

‘The Hallam Deal’ - Driving Organisational Development & Transformational Change

Dr Sally Jackson – Chief People Officer

Kelly Cookson – HROD Manager Resourcing & Reward

Marie Williamson/Simon Cooper – Senior HROD Business Partners

Sharon Taylor – Head of HROD Resourcing & Reward



Introduction & Housekeeping

- Welcome
- Outline for the session
- Session etiquette

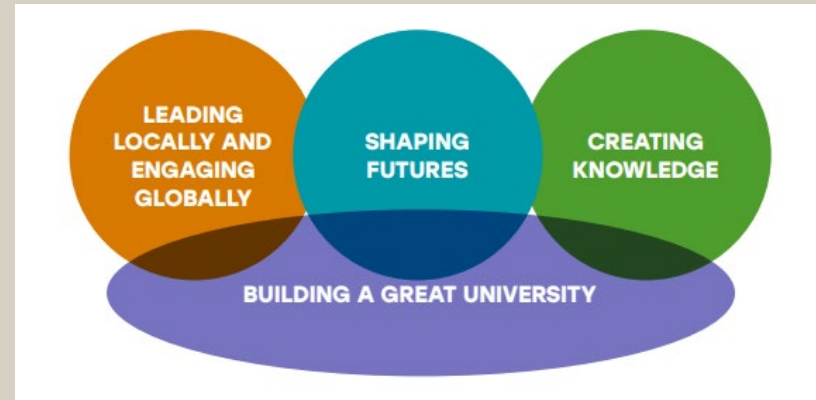


A Brief History



Jan. 2016

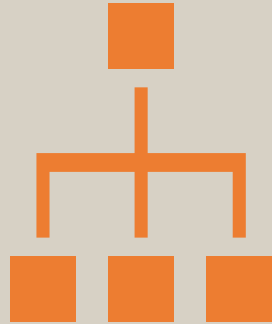
Professor Sir Chris Husbands was appointed, and the ***Transforming Lives Institutional Strategy*** was created



Feb. 2017

Transforming Lives Institutional Strategy ***implementation plan*** is built around ***four pillars***

A Brief History



Sep. 2017

Not just a name change - with a new HR Director in place the HR Directorate underwent transformation to become Human Resources and Organisational Development (HROD)



Nov. 2017

As part of our strategy implementation, a key deliverable was to create an outstanding environment in which to study, research and work through developing a new ***"Hallam Deal"*** with our staff

What we did immediately

- Annual staff engagement surveys
- Leadership and management programmes
- Development of a capability framework
- Transformational change in professional services



The Hallam Deal

*“Your contribution is valued every day - in terms of your commitment, passion, delivery, and your sheer hard work. We want to share with you what you can expect in return. It's not just the tangible pay and benefits; it's the clarity of expectation, the job itself, the working environment and the opportunities available. We call this the **Hallam Deal**”.*

Defining the Hallam Deal

WHERE YOU WORK - A great place to work.

WORKING TOGETHER - Respect our people and treat each other fairly.

THE JOB YOU DO - Work will be challenging and interesting.

HOW YOU GET REWARDED - A range of reward and benefits will be offered.

THE OPPORTUNITY - There will be opportunities for you to achieve your potential.



Staff Engagement

The Hallam Deal	
Definition	Your contribution is valued every day - in terms of your commitment, passion, delivery, and your sheer hard work. We want to share with you what you can expect in return. It's not just the tangible pay and benefits; it's the clarity of expectation, the job itself, the working environment and the opportunities available. We call this the 'Hallam Deal'.
Your Understanding	What is your understanding of the Hallam Deal?
Hallam Deal Theme	<div> <p>The job you do Work will be challenging and interesting.</p> <p>You can expect:</p> <ul style="list-style-type: none"> • Clear roles, responsibilities and expectations. • A commitment to support good performance and improve under-performance where required. • Innovative ideas to be encouraged. • Trust in your experience and knowledge. • Delegated decision-making. <p>The University expects you to:</p> <ul style="list-style-type: none"> • Deliver a professional service, demonstrating integrity and honesty. • Be accountable for your work and do the job ensuring you are committed to meeting expectations. • Share knowledge, expertise and innovative ways of working. • Work with commitment and passion on everything you do. <p>In order to achieve these, we will:</p> <ul style="list-style-type: none"> • Support the development of an agile and flexible workforce to create opportunities i.e. job rotation, secondments and delegation. • Review and consolidate academic and professional services role profiles, job descriptions and person specifications. • Implement a revised academic work planning framework. • Introduce a clear performance and expectations framework for all staff. </div> <div> <p>1) What is your experience in relation to these expectations?</p> <p>2) What activity would you prioritise to help meet these expectations?</p> <p>3) Is there anything missing?</p> </div>

Introduction of the Business Partner Model

- Dedicated alignment of Senior HROD Business Partners to specific portfolios
- Members of Portfolio Senior Leadership Teams
- Conduit for corporate and local dialogue
- Commissioning work from specialist services within HROD
- Business Partnering Development Programme

Business Partnering Programme

HRBP Development - Programme Overview

Module 1 Introduction to OD

- Introduction to the programme
- Core OD models - how they apply to our roles and our work
- Stakeholder mapping

Module 2 Consultancy Skills 1

- The Consultancy Cycle – phases 1 - 3
- Roles consultants choose
- Skills practice

Module 3 Consultancy Skills 2

- The Consultancy Cycle – phases 4 – 7
- Skills practice

Module 4 Influencing Skills and Strategies

- Influencing styles
- Influencing without line authority and sources of power
- Practising different styles and approaches

Module 5 Enhancing Effectiveness as an OD Consultant

- Resilience
- Managing conflict and difference
- Acting as an OD leader, and empowering others

Wider Realignment of HROD

- Leadership focus on specific areas of expertise
- Underlying structures supporting across all areas of expertise
- Reviewed ways of working to ensure flexible delivery
- Creation of Chief People Officer Portfolio
- Equality, diversity and inclusion



Organisation Impact

“In the 2.5 years since HR at Sheffield Hallam has become HROD, the service has gone from siloed L&D request fulfilment to leading the strategic development of the workforce; understanding not only the changing needs of the university, but also the critical importance of culture as the greatest enabler of performance and strategy execution.”

Libby Wilson, Director of Transformation

“It would not be too dramatic to say that Sheffield Hallam University has experienced a revolution in the functioning, capability and benefits it's gained from its Human Resources team. Perhaps most impressive of all it has been implemented with strong support from across the organisation.”

***Dr Iain Garner Assistant Dean,
Business and Enterprise***

“The conscious refocus [of HROD] has taken place at a critical time for the University. This has been a time of University-wide change, and the interventions and support offered by HROD have been of significant benefit to individuals, to teams and to the business.”

Joe Rennie, Group Director, Student and Academic Services

“Since the directorate became HR & OD we really have re-focused, we put people at the heart of what we do. On a professional level I feel the culture within the directorate has changed immensely and I feel supported to thrive both in terms of making a difference and having opportunities to support my career development”.

Directorate Impact

- Agility & cross functional working – greater holistic/organisation understanding
- Feel identity within Professional Services Leadership
- Career development on an individual basis
- Clear line of sight of our contribution to the transforming lives strategy
- Greater responsiveness to our stakeholders
- Much more alignment with Academic Priorities , needs and challenges

Management of Covid-19

- All systems thinking
- Trusted partner
- Flexibility of resource
- Speed of delivery
- Development and stretch of individuals

“Colleagues have become much more ambitious about providing strategic leadership to show the University what can be achieved whilst at the same time building strong and effective relationships with business areas and being willing to tackle issues which have been previously seen as ‘too hard’. The HROD function of 2020 is unrecognisable from that of 3 years ago.”

(Nicola Rawlins, Group Director, Recruitment, Communications & Marketing)

Things to consider in – *‘Driving Organisational Development & Transformational Change’*

- Telling and selling the story
- Development
- Agile and cross-functional working
- Team spirit and collaboration
- Evaluation and lessons learnt



Questions

