

THE UNIVERSITY OF MANCHESTER

STAFFING COMMITTEE

21 November 2018

Present: Mr Paul Lee, Chair
Mrs Ann Barnes
Mr Michael Crick
Prof Danielle George
Dr Reinmar Hager

In attendance: President and Vice-Chancellor
Registrar, Secretary and Chief Operating Officer
Director of Human Resources
Sara Sawicki, University Solicitor
Deputy Secretary

1. Minutes of the meeting held on 3 October 2018

Resolved: The minutes of the meeting held on 3 October 2018 were approved by the Committee.

2. Matters Arising

Noted: All matters arising were covered elsewhere on the agenda.

3. President and Vice-Chancellor's Report

Received: A report from the President and Vice-Chancellor on proposals which, subject to consultation, included a voluntary severance scheme and, if necessary, implementation of the procedure for dismissal of members of staff by reason of redundancy pursuant to Statute XIII Part II and Ordinance XXIII.

Reported:

- (1) The proposals would create a new Professional Services (PS) leadership model for the Directorate of the Student Experience (DSE) and specific areas in Faculties and Schools. Improvement of the student experience was integral to the proposals. The principal driver for the change was the implementation of the Student Lifecycle Project (SLP) which required a high degree of simplification and standardisation across the University; in addition the restructure of the Faculty of Science and Engineering required a new leadership structure.
- (2) The establishment of a more consistent and aligned PS leadership model across the Faculties and DSE was Stage 1 of a process with the remaining stages being designed and implemented once the new leadership was in place. A total of 58 posts were in scope; a proposed reduction of 36 posts and the creation of 27 new posts would result in a net reduction of nine posts (the number of staff without a post in the new structure could be greater than nine if individuals did not match to new roles). There were some minor adjustments to the figures as contained within the report but these did not affect the number of posts in scope or net reduction (4 existing vacancies, 33 posts reduced, 24 new posts).
- (3) Stage 1 of the process would deliver an annual net savings contribution of £860,000 per annum towards the £3.5 million per annum target for the SLP (contributing to an overall PS saving target of £15 million per annum by July 2021).

Noted:

- (1) Effective and regular communication would be an essential part of the process (there had already been engagement with affected staff and some preliminary engagement with the trade unions about the likelihood of change). The changes would create new and different opportunities (for example, Stage 1 would see the creation of an additional 13 Grade 9 posts) and developing staff resilience in an environment where change is a constant was essential, particularly given the current volatile external environment (e.g. Brexit, the Augar Review of funding of post-18 education and the pensions position). There would be a continued need for leadership development support to ensure appointed staff were equipped to fulfil these more strategic and complex roles. Later stages of the process would see a greater number of staff in scope
- (2) Whilst investment in IT infrastructure was an important element of the SLP, it was important not to see SLP as an IT led project. Greater simplification and standardisation and removal of bespoke and inefficient processes were all part of the organisational and cultural change required and the changes outlined were integral to achieving this. Greater standardisation and automation would result in operational improvements and as a result require job change.
- (3) It was intended to seek to achieve the required outcome through voluntary means, and the report outlined the relatively generous terms that would apply to staff taking voluntary severance.

Recommended: after giving the proposals full and proper consideration:

- (1) To achieve the required improvements to the delivery of the student experience, the University should enter into consultation with the campus trade unions and, subject to consultation, should progress with its proposals.
- (2) The University continues to take all steps outlined in the report to avoid the need for redundancy wherever possible and, in particular, to support the use of the University's Voluntary Severance Scheme in the affected areas.
- (3) The Staffing Committee continue to oversee these proposals in accordance with Part II of Ordinance XXIII.

Action: Director of Human Resources

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