

Researchers Into Management

Day 4 Organisational Operational & Individual Performance Management

From the last session...

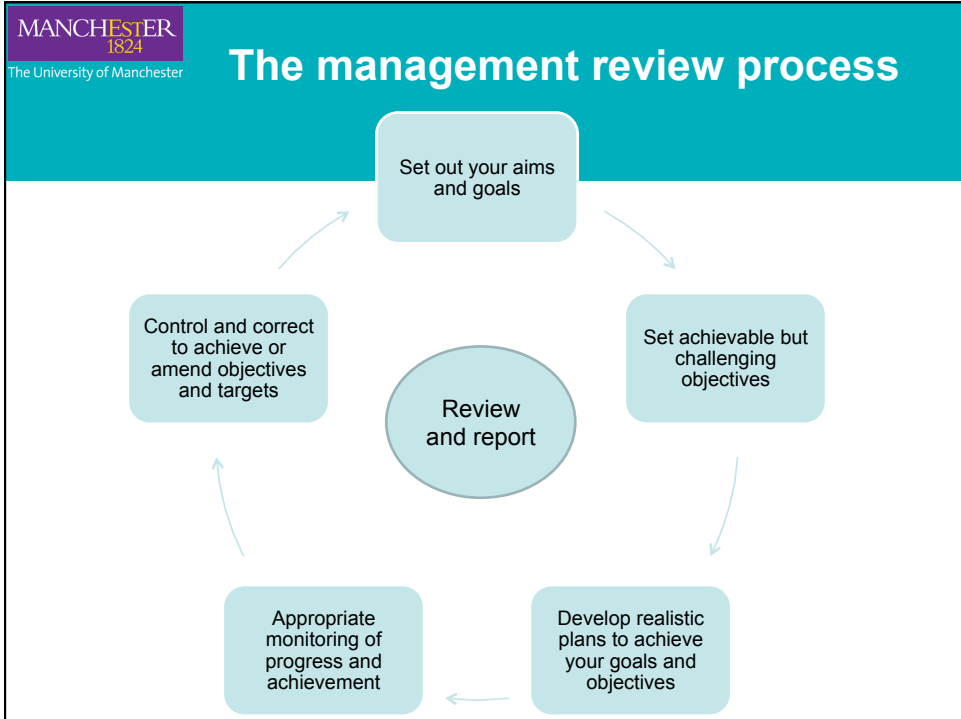
- Discuss your thoughts on the **Nancy Rothwell Leadership Insight** article
- Discuss progress with gathering Faculty / School / Institute and Research group strategy and operational plans

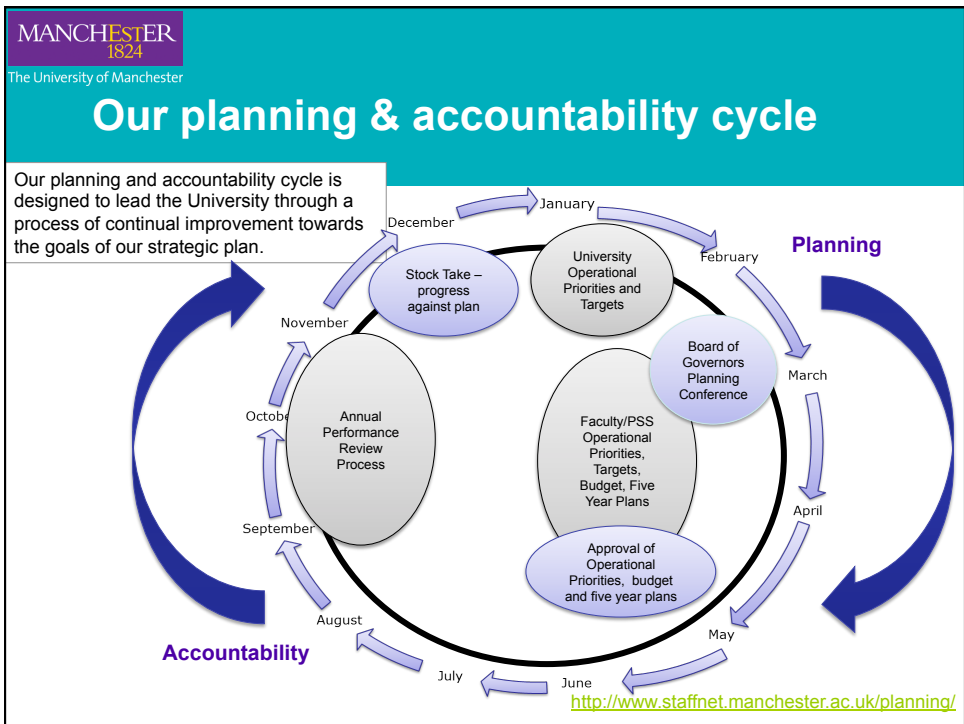
Objectives for the session

- To explore the operational management framework.
- To explore operational objectives around efficiency and effectiveness and KPIs
- To differentiate between efficiency and effectiveness
- To identify a range of control/feedback mechanisms to assess organisational performance
- To explore the role of performance management for the organisation and the individual

Operational management







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Annual Stocktake report

The **Stocktake Report** provides a detailed appraisal of progress against the goals and key performance indicators of the University's Strategic Plan, Manchester 2020, and is a key component of the University's Planning and Accountability Cycle.

http://www.staffnet.manchester.ac.uk/planning/planningperformancereview/2020stocktake/

University Operational Priorities

- **Operational priorities** are agreed every year at University level as well as by the Professional Support Services (PSS), Faculties, Library and cultural institutions.
- Used to record and track activity taking place in support of the strategic priorities of Manchester 2020.
- See the Operational Priorities 2018/19
- See the PS Operational Priorities Summary 2018/19

<http://www.staffnet.manchester.ac.uk/planning/planningperformancereview/operationalpriorities>

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Group discussion

Faculty / School Strategy and Operational Priorities

- Translation of 2020? - Is there clear evidence of realistic and measurable targets?
- Delegated roles - responsibilities, accountability, challenges?

Efficiency & Effectiveness – What’s the Difference?

Efficiency

- Speed
- Avoiding waste
- Avoiding misused time
- With fewer people
- Automation
- Less resource intensive
- More for same resource
- How well resources are converted into outputs

Effectiveness

- End result
- Suitable
- Relevant
- Fitness for purpose
- Quality
- Does what is supposed to do to quality standards
- About suitability of outcomes

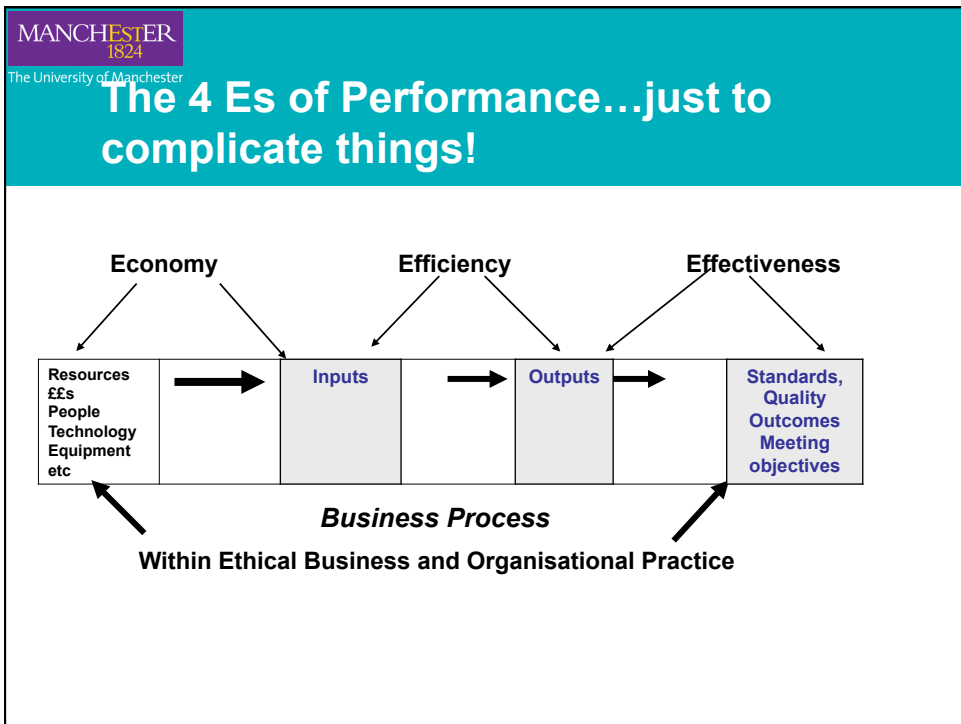
Text books

Effectiveness is ‘doing the right thing’

‘Doing the right thing’ means conducting the right activities and applying the best strategies for competitive advantage. From a process viewpoint it is producing the required outputs and outcomes, in other words meeting objectives.

Efficiency is ‘doing the thing right’

It defines whether processes are completed using the least resources and in the shortest time possible.



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Strategic Alignment: KPIs

What will we measure to check if we are achieving the operational goals?

A Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use key performance indicators at multiple levels to evaluate their success at reaching targets.

<p>KPI 1 Global standing Target: To be recognised as one of the 25 leading universities in the world, with 20% of subject areas in the top 20, as measured by our position in international league tables.</p>	<p>KPI 2 Total research grant and contract income Target: To double total research grant and contract income by 2020 from a baseline of 2010, ensuring an increase in both international and business income as a percentage of total income and an increase in Manchester's share of UK research grant and contract income.</p>	<p>KPI 3 Quality Target: To improve the quality of research outputs by 2020, ensuring that 90% of staff are judged as producing world-leading or internationally excellent research by peer review through the Research Excellence Framework or our own exercises, and to ensure that the share of our publications falling in the top 10% of cited papers in their field is in line with that for the UK's top five institutions.</p>
<p>KPI 4 Doctoral degrees Target: To increase our postgraduate research student-to-staff ratio to be within the top five UK institutions and to ensure that at least 90% of students complete on time.</p>	<p>KPI 5 IP commercialisation Target: To generate a cumulative £1 billion of economic impact by 2025 with 2500 million generated in the period 2015-20.</p>	<p>KPI 6 Student experience Target: To achieve at least 90% student satisfaction for Q23 in the National Student Survey by 2020, and that the University is in the upper quartile of Russell Group institutions.</p>
<p>KPI 7 Employability Target: By 2020, to achieve a positive graduate destinations rate of at least 85% (as measured six months after graduation) in the Destinations of Leavers from Higher Education survey, and that the University is in the upper quartile of Russell Group institutions.</p>	<p>KPI 8 Widening access Target: To meet our widening participation targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, and that the University is in the upper quartile of English Russell Group institutions.</p>	<p>KPI 9 Social responsibility Target: A weighted portfolio of measures to monitor progress against the social responsibility agenda, including equality and diversity profile, engagement with communities (especially those that are disadvantaged), sustainability and economic and social impact.</p>

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SMART objectives?

Specific	Is the goal focused / clear? Does it state exactly what you want to accomplish?
Measurable	How will you demonstrate and evaluate the extent to which the goal has been met? How much, how many? How will you know it is achieved?
Achievable	Should be challenging but realistic. Is it action orientated? How realistic is the goal based on other constraints?
Relevant	How is it aligned to organisational vision/goals? Does it seem worthwhile? Is it the right time? How does it tie into key responsibilities / resources?
Time-bound	Is there a target date / time limit (deadlines, milestones, frequency)?

Monitoring and control

- If activities are not monitored then progress against targets and objectives will be a guess
- If control methods are not activated when needed then activities can drift away from planned targets and objectives

Vision and Values

Mission

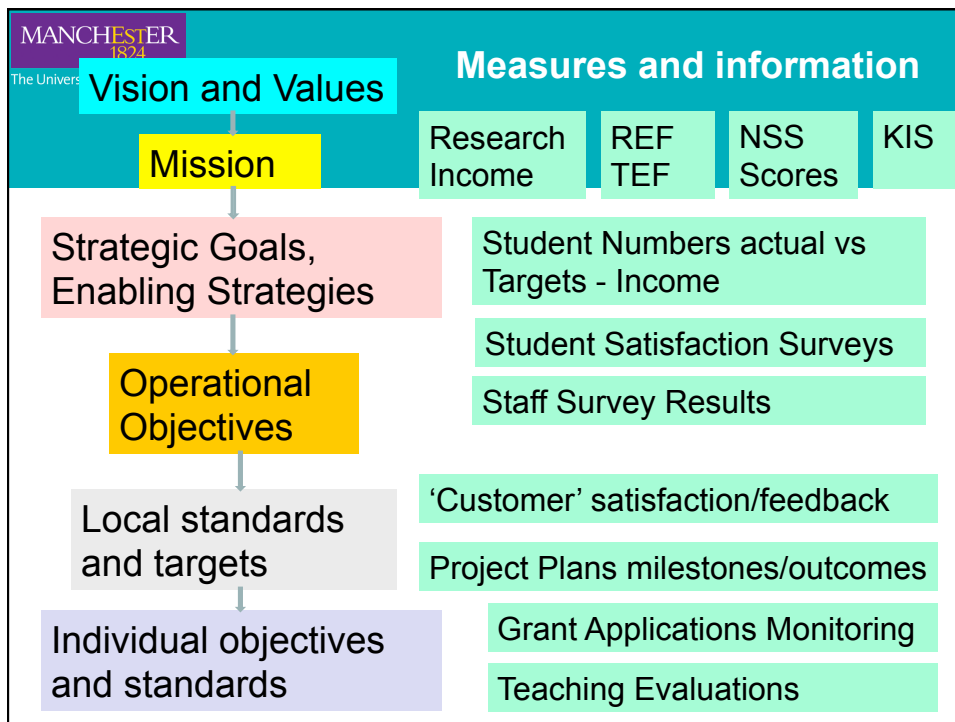
Strategic Goals,
Enabling Strategies

Operational
Objectives

Local standards
and targets

Individual objectives
and standards

What targets/measures
and information is
available at each level to
monitor and assess if
goals and objectives are
being met?



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Staff Survey

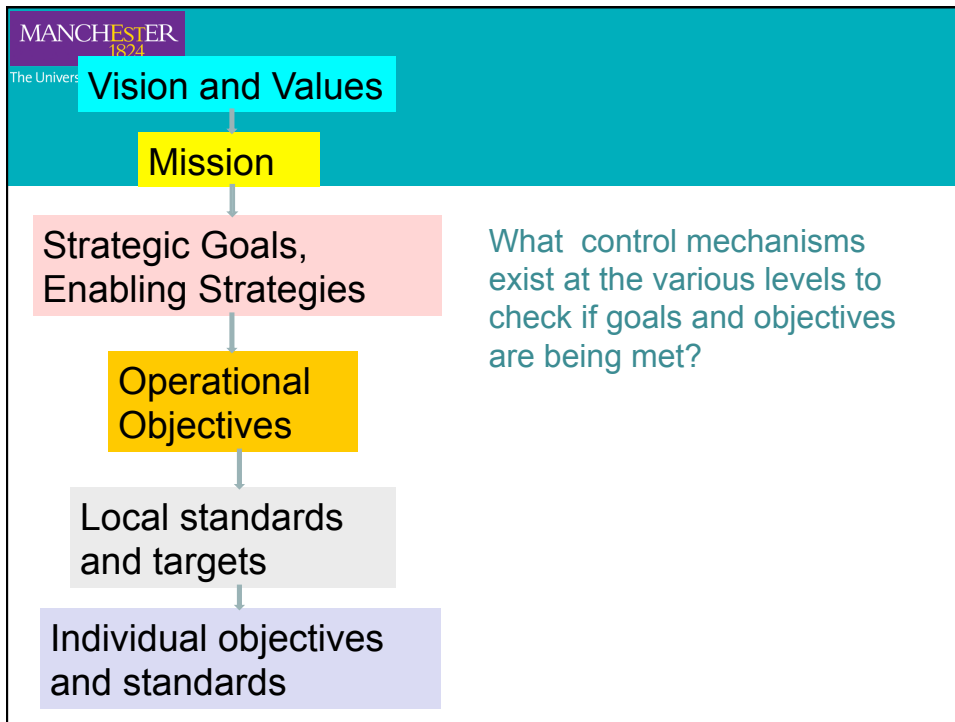
"Our staff are our most valuable asset. If we are to meet our ambitious Manchester 2020 goals, we need to ensure that the people who work here feel encouraged, valued and motivated."

Every two years we ask you, our most valuable asset, to give us feedback about your experience of working here."



Action plans
Following the announcement of the Staff Survey results in June 2017, three significant themes emerged in the action planning meetings as key areas to improve - Leadership and Managing Change, Dignity at Work and Research Staff.

Progress:
<http://www.staffnet.manchester.ac.uk/staff-survey/progress/>



Guest speaker

Angus Hearmon Head of Research IT

The Research Lifecycle Programme in the context of the
University's strategic and operational planning

Organisational roles and performance management

Senior Managers

Meeting key strategic goals, overall high level organisational targets and financial viability and longer term focus

Middle Managers

Concerned at level of business unit, performance against operational plan, amalgamation of performance of various teams

Integration



First line manager

On the ground day to day operational performance, product quality or service standards, much more detailed focus

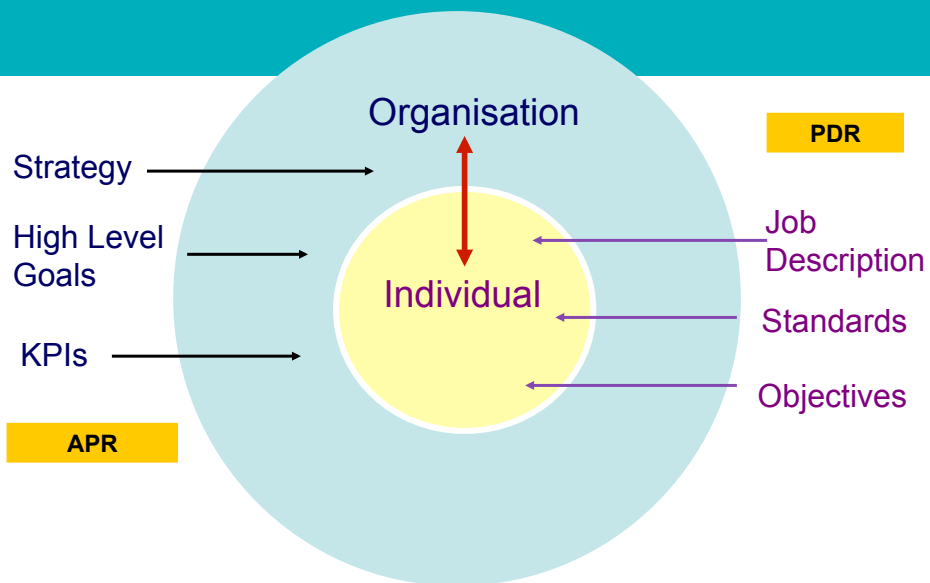
All staff as individuals

Individual objectives, quality standards, key performance indicators, seek and act on feedback, customer and peer feedback

Managing for high performance

- ☺ Excellent
- ☹ Average
- ☹ Poor

Performance Management



Managing for high performance

What is performance management?

A method of connecting organisational objectives with the people who are to carry them out.

Managing for high performance

“It is the people who are the greatest creators of value.”

”Our staff are the most valuable asset and key to the achievement of our goals.”

“We value our employees as the greatest resource of our success.”

Implementing Performance Management

What is your current pre-disposition?

- Complete the questionnaire and discuss.

Performance Management

(cc) Soozie Brown, www.innovatribe.com

McGregor's Theory X and Theory Y

Theory X	sphere	Theory Y
Dislike work, find it boring, will avoid if we can	ATTITUDE	Need to work, want to take an interest, we can enjoy it
Must be forced or coerced into compliance	DIRECTION	Direct ourselves towards an accepted target
Need to be directed, avoid responsibility	RESPONSIBILITY	Thrive on responsibility
Motivated by fear, lack of money, lack of job security	MOTIVATION	Motivated by the desire of self-development and to contribute to the world
Little creativity, except when getting around rules	CREATIVITY	Highly creative when given recognition and opportunity

Based on a diagram from: <http://h3.gqph.com/UhdiitA3kxYo/UC1n1FXE7b/AAAAAAAAATA/WthKSRVUc/s640/theoryxy.png>

Managing for high performance

What is good performance management?

- What is the aim?



3 Key Questions

- What is expected of the job holder?
- How is the job holder doing against what is expected?
- How can the job holder best develop in relation to what is expected of them?

Managing for high performance

What is good performance management?

- Is it an activity or a set of processes?

Both.

Annual performance reviews can be useful, but the focus should be on regular, frank, yet supportive performance conversations that include ongoing feedback.

Managing for high performance

What is good performance management?

- What techniques/ tools/ approaches should be used?

There is no single best approach. Regular, effective feedback on progress towards objectives should align with organisational strategy and suit the type of job in question.

Managing for high performance

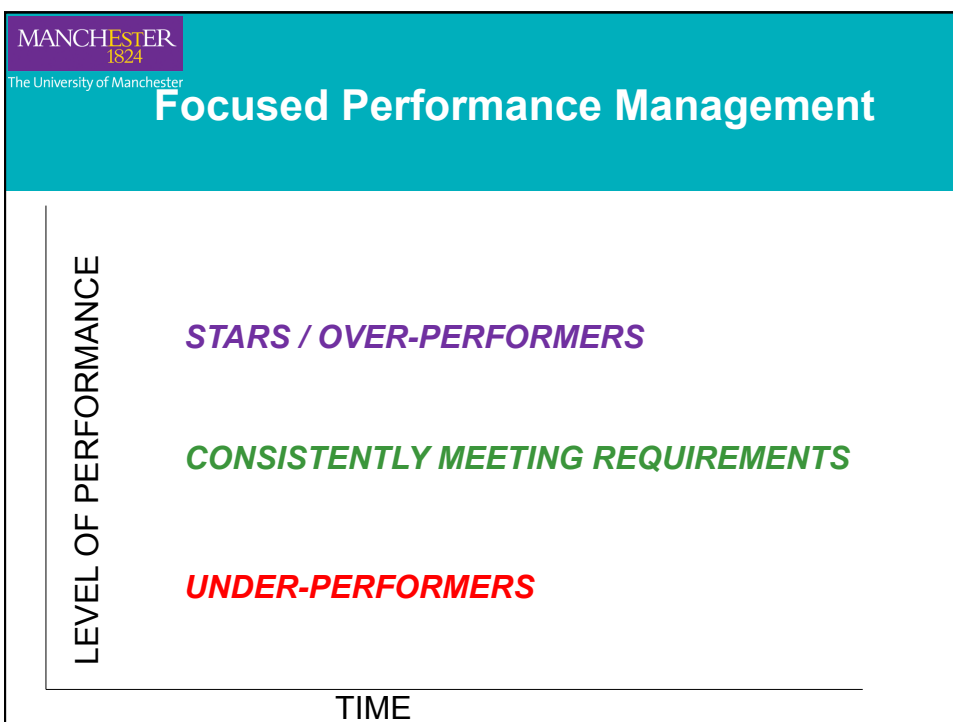
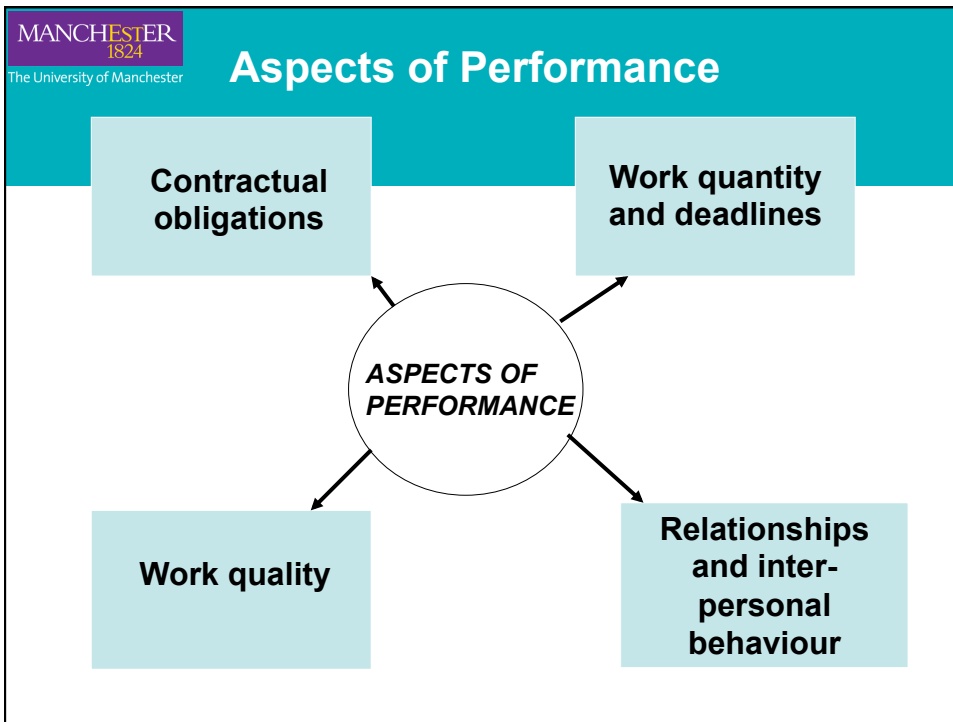
What is good performance management?

- What is the role of the manager?
- Reinforcing the links between organisational and individual objectives.
- Giving feedback that motivates employees, helps them improve, and holds them to account.

Managing for high performance

What is performance management?

- ~~• Pay~~
- ~~• Direction and control~~
- ~~• Poor performance~~
- ~~• Form filling~~
- ~~• Once a year conversation~~
- Personal development
- Continuous improvement
- Dialogue, support, agreement
- Teams as well as individuals
- Takes place throughout the year



A framework for constructive confrontation – nip it in the bud!

- Take ownership of the situation
- Describe the behaviours, actions or work that is the problem, give specific examples
- Describe why this is a problem - what is the impact?
- Enlist the person's help in overcoming the problem, agree actions