

1. INTRODUCTION

The University of Salford has experienced significant change over the past few years and is about to move into a new phase of change to implement its new vision and strategy. The University is a second quartile university in terms of input, but fourth quartile in terms of results; hence there is a significant case for change. A key enabler will be the performance of our people: this is articulated as the following priority from the **Annual Operating Plan 2015/16**:

Articulate clear expectations for performance; develop and empower our staff to reach their full potential and support more devolved decision making.

Organisational Development Strategy and Priorities for 2015/16 is intended to support the achievement of the University of Salford's strategy and vision through **enabling the performance of its people** through strong **COLLEAGUE ENGAGEMENT**.

While this plan addresses the next 3-5 years, there is a **priority theme** over the next 12 months within this overall goal of colleague engagement, which is **"to get the runway safe for the flight and journey ahead"**. To achieve this, a key focus from a foundational perspective will be how to shift to the "to be culture", including:

- A shift towards greater leadership autonomy and accountability (to enable higher levels of performance and engagement / advocacy)
- Leaders "walk the talk" to take the University forward, working as trusted teams and enabling colleagues to see that we are all behind the vision in order to achieve improved performance

1.1 What is Organisational Development?

At the heart of Organisational Development (OD) is the drive to sustainably improve the functioning of individuals, teams and the total organisation. It uses group and human dynamic processes from applied behavioural science methods, research and theories to facilitate the movement of groups and organisations. The primary practitioners of OD are the organisation's leaders and managers, not the OD/HR professionals who act as the partners and facilitators to the primary practitioners. The emphasis on sustainability means that any process designed within the framework of an OD strategy must equip colleagues to learn how to sustain that development without external help.

1.2 Associated Work Streams

The Organisational Development Strategy and Priorities for 2015/16 will be owned by the OD team. There are three additional focus areas under the OD banner which are already in flight and have been aligned and incorporated into the University's OD Strategy and Priorities for 2015/16:

VCET and UMT Development

Tom Kennie: with a focus on the VCET and the UMT, the 2015/16 focus involves:

- **Culture Audit**: understanding our enablers and barriers to innovation (comparator with other universities) and the external environment in HE
- **Project working groups**: a practical/applied approach to team development through practising innovation and looking at issues of strategic importance
- **Team development**: a continuous process of knowing and understanding each other in a team context - including clarity of own agenda, values, higher purpose and how to work collectively on strategic issues

Planning team

Peter Holliday: working with the VCET and UMT, the Planning team are devising strategic priorities and enablers for developing the University's four Industry Zones and Academic Sub Strategies. Strategic priorities will be transformed into practical ideas with a focus on virtual and

physical collaboration with colleagues across the university and with industry partnerships. This will be underpinned by the delivery of three strategic enablers:

- Co-creation: a philosophy and model for ‘co-creation’ of learning and teaching programmes and research and enterprise initiatives in partnership: investing in staff to enable them to confidently engage with our students and partners
- 21st century standard infrastructure: enabling students, staff and partners to move seamlessly between University and industry environments, and enabling a flexible and agile approach to curriculum development and delivery
- Creating a network of exceptional partnerships: design and development of a purposeful network of local, regional, national and international partners to add value through the Industry Zones and beyond

People Plan

The People Plan will be revised to align itself with the University’s new strategic vision and academic sub strategies. The key priority is to articulate clear expectations for performance; development and empowering our staff to reach their full potential and support more devolved decision making. The key principles of the revised People Plan will be to:

- Align and focus the People Plan to the University’s Strategic Plan and the sub-strategies.
- Promote a performance culture which addresses continuous improvement and development
- An environment where Academic leaders and managers can lead and be supported on people management processes
- Provide technology based solutions
- Develop an outcome focussed culture
- Engender a collaborative style of working to support academic growth
- Ensure that organisational change puts “our students first”

2. COLLEAGUE ENGAGEMENT

Colleague engagement is a concept that has become increasingly important for successful organisations. It refers to a state of being – physical, mental and emotional – whereby people feel valued and have a passion for work that leads to better wellbeing and increased discretionary effort at work through high levels of:

- **intellectual engagement** – thinking hard about the job and how to do it better
- **affective engagement** – feeling positively about doing a good job
- **social engagement** – actively taking opportunities to discuss work-related improvements with others at work

There are differences between **attitude**, **behaviour** and **outcomes** in terms of engagement. A colleague might feel pride and loyalty (**attitude**); be a great advocate of the University to students and other stakeholders, or go the extra mile to finish a piece of work (**behaviour**). **Outcomes** may include increase in student satisfaction, higher productivity, fewer conflicts, more innovation, lower numbers leaving and reduced sickness rates. All three – attitudes, behaviours and outcomes – are part of the engagement story. There is a virtuous circle when the pre-conditions of engagement are met and these three aspects of engagement trigger and reinforce one another.

Conversely, having a disengaged workforce brings huge risks. As well as performance issues, organisations may lose their best people and face difficulties when embedding organisational and cultural change if employees are not on board. Disengagement also threatens effective collaboration, innovation and human capital management, as employees will not be inclined to use their tacit knowledge and skills for the good of the organisation. We should not assume that the engagement challenge is colleagues who are naturally demotivated and that the solution is for managers to inspire and lead them in an engaging way. It can equally be the case that people are inherently highly motivated and only demotivated by organisational barriers, such as a lack of support or resources or poor line management.

Although improved performance and productivity is at the heart of engagement, it **cannot be achieved by a mechanistic approach** which tries to extract discretionary effort by manipulating people’s commitment and emotions. Employees see through such attempts very quickly; they lead

instead to cynicism and disillusionment. By contrast, **engaged colleagues freely and willingly give discretionary effort**, not as an 'add on', but as an integral part of their daily activity at work. The drive for an engaged workforce at the heart of this OD strategy therefore builds on a holistic approach to good people management practices and requires the active support of senior leaders and line managers. It powerfully brings together a focus on employee satisfaction and well-being with a focus on performance, **seeking the good of the employee and the good of the organisation** in tandem

Measuring colleague engagement is critical for understanding current levels of engagement and measuring progress over time and against other organisations. The traditional approach is a questionnaire; care should be taken to ensure we are clear which colleague engagement metrics we wish to measure and that the factors represented are actionable. A best practice approach would additionally supplement surveys with more engaging methods, such as social media platforms, which enable colleagues to interact in real time with each other as well as management, and make gathering employee insight a more active, collaborative process.

3. KEY ENABLERS OF COLLEAGUE ENGAGEMENT

To achieve the above, the OD strategy is based on four key enablers, which are fundamental to any colleague engagement strategy (CIPD):

- Visible, empowering leadership that provides a strong **(1) STRATEGIC NARRATIVE** about the organisation, where it's come from and where it's going
- **(2) ENGAGING MANAGERS** who focus their people and give them scope, treat their people as individuals and coach and stretch their people
- There is **(3) COLLEAGUE VOICE** throughout the organisation, for reinforcing and challenging views; between functions & externally; colleagues are seen as central to delivering change and improvements
- There is organisational **(4) INTEGRITY & TRUST** – stated values are embedded into organisational culture and are reflected in day to day behaviours. There is no "say-do" gap

4. ORGANISATIONAL DEVELOPMENT STRATEGY

To achieve high and sustainable levels of colleague engagement, the overall OD strategy is based on the four key **enablers** which are fundamental to any colleague engagement strategy:

<h3 style="text-align: center;">A. Strategic Narrative</h3> <ol style="list-style-type: none"> 1. Communicate the 'what' of the University new vision and strategy 2. Align organisational and individual objectives through PDR conversations 3. Identify and develop talented colleagues and have clear succession planning for critical roles 4. Reward and recognise colleagues in line with agreed performance outcomes 5. Align HR Policies to high levels of colleague engagement and the values of the University 6. Strategic workforce planning to keep, recruit and develop the right people, skills and attitudes 7. Putting the new vision and associated strategies at the heart of induction for new colleagues. 8. Devising strategic priorities and enablers for developing the University's four Industry Zones and Academic Sub Strategies. 	<h3 style="text-align: center;">B. Engaging Manager</h3> <ol style="list-style-type: none"> 1. To create a "leadership framework" that defines what great looks like, clarifying core values, behaviours, attitude and skills 2. Develop leadership <u>effectiveness</u> to lead for a high performing culture, taking responsibility and accountability for performance 3. Develop leadership <u>capability</u> which sets direction, encourages achievement and provides support. 4. Identify the enablers and barriers to innovation at VCET and UMT level through use of project working groups. 5. Creating a 'Learning Culture' where colleagues actively seek to acquire the knowledge and skills to promote the University's objectives 6. Develop and implement an Employee Wellbeing strategy and framework 7. Create a coaching culture increasing leadership effectiveness as well as colleague engagement levels
<h3 style="text-align: center;">C. Colleague Voice</h3> <ol style="list-style-type: none"> 1. Publicly and clearly commit to Colleague Engagement as the key indicator of successful performance 2. Regularly establish levels of engagement and carry out internal and external benchmarking to establish progress and course of action 3. Provide regular opportunities for open communication and feedback 4. Improved IR based on co-construction rather than consultation through a review of current meeting structure and representation. 	<h3 style="text-align: center;">D. Integrity & Trust</h3> <ol style="list-style-type: none"> 1. Effective and clear two-way communication to increase commitment and trust 2. Establish openness and transparency through a set of well-defined and consistent values, supported by relevant and appropriate competencies across all areas 3. Leaders and managers truly understand the impacts of the decisions and choices on all levels of their own departments and on others across the University 4. Opportunities to give back to the community and demonstrating a high regard for people through non-work related activities with a particular focus on protected characteristics. 5. Creating a culture where conflict can be resolved effectively and early in the conflict cycle