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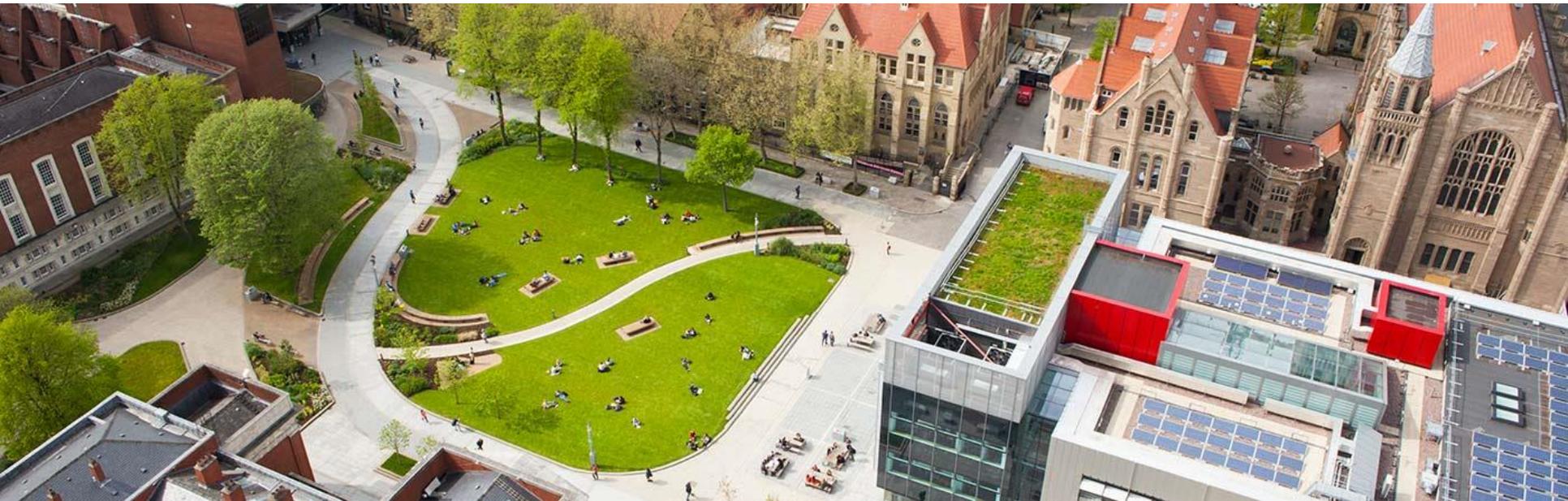
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YOUR VOICE
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Engagement and Change

Professor James Thompson, Vice-President for Social Responsibility

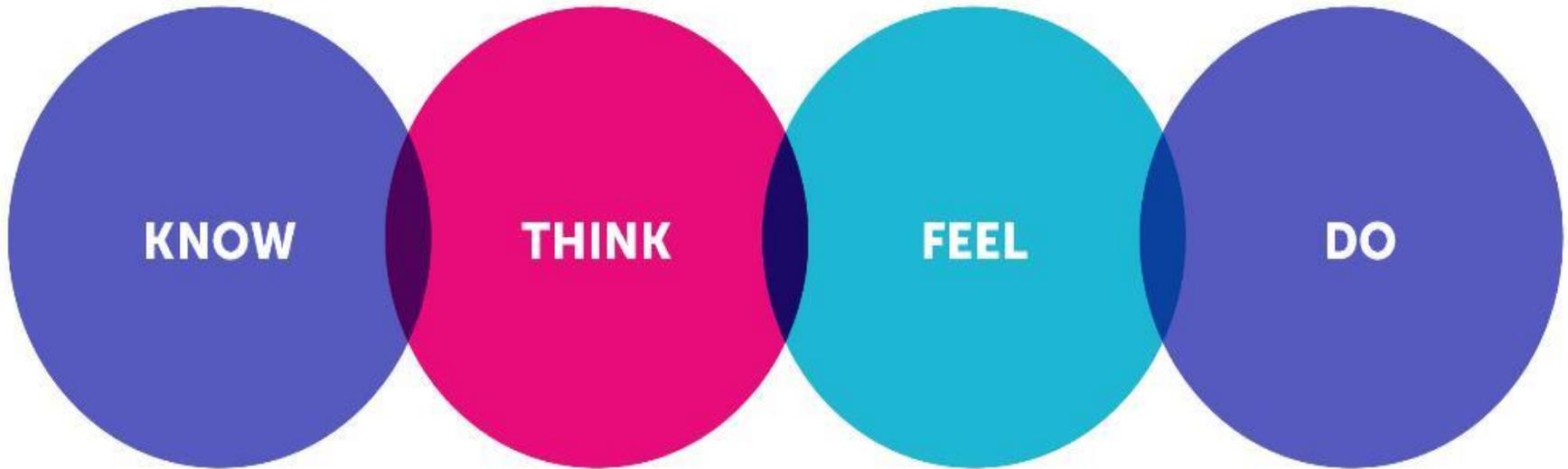


Key outcomes of the Staff Survey 2017

- 93% of respondents would consider the University a 'good place to work' (compared to 88% of all HEI's surveyed between 2015 and 2017)
- However, there were deteriorations from 2015 to 2017 in relation to leadership and engagement outcomes:
 - Change within the University is managed well 54% in 2017 (-6% from 2015)
 - The President's SLT lead the University well 65% in 2017 (-5% from 2015)
 - The President's SLT support new ideas for improving services 54% in 2017 (-5% from 2015)



Engagement happens when employees...



Know your strategic objectives and brand purpose

Think about their personal involvement in delivering these

Feel fully involved in and enthusiastic about this work

Do things that knowingly contribute towards the goals

Engagement and Change Actions

Focus on learning and development for leaders and managers:

- **Inspiring Leaders Programme** – 120 Tier 1-4 leaders have completed ILP with 100+ due to start in September
- **Leading at Manchester and Managing at Manchester** – two new programmes have launched with xxx staff taking part to date
- **Launch of Managers Essentials** – online resources for managers and leaders

Engaging staff in a two way conversation:

- **Our Future:**
- Totally new approach to developing our University's strategic vision which places listening to colleagues at its heart. Supported by advocate network and 'Skill Burst' sessions to improve conversations and idea generation.
- **The Hive:**
- Pilot of two-way online platform with PSS staff generated ideas around 'feeling valued'

Engagement and Change Actions

Investing in Success:

- Initiative to encourage staff to put forward personal development and project ideas for up to £10,000 of funding. 140 projects selected with investment of £1m

Auditing and resourcing employee engagement:

- Appointment of Head of Engagement (Rachael McGraw) to lead an audit and recommendations focused on employee engagement working in partnership with colleagues in communications and HR

Engaging People in Change:

- Improving skills while significant change projects such as Student Lifecycle and IT Modernisation have increased focus on effective engagement activity.

Change Management Framework:

- 'How to Implement Change' handbook and templates developed by the Programme Management Office working in partnership with colleagues from HR, Finance, SL&D and across change projects. The SL&D Change Management intranet site (November launch) will deliver information in the handbook and templates in an easy-to-use and access way, modelling the format on Managers Essentials.

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Colette Fagan, Vice-President for Research
Staff Survey Action Planning Event
September 13th 2018



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University Theme – Dignity at Work Working Group Members

- Colette Fagan (Chair)
 - Patrick Johnson – Equality, Diversity and Inclusion
 - Sarah March – HR
 - Tammy Goldfeld (group secretary, Careers Service)
 - Denise Fieldhouse – Staff Learning and Development
 - Alison Boardman – Internal communications
- 

Progress Update on the “Next Steps” identified in April:

1. Dignity at Work Policy and Procedures – revised, approved and relaunch with innovative communications campaign due to commence

- **Actions outstanding: Revisions to student policy in process (T&L)**

2. Actions focused on disabled staff

- **By April had:** put more support in place for staff Disability Advisor (assistant advisor appointed), clarified sickness absence rules, employed project assistant to map out rest/quiet rooms across campus
- **New:** Disability Standard self-assessment team to be set up by December to implement the Disability Business Forum’s “Disability Standard” tool. Membership includes: Disabled Staff Network, DASS, Unions and other interested parties

Actions outstanding: Targeted marketing of disability awareness training (HR and DASS); Design measures to gather feedback & evaluate impact on all of above

3. Countering Bullying and Harassment: “Speak up Stand Up” campaign launches during Welcome Week. Active Bystander training for staff in development for launch later this semester

Action outstanding: develop recommendations for improving the impact of the *Report and Support* button based on the usage analysis

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Reflections as we start to prepare for next survey

Communications: What are the key messages for the “you said, we listened and did...”

Evaluation: how will we...

- monitor implementation and evaluate impact?
- share and spread local good practice?

Focused planning for the next round: favour fewer and more focused action plans to address a small number of key themes (local level actions nested within pan-university coordinated plan)

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Equality and Diversity Report

- Overall, there were 837 statistically significant negative differences (785 in 2015).
- The group with the highest number of statistically significant negative responses were staff with a disability (56)
- **689 (9%)** respondents say they have felt discriminated against at work in the last 12 months
- **383 (5%)** respondents say they are currently being harassed or bullied at work



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Background: Slides from April 2018



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University Theme – Dignity at Work

Key Actions

1. Review of **Dignity at Work and Study Policy and Procedures**
2. Focus on **disabled staff response to staff survey** - review and evaluate the impact of actions initiated following previous survey results and focus groups.
3. To develop and deliver **Disability Awareness Training for Line Managers.**
4. Strengthen 'zero tolerance' efforts to counter **Bullying and Harassment:** • analyse usage of the *Report and Support* button • develop and deliver *active bystander training* for staff as well as students • further promote the *We Get It* campaign.
5. **Communications campaign** for the above at appropriate time

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DAW – Review of Dignity at Work and Study Policy

A **task and finish group** was set up to:

- review and update the Dignity at Work and Study Policy and associated procedures, considering the views of existing network and special interest groups ✓
- make recommendations for the provision of training, advice and other support to strengthen the policy implementation ✓
- ensure that the recommendations from UUK taskforce on sexual violence, harassment and hate crime are considered ✓

Progress update:

- A revised Policy and Associated Procedures has been produced and has gained approval through the relevant forums (Trade Union Negotiating Group, HR Sub-Committee, Teaching and Learning).
- A relaunch communications and campaign schedule is being developed.

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DAW– Actions for Disabled Staff

- **More support for staff Disability Advisor in DASS** – assistant advisor appointed ✓
- **Better lines of communication and understanding of roles between Occupational Health (OH), Disability Advisory and Support Service (DASS) and line manager** – Outstanding action; all groups would benefit from clarification of OH and DASS remit.
- **Increase opportunities for part-time roles** – Under discussion with HR.
- **Clarify sickness absence rules** – To communicate that disability absence is dealt with on a case by case basis with consideration given to reasonable adjustments.
- **Provide more rest/quiet rooms** – A project assistant has been employed to identify potential rooms across campus and to produce a map of the new rooms.

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DAW– Disability Awareness Training for Managers

- **‘Supporting Staff with Disabilities’** Training has been developed by the Disability Advisory and Support Service (DASS). The first session took place in December 2017. The training sessions take place approximately every 6 weeks throughout the year.
- **Supporting staff with mental ill health** - Over the last 3 years we have had 176 members of staff undertake this course.
 - The course was targeted at staff with line management responsibility.
 - The vast majority of staff were from the Professional Support Services, Library and Cultural Institutions.
 - Only 8 members of academic staff attended this training, six of which were from the School of Mechanical, Aerospace and Civil Engineering (MACE).

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DAW through zero tolerance - Report and Support.

Over the last 12 months we had:

- **342 reported incidents:** 115 requesting support from a Harassment and Support Adviser and 227 anonymous reports.
- **Profile of those reporting:** 97 were from members of staff, 129 were from students, 7 from visitors and 109 who did not want to be identified.
- **Type of incident reported:** 76 reported incidents of bullying, 69 of harassment, 43 of discrimination and 15 of victimisation.
- **53 reported incidents of sexual harassment and sexual violence.** Of these 10 people requested support from an adviser with 9 of these reports coming from students.
- **'Other' category:** reports from people on behalf of a friend, partner or colleague or from people who did not want to be identified. Of the 109 cases, 104 were anonymous.
- **N.B.** A number of the anonymous reports also include other institutions accessing the reporting system to see how it works.

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DAW through zero tolerance : Active Bystander Training & We Get It campaign.

- **Active bystander training** has been developed for students. This material is currently being adapted for staff and will be available by the end of the first semester of the 2018/19 academic year.
- **The next phase of the 'We Get It' campaign** will be to encourage all members of the university community to 'Speak Up! and Stand Up!' to harassment and hate crime both online and in person. The campaign aims to increase knowledge and confidence in people so that they are empowered to safely speak out against all forms of harassment, sexual harassment, discrimination and hate crime, stereotypes and micro-aggressions. This campaign will be launched during Welcome Week.



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Local Level Plans



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You were asked to...

- **1 slide on Local Action level plan progress**
- **1 slide on a positive action from each ‘feeder’ action plan. For example, in the Faculty of Science and Engineering we will be looking for a positive action taken from each of the 9 ‘feeder’ School level action plans, so 9 bullet points overall. For the PSS plan, this will a point from each Directorate.**
- **1 slide on challenges and suggestions how this may be addressed in the future**



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Research Staff Actions

Rachel Cowen, Senior Lecturer (Academic and Researcher Development)



Progress on Research Staff Actions

- New Associate Vice President for Research
- Re-focus for RSDWG
 - Strategic oversight of staff survey and concordat actions
 - HR/EDI data monitoring twice yearly including key contracts data promotion and reward data
 - Report to HR subcommittee and URG twice yearly
- Staff survey in action announcement highlighting significant impact of RS Reps Network
- RS Promotion training to support 2018/19 round
- Revised central promotions webpages to be inclusive of RS
- Lessons learned report on PDR roll out
 - Unified window for P&DR for RS
 - Improved communications and PDR training for PIs and RS





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Faculty of Biology, Medicine and Health

Daniel Jameson, Strategic Funding Manager



Faculty of Biology, Medicine and Health

Staff Survey 2017

Action planning progress report

13 September 2018



Faculty-wide actions

Availability and uptake of P&DRs

- Promotion of new on-line process
- Training for managers and extensive signposting to resources for reviewees
- Anticipated significant improvement in completion rates this year

Worklife balance / Stress in the workplace / Feeling valued

- Training around flexible working requests
- Promotion of WellBeing Week
- Leading by example
- Resilience training
- Balancing priorities and raising self-awareness incorporated into the New Academics Programme

Communications and engagement

- Faculty Head of Engagement appointed
- New processes in place to ensure more robust comms cascade (managers informed first)
- Regular programme of staff engagement events introduced
 - monthly Leadership Forums
 - termly Town Hall meetings
 - monthly School coffee events
 - open School Board Meetings
 - informal Dean and DoFO 'walkabouts'
 - Research and Teaching & Learning strategy engagement events

STAFF SURVEY 2017

IN ACTION

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School action planning

School of Medical Sciences

- Roll out of flexible working across PSS, plus training
- Equality and Diversity - Athena Swan application in July
- Active efforts to signpost existing resource and activity which aligns to concerns raised

School of Biological Sciences

- Promotions workshops
- Series of 'in-a-nutshell' sessions delivered by HR
 - Employee wellbeing
 - Flexible working
 - Recruitment and supporting new staff

School of Health Sciences

- Researchers P&DR questionnaire undertaken
- P&DR training sessions for research staff delivered, exploring their fit within the organisation
- Raising awareness of policies
 - via School board meetings: bullying at work / dignity at work
 - via School newsletter: H&S policy and accident reporting

STAFF SURVEY 2017

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Challenges

Momentum

- Very short window of opportunity for actions to be perceived as a result of the staff survey

Faculty leadership

- Lack of continuity of ownership / representation of staff survey action planning on the FLT
- New DoFO autumn 2017
- Departure of the Dean / appointment of interim Dean / new Dean

Manchester 2020 / pensions dispute

- Staff survey action planning side-lined
- Effective employee engagement difficult

STAFF SURVEY 2017

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Faculty of Humanities

Andrew Mullen, Deputy Director of HR



Faculty of Humanities: Staff survey 2017-action planning update

Andrew Mullen, Deputy HR Director

13 September 2018

Action plan-highlights

Leadership and managing change

- Twenty five leaders/managers at and above the “4th tier” participating in ILP1 and a further 22 registered for ILP2
- Workshop run in May with “4th tier” academic HoDs on the challenges of the role.

Workload, work/life balance and stress *(42% of academic staff felt they had a good work-life balance-80% for PSS)*

- Review of teaching assessment, particularly for UGY1.
- Publicising of University’s *Ways to well-being*, including running of workshops for managers and staff.

Communication

- Implementation of new Faculty Communications and Marketing Strategy, including new approach to engagement.

Other

- **AMBS Futures**-staff engagement project
- **Social Sciences**-development of detailed local guidance document/toolkit and training for academic HoDs about their responsibilities
- **Dignity at Work**-launch of revised policy and procedure provides a means of promoting support available to individual and ways of addressing issues (e.g. mediation, counselling).
- **Valuing of teaching staff**-measures to communicate parity of treatment of assessment of teaching and learning criteria in the promotions process (e.g. as part of workshops for candidates).

Challenges

- Securing necessary engagement from parts of the academic 4th tier, though that has improved.
- Scepticism arising from timing of survey following 2017 change project announcements.
- Industrial action on pensions and conflation of issue with some local matters and negative impact on morale.
- Some resistance to measures to reduce assessment.
- Well-being offering reaching those most in need.

Measures to address

- General approach to staff engagement.
- Leadership development activity and impact.



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Faculty of Science and Engineering

Sarah Heath, Assistant Vice Dean of Social
Responsibility

Pia Pollock, Project Officer (Planning)



Faculty of Science and Engineering Staff Survey Action Plan: Key areas

Pia Pollock, Danielle Moss, Benita Jackson, Sarah Heath

Activity	Progress
Leading Change Development Programme for PSS Managers	Launched in October 2017, over 110 PSS Managers across the Faculty have completed the programme. LCDP Summer Conference was held on 11 July and Winter Conference is planned to take place early next year. Two new LCDP cohorts will take place this autumn.
Inspiring Leaders Programme	The programme continues.
Communication during the FSE Review and Faculty restructure	Several consultation events have been held across the Faculty: 4 open meetings; 9 School meetings; 9 school meetings; 2 student workshops; Approx. 30 PSS workshops facilitated by various members of PSSLT.
Continue to emphasise “We Get It” campaign	Bullying and harassment awareness sessions have been incorporated into: School Away Day Programmes; Beeline; Athena Swan; School Boards; and Group Meetings.
Staff room & social space in Sackville	Staff room and social space is available for staff for lunch breaks and holding social events. The use of the space has increased.
Faculty Staff Survey intranet site being developed	Intranet site to publicise Staff Survey action plans, case studies and positive stories. It will also provide links to related activities e.g. LCDP, Staff Training and Development, P&DR, etc.

School/Business area	Activity
CEAS	Number of staff wellbeing activities: choir, coffee mornings.
Chemistry	School has set up a Staff Survey Committee to consider issues raised by staff. It has met 3 times in the past 9 months and is now gaining momentum.
Computer Science	More transparent guidance on duties allocation, promotion, and probation has been made available in School's wiki.
EEE	Regular email communication to remind staff about practices that enhance performance, e.g. reward schemes, We Get It campaign, training and development opportunities.
EES	Staff room has been created to have a break during the day. It is used by academic, PDRA, administrative and technical staff; eating lunch at desks happens now less often. School is also investing in the Centre for Atmospheric Sciences kitchen in Simon Building.

Materials	Introduction of own set of plaques to reward academic and PSS staff who are performing exceptionally. Plaques are engraved with the successful staff members name and are on display in the executive suite; a smaller engraved plaque is handed to the successful staff member.
Maths	Ensure all PDRA's receive a P&DR or aims and objectives meeting. Staff who conduct PDR's are chased until P&DRs are completed.
MACE	Wellbeing activities are high on the School agenda; School newsletter has a dedicated section on wellbeing: Weekly coffee morning, pilates, samba steel drum, walking group, badminton, Purple Wave Run, Lunch & Learn sessions; social spaces, fridge for colleagues returning from maternity leave to store expressed milk.
Research Institutes (PSS)	BP-ICAM: weekly team brief with Academic Director and Finance providing ability to communicate upwards; weekly 1-2-1 meetings with Associate Director and Research Scientist and with PSS Hub staff as necessary. Monthly BP-ICAM newsletter to keep UoM, UoC, UIUC, IC, UoLeeds, UoEdinburgh and BP staff involved in BP-ICAM appraised of news & events.

Challenge	How we may address this
Leadership buy-in	Stronger and more active involvement of Faculty Leadership Team to encourage engagement in action plans instigated by staff survey outcomes.
Managing the volume of change (e.g. restructure, SLP, move to MECD)	Work space pilot project New ways of working
Engagement of staff and communication	Two-way communication: ensure feedback provided by staff is addressed appropriately.
Worry and anxiety about job security	???
Right initiatives at right time	??? – Use of emotional intelligence?!

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Professional Support Services

- **Feeling valued**
 - Proud to be PSS campaign
 - Pilot of the Hive online platform to encourage staff to suggest ideas and share feedback
- **Wellbeing**
 - New workshop designed for managers about support staff wellbeing
 - 12 Wellbeing coaches trained at the University
- **Training and Development**
 - Managers Essentials online hub
 - Development of new Learning for All booklet for staff and managers
 - Workshops for managers to change perception and showcase the breadth of available to all



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Challenges

- Adoption of the the Hive as a platform for feeding back ideas
 - Roll out of the new Thank You Scheme
 - Increasing staff wellbeing
- 



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Library and Cultural Institutions

Simon Bains, Head of Research Services
and Deputy Librarian



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September 2018

Staff Survey Action Plan

Update from LCI

Katy Woolfenden

Head of Teaching, Learning & Students
The University of Manchester Library

Action Plan Progress

- Library 
 - All actions completed
- Museum 
 - Local action plan ongoing
- Whitworth 
 - Local action plan ongoing
- Jodrell Bank 
 - Local action plan ongoing



Positive Action

- Improved physical workspaces being used
- Benefits include:
 - Increased agility of working
 - Improved collaboration
 - Reduction in space usage
 - More suitable spaces for silence and team work



Challenges

- The Library Staff Survey has told us:
 - Staff feel they are encouraged to think of ideas
 - But half do not feel empowered enough to enact them

79% of staff felt encouraged to come forward with ideas and suggestions

67% of staff felt comfortable sharing their opinions at work

61% of staff felt they can take risks & try new things

48% of staff felt the Library empowers people

Leadership Team is:

- Facilitating discussions at all staff meetings
- Asking staff to have conversations in their teams
- Demonstrating LT are empowering people to make things better

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Next Steps – Communications Plan

Staff Survey 2017 ‘Positive Action’ campaign

University-wide campaign across all channels to raise awareness of actions taken since the last Staff Survey so staff will complete the next survey in 2019.

Internal Communications Teams will use action plans to base communications of positive actions.

Action planning leaders and local leaders will be encouraged to keep their areas up to date about local positive action.



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Next Steps – Discussion Point

- We had proposed:
- **April 2019** - Updated draft of both theme and local action plans to be produced to be shared at a briefing session for APLs
- **May 2019** - Updated Plans to be reported to HRSC



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Timetable for Staff Survey 2019

- November 2018 - Campaign development
- February 2019 – Campaign launches
- March 2019 – Official survey launch
- April 2019 – Survey closes
- June 2019 – University level results received
- June / July 2019 – Local area results received