lead on analysis of staff turnover and rate of promotion with a view to setting ambitious but realistic targets. This means we will have greater diversity at senior levels and meet targets across all areas of our workforce. We will reduce our pay gaps for gender, ethnicity and disability year-on-year to achieve and maintain parity by 2030.

8. Inclusivity

We will work in partnership with our colleagues in the Equality, Diversity and Inclusion Directorate to create an environment and culture where our people, irrespective of protected characteristics or socio-economic background, feel welcome, valued, and have a sense of belonging. We will implement a more robust and systematic exit interview system and use the feedback to inform our plans for inclusivity.

Service

Operational excellence is the foundation of this strategy. We will attract global talent and improve our induction procedures, and will excel in the candidate and employee experience, building our reputation as a great employer. In turn, this will help us retain the highest calibre talent from across the world.

We will modernise processes and reform underpinning policies to ensure we empower and support colleagues. We will deliver insightful workforce information to enable informed decision-making and greater integration with wider University initiatives. We will act on colleague feedback to develop inclusive recruitment practices that are engaging and representative.

To achieve this step-change in our service, we are investing in systems that support more efficient processes. We will focus on the development of expertise and skills, make greater use of data in developing our ways of working, and benchmark ourselves against best practices across our sector and comparable sectors, both domestically and internationally.

The University will benefit from:

- faster, more simple vacancy approvals using online processes;
- faster notifications using automatic processes at each stage of the process for hiring managers, approvers and candidates;
- a reduction in workload for hiring managers through the adoption of an online toolset;
- an improved induction experience for new starters using online processes;
- improved data analysis to enable targeted recruitment activities aligned with resource forecasting and planning activities;
- a greater focus on inclusivity, enabling us to attract the best and most diverse global talent;
- an ability to provide accurate, insightful and timely workforce information to inform decision-making;
- the development of our reputation as a great employer, both locally and across the higher education sector nationally and internationally;
- a reduction in time spent on People and OD processes;
- information gathered at every stage of the recruitment process, enabling insightful decision-making;

- targeted recruitment activities to resource hard-to-find skillsets and inclusivity drivers.

To create measurable key performance indicators, we will undertake a series of priority-setting strategic reviews that will identify the future direction of People and OD partnering activities, performance measurement and talent management processes, and recruitment and talent acquisition.

We will deliver a shift in culture, competency and ways of working, so they are better aligned with the University's vision and values. This reimagining process will be driven by the People and OD Transformation Programme.



Leadership

To continue to flourish, it is essential that we build inclusive leadership capability for current and aspiring academic and Professional Services leaders. We will ensure our leadership development activities are aligned with our values and are focused on delivering leadership with humanity.

We will increase capability around the management of people processes and continue to embed our leadership framework at all levels, encouraging the development of self-organising teams. Our leaders will be responsible for delivering the agility, sense of belonging and personal accountability we recognise as essential for our future success.

The University will benefit from:

- consistent expectations and measures of performance and feedback;
- regular and ongoing development undertaken by leaders and managers as common practice;
- empowering leaders and managers to take full accountability for all aspects of their teams' delivery;
- developing critical skills in our leaders and managers for the future success of our institution;



- a strong talent pipeline for succession planning;
- clear mechanisms for developing and retaining high performing staff.

We encourage leaders to take an active role in the development and engagement of their people. We will create a compelling future foundation of growth for individuals and our University.

Performance

We are experiencing an increasingly competitive recruitment market, and the mix of contract types we offer is evolving as we develop our requirements for long-term and short-term capability.

The skills needed to achieve the aims set out in *Our future* are constantly evolving, and we need to nurture a community of people who think innovatively and adapt quickly. An agile workforce is essential in addressing existing skills gaps and meeting future workforce requirements. We must focus on support for career development and the creation of progression pathways that support professional growth, personal achievement, and high performance. In this way, our unique reputation for connectivity, innovation and pioneering spirit will continue to draw the brightest and best to join us.

Long-term workforce modelling is required to connect with our local community to nurture home-grown talent for the future and to develop skills in the next generation of workers. We must also be mindful that flexible and hybrid working offer many new opportunities to join the team and ways to contribute. We must achieve consensus on our future workforce size, shape and capability based on insightful data analysis and clarity of purpose.

In a highly competitive talent market, shifting workforce models and employees who expect the same level of individual focus they receive as consumers require a People and OD function that is innovative, analytical, predictive and supportive. Our colleagues are clear about the things that matter to them, the things they love about the University, and the areas where it is time for change. Colleagues need to know that we hear them and are taking decisive action to deliver.

The University will benefit from:

- workforce planning systems that embed strategic workforce planning into our forward planning;
- an approach to talent management and career development that supports our retention goals, rooting our workforce in our local community and encouraging exceptional talent from around the world to join us;
- workforce analytics that support the whole organisation and business unit level planning, modelling and forecasting;
- new recognition and reward processes that will celebrate and spotlight achievements, skills and talents central to our goals and aligned with our values;
- the advancement of our reputation as a regional, national and international employer of choice to ensure we have a skilled and agile workforce able to achieve our goals;

- strategically aligned business and workforce planning supported by aligned approaches to talent management, increasing diversity and professional development;
- data analytic capability to support data-driven workforce planning, resourcing, talent management and succession planning;
- attractive compensation and benefits packages that support recruitment, retention, and deliver wide-ranging opportunities for career development.

The expectations associated with this transition require a significant operational and cultural shift and a re-emphasis on managers having a very different people-management role, as we have not undertaken this activity in any formal, systematic way previously. This shift will require a change in mindset among managers who have a key people-management role. It will also require access to People and OD practitioners who are able to operate strategically to support management and staff to deliver on their objectives, offering more strategic support to managers at all levels.

Culture

To ensure that the University remains a great place to work and study and continues to develop its culture of support and collaboration in which all can achieve their full potential, it is essential that we consider how we improve inclusion across the entire employee lifecycle. We will ensure that our activities, policies and practices are aligned to the development and nurturing of inclusion. This means creating a shared understanding of these principles across the entire workforce.

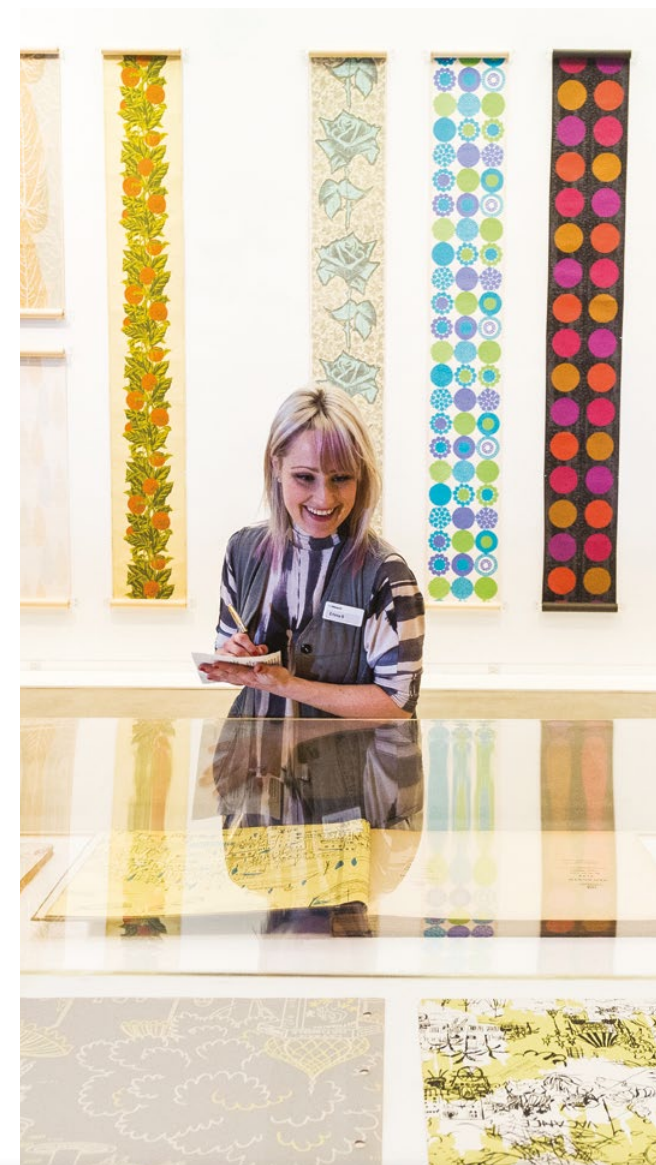
Our values – particularly our commitments to humanity and pioneering spirit – drive the flow of our cultural evolution. To be recognised around the world for the excellence of our people, we must create greater motivation and engagement among staff, along with higher levels of wellbeing. This, in turn, will deliver performance and deeper mutual trust and respect between colleagues.

The University will benefit from:

- closer alignment between leadership recruitment, career development, performance and recognition processes;

- greater engagement with staff and stakeholders, with a commitment to listening to colleagues and acting on their feedback;
- a first-class employee experience for all colleagues at every stage of their time in the University community;
- wider access to feedback through our crowdsourcing performance review, group review channels and 360-degree review;
- increased awareness of OD across the organisation;
- greater OD capability within the Directorate of People and OD and across our University, focusing on transformation and change;
- an enhanced leadership and management capability;
- development of academic talent and performance.

There are clear links between the culture of an organisation and the wellbeing of its employees. Key indicators, such as the level of personal autonomy everyone has within their role and the degree to which colleagues feel supported and valued by their managers, are important in measuring and sustaining wellbeing throughout the workforce.



Wellbeing

We aim to create a work environment in which our people feel able to thrive, and can fully achieve their professional and personal aspirations against a backdrop of continuous change. We will increase our efforts to embed the right processes, support, pathways and conditions to help our colleagues succeed, recognising that supporting their wellbeing is both the morally right thing to do and a significant driver of enhanced organisational performance.

Leaders at every level must ensure that all aspects of health are considered when developing University policy. Focussed learning outcomes must be embedded in all leadership development programmes that equip leaders to support wellbeing as a key performance objective. We will fully consider the effects of the pandemic and the implementation of hybrid working practices to understand their impact on sickness absence.

The University will benefit from:

- greater support for planned enhancements to our Occupational Health Services;
- the identification and delivery of a broader range of better services;



- the development of more tailored resources that recognise and reflect the range of factors that contribute to wellbeing;
- increased participation in wellbeing events and resources across all staff groups.

As we begin to recover from the disruptions and uncertainties of the pandemic, colleagues are adjusting to a new normal in all aspects of life, and may feel overwhelmed or anxious. We believe the University is so much more than an employer, and we are committed to offering a great experience for our

colleagues in which we maintain a healthy, energetic and dynamic workforce.

We will ensure colleagues are appropriately skilled and supported, can play to their strengths, and feel their personal circumstances are recognised. We will ensure the overall scale and pace of change is appropriately managed and supported, and unnecessary demands are curtailed. We will continue to encourage smarter working, and our leaders and managers will encourage all colleagues to consider where and how we can free up time.

Aligned with and enabling our EDI Strategy

We are passionate about creating a diverse and inclusive workforce that can achieve our strategic goals and embody our values. The following aims are from our *Equality, Diversity and Inclusion Strategy*, and People and OD is committed to achieving them over the lifetime of this strategy.

- Our talent acquisition and employee engagement activities are inclusive and attract potential colleagues from a wide range of backgrounds;
- Our recruitment practices deliver the diverse workforce we need, and our processes feel inclusive and welcoming to all candidates;
- New starters feel engaged and included throughout our arrival and induction processes;
- Fair access to all opportunities;
- Opportunities for development focus on both personal and professional goals;
- We foster inclusive relationships;
- We understand what motivates all our employees;
- Our exit processes are respectful and treat colleagues with dignity.



Measures of success

Our measures of success will align with those identified in the University's strategic plan.

Lead indicators (inputs)

- Managers and other stakeholders have easy access to up-to-date and clearly articulated policies and procedures that are well understood and consistently and accurately applied;
- Annual people planning exercises at a local and University-level identify future structural opportunities for improvement, succession planning and talent development;
- A leadership framework that underpins our core values and sets out the expectations of those in leadership and management roles;
- Innovative approaches to pay and rewards across the University;
- A flexible benefits scheme open to all staff;
- Staff engagement interventions so staff are aligned with and have opportunities to influence the University's strategic objectives and future direction;
- Support for the development of academic workload models to ensure fairness in allocation.

Lag indicators (outputs)

- People and OD-related performance metrics published for the whole University;
- Online technologies have increased efficiency for people processes, specifically through manager and employee self-services for reporting and transactional services;
- The vast majority of our posts are filled first time with the right calibre of staff;
- Positive action taken through our recruitment and selection activity to ensure we are an inclusive and diverse community;
- Best practice and achieving external recognition through awards and accreditation highlighted in the areas in which we operate;
- The number of probationary periods being extended versus probation success rate;
- The number of high-performing staff successfully competing for internal opportunities;
- The number of staff mentoring and coaching internal colleagues;
- Excellent leadership recognised internally;
- The number and quality of internal applications and appointments to leadership and management roles;

- Performance fairly and consistently measured and recognised, and underperformance addressed effectively within reasonable timescales;
- Positive relationships with our recognised trade unions and other employee representatives nurtured and encouraged;
- Participation in wellbeing interventions, including our employee assistance programme and Occupational Health Services.



The University of Manchester, Oxford Road, Manchester. M13 9PL. UK

www.manchester.ac.uk
