



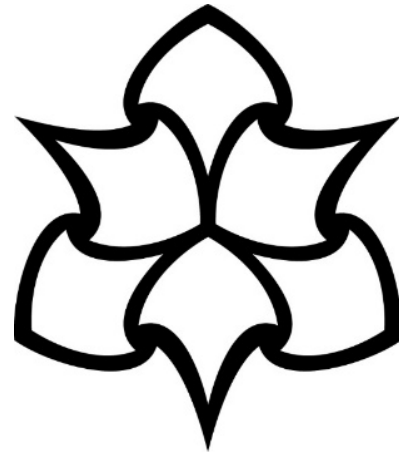
# Organisational Development & Culture Change

Our Story



# About us





**Manchester  
Metropolitan  
University**



- ▶ Bringing together over 2,000 staff into one integrated Professional Services function
- ▶ A clear purpose, to enable students and colleagues to achieve their best and vision to set the bar for Professional Services in HE
- ▶ Integrating structures, processes and systems
- ▶ Recognition from the start that shared values and ethos would be critical to success
- ▶ Conversation, conversation, conversation...
- ▶ Making use of disruption – Relocation / Colocation of 650 staff into a new shared office space
- ▶ HR at the heart of this work



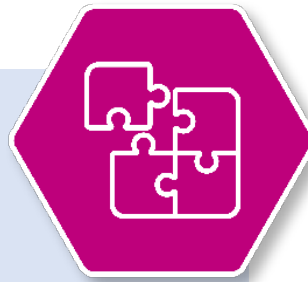
## We are **One Team**

We collaborate. We are open, honest and inclusive. We respect each other. We know that we can achieve more when we work together.



## We **Understand** **Our Contribution**

We know how our role contributes. We understand that every contact counts. We take ownership for our work, take action and are empowered to lead by example.



## We are **Mcr Met Proud**

We take pride in what we do. We thrive on challenges and work hard to deliver each day to high standards. We recognise our strengths and celebrate our successes.



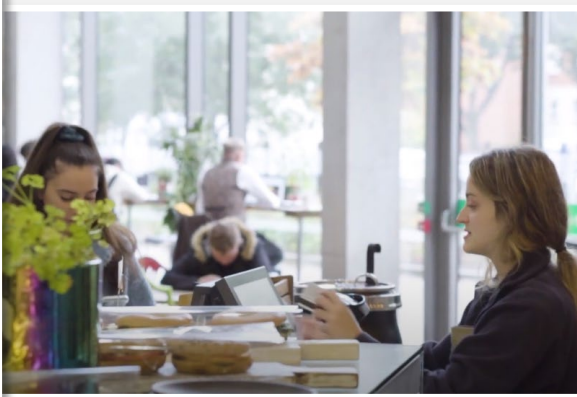
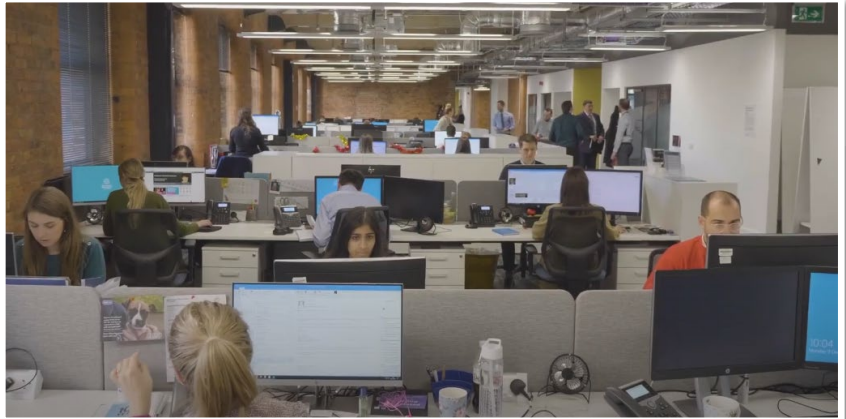
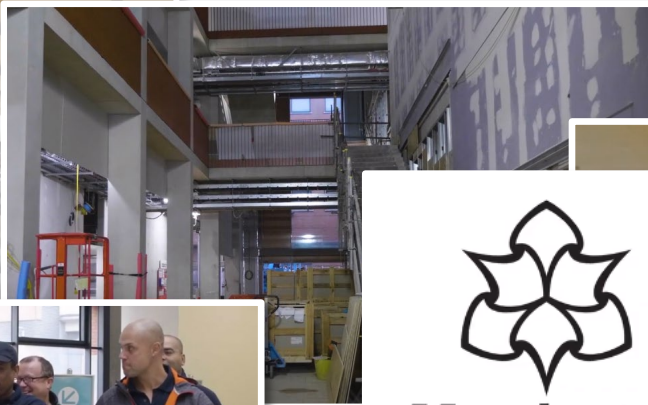
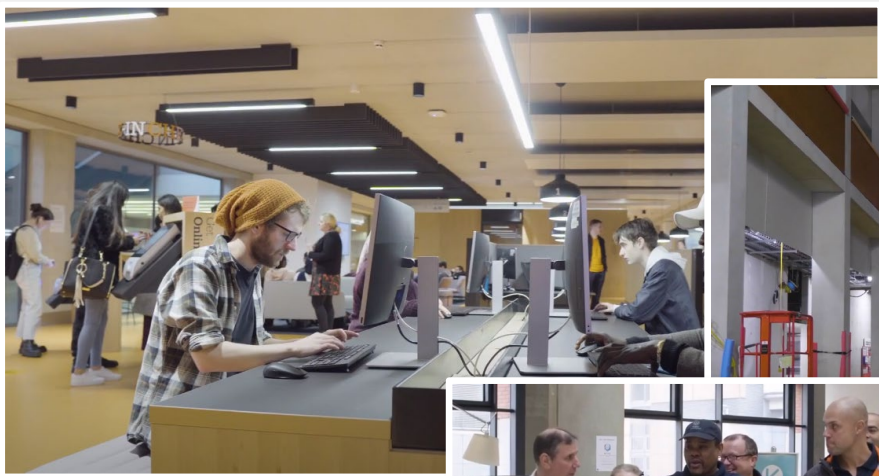
## We are **Future Focused**

We are adaptable and responsive to changing needs. We work with digital confidence and seek out new ideas and opportunities. We are always looking to find a better way.





# One Professional Services – One University





## One Team

Service Delivery Group – Identifying opportunities to improve the end-to-end customer experience across PS functions



## Understanding Our Contribution

SHINE – Shining a light on excellence in Professional Services



## Future Focused

Ongoing engagement and collaboration – Building relationships and identifying opportunities



## Mcr Met Proud

Ambassadors for the University

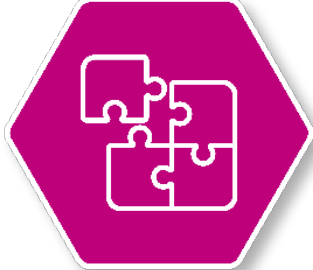


# Walking the talk - OneHR



## One Team

Improving and integrating our core HR service delivery offer



## Understanding Our Contribution

Contributing to the University's success by strengthening our proposition and approach to candidate attraction



## Future Focused

A new People Strategy



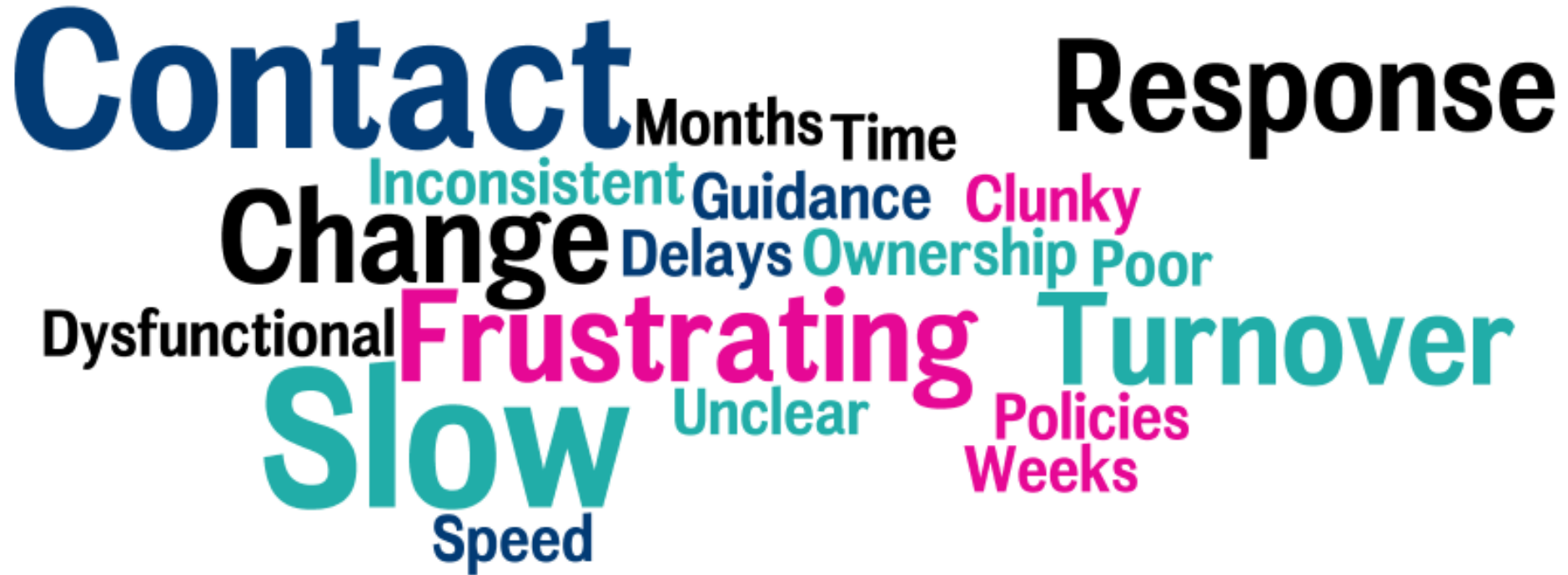
## Mcr Met Proud

Celebrating our successes





# What we don't want to be known for



Clarity of HR Contacts

Changes in Staff

Speed of Response

Lack of Clear Policies/Procedures

Delays with Contracts/Paperwork

Delays in requests and actioning change

Self-service/YSS

New Starter Process

Errors in Paperwork

# What we want to be known for

“Given the challenges 2020 has presented I'm really proud of the excellent work and effort put in by all the department in what must be one of the hardest jobs at MMU right now.”

“HR has improved dramatically in the last 12 months and staff are much more responsive than previously.”

“A supportive team who respond to queries efficiently and offer constructive advice and guidance.”

“I can see huge changes in the way that HR has begun to operate over the last 18 months, with much more focus on customer service and clarity. I think our University is increasingly more connected to their HR dept.”

“We work very closely with this team and consider their services crucial to our operations. I find the team to be professional and very engaging. To me this team epitomise what being Man Met proud is all about - they are excellent.”

# About us



**5,000+ University staff**

-

**100 staff in HR&OD**

-

**Operating HR Business Partnering Model**

-

**HR Service Centre created on 1 August 2016**

-

**Bringing together all HR administration and transactional processes into one team**



What do you think are the **average annual volumes** for some of the **key HR Service Centre transactions**?

Go to [www.menti.com](https://www.menti.com) and use code **39 23 571**

## Results



- Up to 3000
- 3000+

Telephone



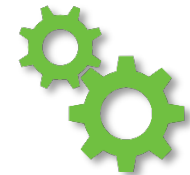
- up to 1000
- 1000 to 2000

Reception



- up to 600
- 600 to 1200

Offers



- up to 10,000
- 10,000 to 20,000

Cherwell





6255 Calls

-

Average of 521 calls  
per month

-

Highest volumes  
866  
March 2020

Telephone



1901 Visitors

-

Average of 159 visitors  
per month

-

Highest volumes  
465  
September 2019

Reception



1038 Offers sent

-

Average of 87 offers  
per month

-

Highest volumes  
157  
October 2019

Offers



16557 Emails

-

Average of 1380  
emails per month

-

Highest volumes  
2584  
January 2020

Cherwell

# Challenges

“Very slow to respond as a department.”

“Every time you contact them there are a different group of staff. They appear to be inexperienced. They always have to get back to you.”

“I can only assume that HR is exceptionally busy or completely understaffed because I consistently receive responses weeks after I have emailed. When I do receive responses they are irrelevant to my issue or unhelpful.”

“HR do not respond to email queries and are impossible to get hold of on the phone.”

“Communication between teams seems to be lacking.”

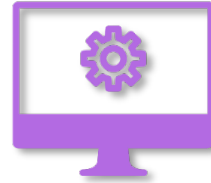
“Departmental response times are typically measured in months rather than weeks.”

- Processes not worked through newly created Service Centre – ‘hand offs’, ownership of processes
- Inherited team not engaged – **Instability**
- Manual and paper processes – **Inefficiencies**
- Regular complaints about the service – Basic HR processes – **Response time and accuracy**
- PSQS results reflected service issues



**Not Engaged**  
-  
**High turnover**  
-  
**Pressurised working environment**  
-  
**Firefighting**

**Team**



**Paper based**  
-  
**Complicated**  
-  
**No standardisation**  
-  
**Unclear 'Hand offs'**

**Systems/Processes**



**Inconsistent service**  
-  
**Poor Response times**  
-  
**Inaccessible**

**Customer**



Reviewed **resources**



**Process** re-engineering – Partnered with Accenture



Developed new **team structure** and **training approach**



Created **management of workflow**





Additional **resource**



**Stability** within the team



Clear **training** plans



Improvement to **processes**



Improved **response**



Improved **visibility**



Data **reporting**



**Collaboration** with other PS



**Documented** processes/activities



**Culture change**

# Benefits and learning points

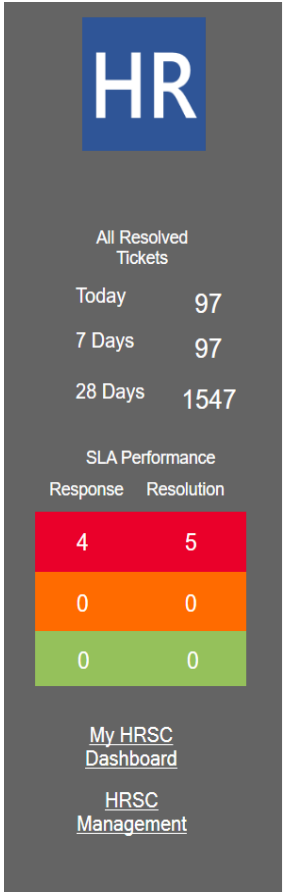


# Successes and continued journey

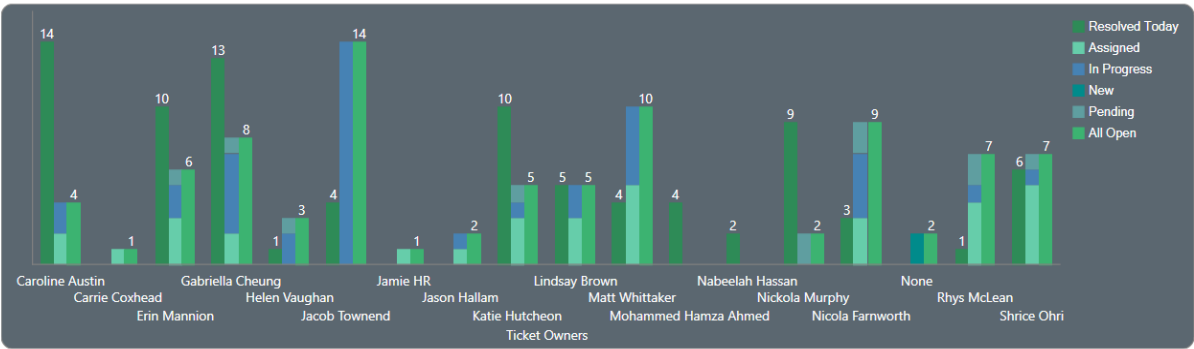
## Pre-Cherwell Data

Area	Number (per month)
HR Inbox - HR@mmu.ac.uk - based on 6 month period	
Average Emails dealt with per month	2,225
Average 5 working days to respond to the most complex query	
Telephone - 6624 (based on 3 month period)	
Average calls per month	650
Calls not answered	233
Non answered calls	35%
*If caller leaves a voicemail this is sent to HR@mmu.ac.uk and responded to by the team	
Average number of offers - based on 3 months	75

## Cherwell Data



My Teams Unassigned Tickets						
Ticket ID	Owned By	Status	Category	Customer Display Name	Short Description	Cre
20240639		New			[SENSITIVE] External Examiner Docu	18/
20240623		New			FW: Application for early retirement	18/
20240615		New			Offer Authorisation Request Notificat	18/
20240606		New			YYS error submit time claim	18/
20228449		New			Pay Slip	30/
20220545		New			Time Lapse - 3 great reasons why	20/
20219901		New			Position number	19/



- ❖ Improved **visibility** of information
- ❖ **Accessibility** of the data (live)
- ❖ Using data to **inform** service requirements
- ❖ Allows service to **flex** to business needs

**We knew we had a problem!** - Evidence, Analysis & Feedback to back this up

## Identifying our core priority challenges

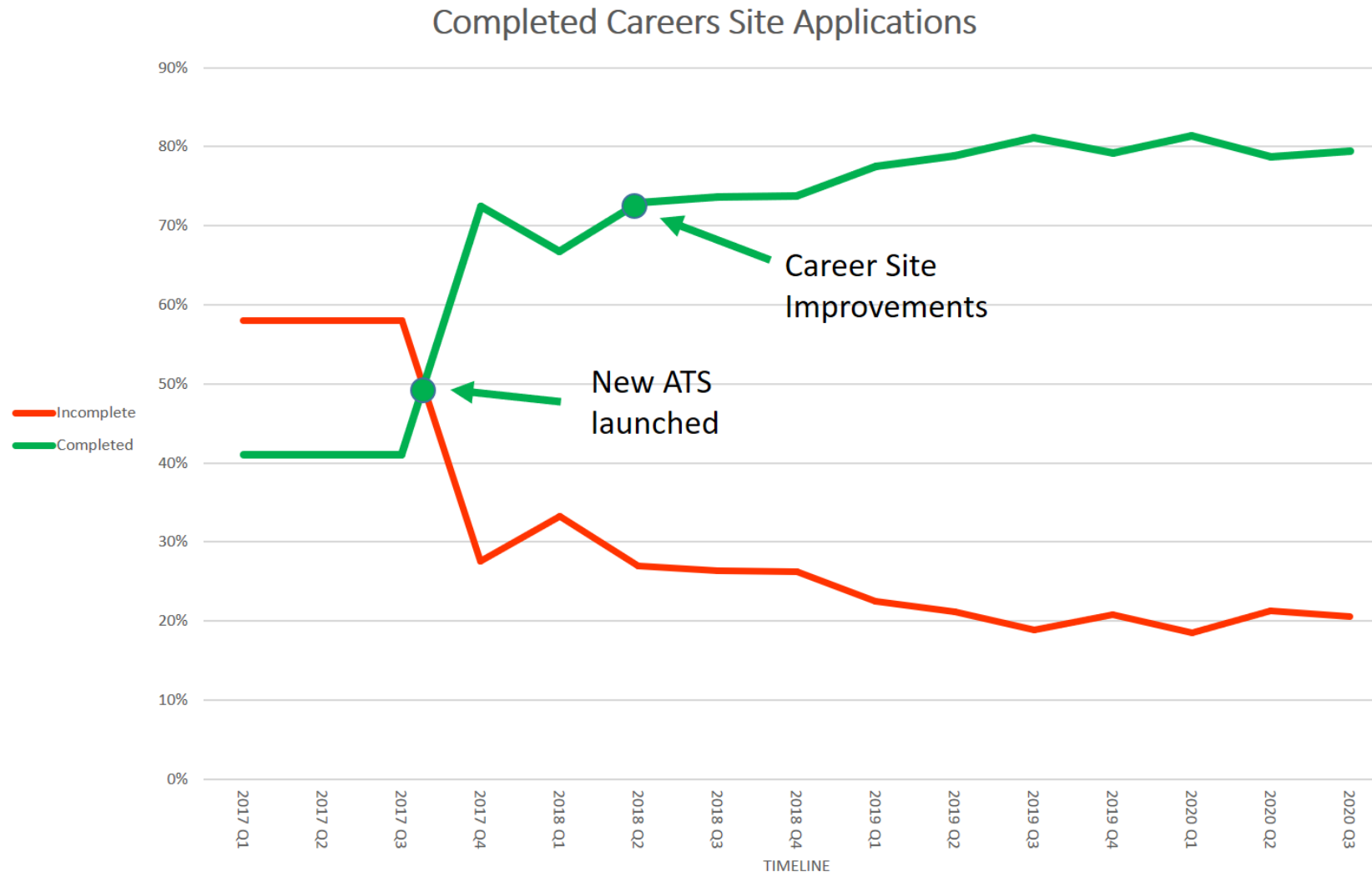
- ▶ Failing to fully showcase the University's brand or promote our proposition as an employer
- ▶ Outdated Applicant Tracking System (ATS), not fit for purpose, poor mobile experience
- ▶ An uninspiring careers site
- ▶ Low numbers or quality of applications
- ▶ Lack of social media presence for a 'candidate audience'



# Approaching the challenge – What we did about it

- ▶ Replaced our ATS
- ▶ Created more people focused content
- ▶ Looked at the candidate experience
- ▶ Created electronic magazines and recruitment brochures
- ▶ Benchmarked old Careers site..  
..and then built a new one
- ▶ Developed a LinkedIn presence to elevate our digital brand awareness

# Impact of new ATS and careers site



We've increased views per year from **700,000** on the old site to **1,500,000** on the current pages.

We use Google forms to survey candidates at all stages of the recruitment process:

- 91% rate Careers site, Accessibility navigation and content as good or very good
- 91.5% rate ATS ease of use as good or very good
- 93% would recommend applying to a friend

We have also increased the number of senior leadership appointments.

# LinkedIn highlights – Year 1



**2,500** views of our LinkedIn [Life](#) Page



**11,000** increase in number of LinkedIn followers

*We now have almost 168,000*



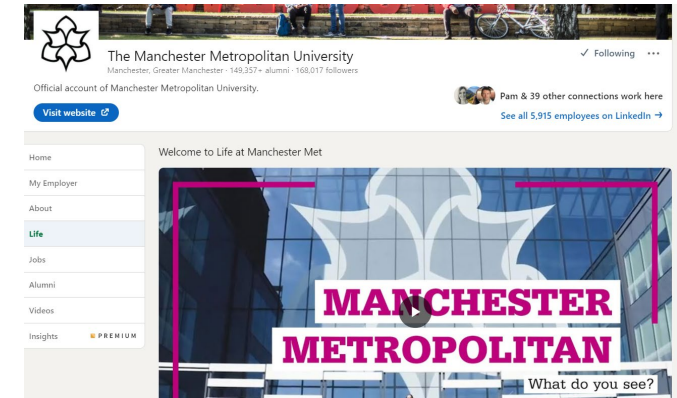
LinkedIn is now our **4th** most popular source of candidate application behind Indeed, Jobs.ac, and Google for Jobs



**6** placements via a LinkedIn....

*....with **59** 'Influenced Hires'*

*'Influenced Hires' measures all new starters who had one or more of the following interactions prior to changing their employer to McrMet: viewed a job advert, applied for a job / apply clicks, or viewed our LinkedIn Life page. We are keeping our candidate audience engaged with impactful people insights.*



#### About us

We're a great modern university in a great global city, working closely with business, the community and our peers - locally and internationally, to generate opportunities, and enable our students, colleagues and everyone whose lives we touch to make an impact.

We have a clear vision, a compelling strategy and our ambition is simple: to be the best modern university in the sector. With a strong financial platform and ambitious investment plans, few universities are better placed to succeed.

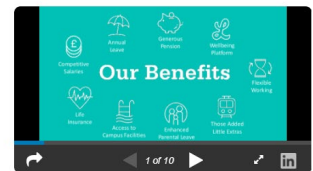
[Our history and heritage](#)  
[Our Strategy](#)

#### So, why work for us?

What we do today and what we'll do tomorrow is only possible because of our people - a network of inspiring academics and passionate professional support colleagues. And everything that Manchester represents - a global, cutting-edge, creative, innovative city - infuses the culture here at McrMet.

Widely recognised for our excellence in people management and D&I, in 2020 we've been named as a top employer by the Top Employers Institute, and Stonewall as one of the UK's most inclusive employers.

[More about a career at McrMet](#)  
[Our vacancies](#)



❖ LinkedIn has global pool of Higher Education talent....  
*....over 370k UK members, over 9m globally*

# Our People Strategy

## What we do, why we do it and who we do it for inspires and challenges us every day

Our people's collective talents will deliver the University's driving ambition to discover and disseminate knowledge and make higher education accessible and beneficial to all those with a passion and ability to succeed. The People Strategy (2020-2025) provides a framework for how we recruit, engage, manage, develop, reward and retain people to deliver this mission.



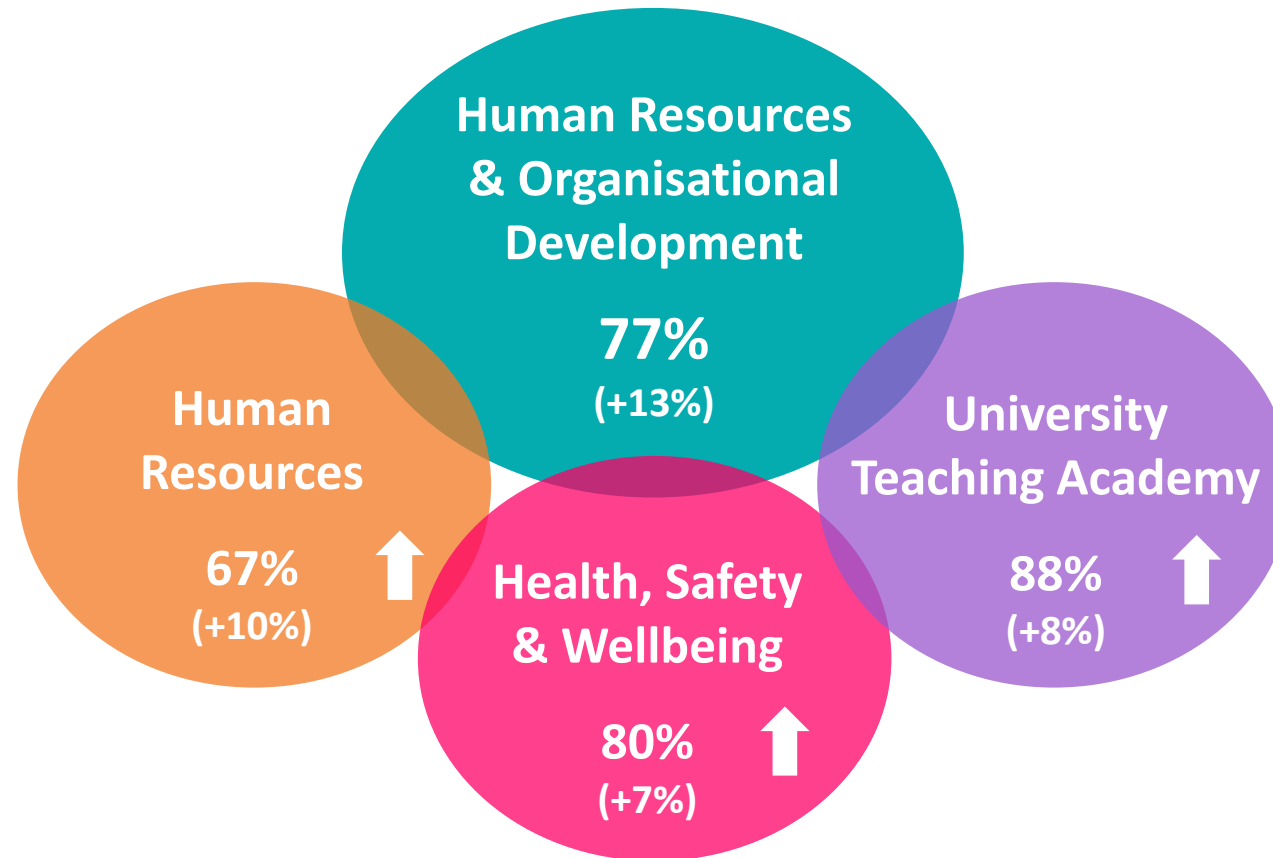
### Supported by these key enablers

- A mainstreamed approach to equality and diversity
- A governance structure that enables delivery and embedding of the strategy
- A HR & OD Service that is sufficiently flexible to support the delivery of the University's objectives; is data informed, digitally enabled and human at heart
- A framework of co-created values and behaviours that supports an environment of engagement and achievement



WHAT'S BEEN ACHIEVED SO FAR			
Performance	Engagement	Reward	Wellbeing
Head of Department development launched	3 Pulse Surveys	National Living Wage accreditation	Covid-19 response Plan – people led
Manager Connect	Number of equality fora increased	Payments to lower scale staff in recognition of on campus working	New occupational health provider with easier access to on site/remote provider
End to end recruitment and on boarding implemented	Vice-Chancellor’s Open Doors	Additional annual leave	New e-learning module to support both staff and students
Performance Improvement Policy developed and implementation	Faculties/Directorates Open Doors	Total Reward Calculator	Online resources enhanced
PDR webinars and guidance for reviewers	Heads of Department meetings	Staff awards planning	5 Ways to Wellbeing campaign
Online management toolkits	Implementation of new HR&OD intranet pages structured by themes not teams		Joint Staff & Student Mental health and Wellbeing Strategy
Workforce Race Equality action plan with short-term actions. And commitment to the Race Equality Charter	Managers Community emails and		
	Shift to virtual induction		
	HR&OD including Health, Safety and Wellbeing digital drop in sessions		

# 2020 Professional Services Quality Survey Results



Organisational  
Development & Cultural  
Change



# 2020 Professional Services Quality Survey Results

Understanding role  
and remit  
88% (+2%)



Staff meeting  
needs  
83% (+10%)



Services were  
useful  
80% (+9%)



Queries answered  
fully  
79% (+10%)



Overall  
satisfaction  
77% (+13%)



Services were  
timely  
76% (+15%)



Clear who to  
contact  
73% (+12%)



Clearly written  
policies  
71% (+11%)



Services were timely **increased by 15%**

## Still more to do



People Strategy



HR System implementation



Continued collaboration to support customer experience



Covid – Engagement and Wellbeing

## Take Home Messages

- ▶ **Unified brand & identity** through shared working and co-design
- ▶ **Re-engineer & digitally enhance processes** inc. RPA to simplify and reduce volume
- ▶ **Shared focus** on improvement across Professional Services
- ▶ **HR & OD both leaders and partners** in cultural change
- ▶ **Measurable impacts**



# Your Questions