

FROM EXCELLENT TO EXCEPTIONAL

DEVELOPMENT OF LOUGHBOROUGH'S PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY

Loughborough University
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Adèle MacKinlay - Director of Human Resources, Organisational Development and Equality, Diversity and Inclusion
Anne Lamb - Deputy Director of Human Resources, Organisational Development and Equality, Diversity and Inclusion

Loughborough 2020

- ▶ University of the Year 2020, Whatuni Student Choice Awards 2020
- ▶ Ranked 6th, Complete University Guide 2021
- ▶ Ranked 7th, Guardian University Guide 2021
- ▶ University of the Year in the Times and Sunday Times Good University Guide 2019.
- ▶ Ranked 7th in the UK, The Times and Sunday Times Good University Guide 2021.
- ▶ Outstanding Entrepreneurial University of the Year in the Times Higher Education Awards 2019.
- ▶ Awarded Seven Queen's Anniversary Prizes for Higher and Further Education.
- ▶ GOLD in the National Research Excellence Framework.
- ▶ Best in the World for Sports-Related Subjects, QS World University Rankings 2020.



Where we were in 2018 - Human Resources

- ▶ Strong operational performance – well regarded by colleagues
- ▶ Significant achievements since the launch of the university strategy Building Excellence in 2014, including
 - ▶ Implementation of PDR with performance assessments for all staff including academic staff
 - ▶ Linking of performance and reward much more overtly to ensure transparency and fairness
 - ▶ Revisions to Model Statute to bring employment policies and procedures up to date
- ▶ Ambition to work more strategically with the organisation but capacity and culture inhibiting factors

Where we were in 2018 - What did the University Need?

- ▶ A People Strategy!
- ▶ Strategic Human Resources with a voice at the table
- ▶ A shift from Staff Development to Organisational Development
- ▶ Partnering with the Schools and Professional Services to enhance individual and collective performance
- ▶ A focus on Equality, Diversity & Inclusion
- ▶ Supporting an organisational culture shift

7 Steps in People Strategy Development



Horizon scans internally and externally



Understanding the business and its people



Establish the top five priorities



Involve others and share widely to gain maximum input at all stages



Benchmark across both industry-specific and non-specific companies



Monitor and measure progress



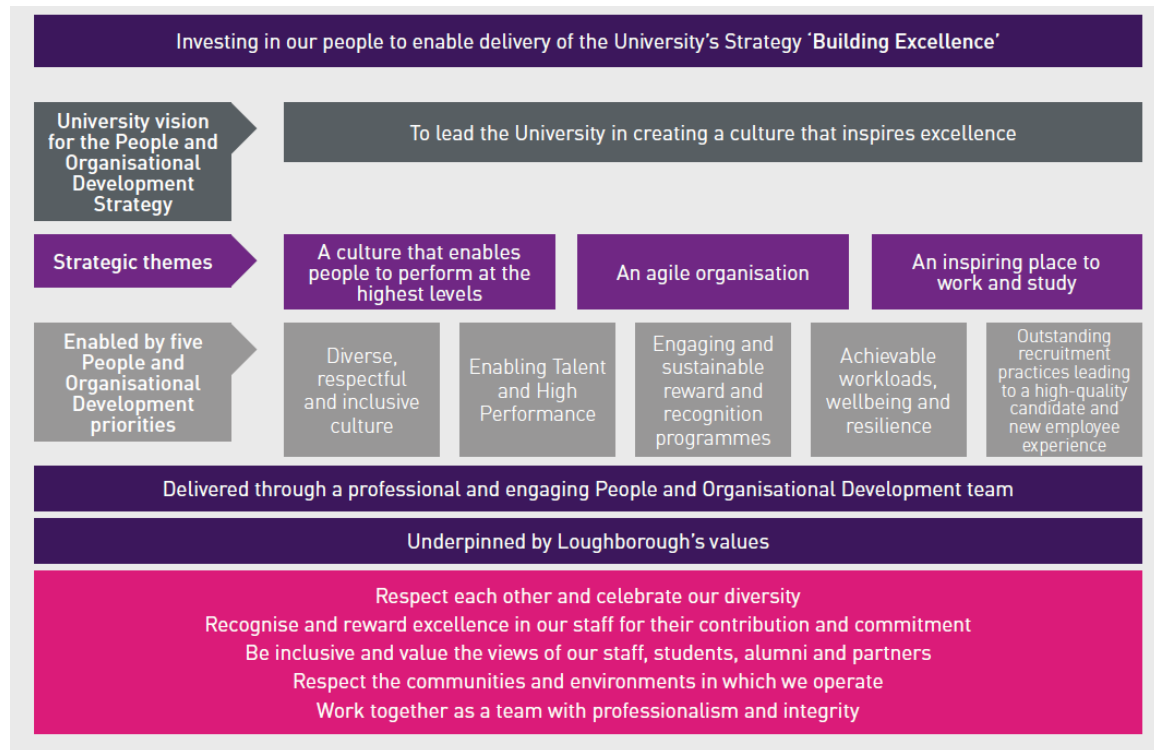
Produce a user-friendly working document in a simple language.¹

Generating Organisational Advocacy for Change

- ▶ **Road show** for genuine consultation and collaboration – all leadership groups, all Committees, Union colleagues, all Staff groups, Open Forums, Council and Senate Away-Days
- ▶ **Inclusion** of all colleagues – giving everyone a voice
- ▶ **Accountability** for delivery with Human Resources Committee and Council
- ▶ **Development** of School and Professional Services People & OD Strategy plans



Loughborough People and Organisational Development strategy framework



Five People Priorities

A diverse, respectful and inclusive culture

Enabling Talent and High Performance

Engaging and sustainable reward and recognition programmes

Achievable workloads, wellbeing and resilience

Outstanding recruitment practices leading to a high-quality candidate and new employee experience

What does good look like?

THRIVING ORGANISATION

Success Redefined
Resilient and Agile
Positive Societal Impact

THRIVING WORKFORCE

Diverse and Adaptive
Inclusive and Growth Focused
Committed to Wellbeing:
psychological, physical,
financial

THRIVING INDIVIDUAL

Growing and Contributing
Empowered and Connected
Healthy and Energised

2

Outcomes to Date



2021 and beyond

- ▶ Refreshed People & OD Strategy (2021)
- ▶ Inclusion, inclusion, inclusion
- ▶ The Post-Covid-19 environment (the new 'normal')
- ▶ Digitalisation
- ▶ New University strategy
- ▶ Agility and flexibility



What did we learn?

It's a journey to
which there is
no end

Leadership

Prioritisation

Relationship
building

Communication



Loughborough
University