

PHES 7/03/2024 ↻

UHR Engagement Group - 4 July 2024

This padlet is created to collect the thoughts and insights from discussions at the UHR Engagement Group meeting for sharing with wider UHR membership

Any Other Business

↻ Please add here any items you would like to be considered under AOB

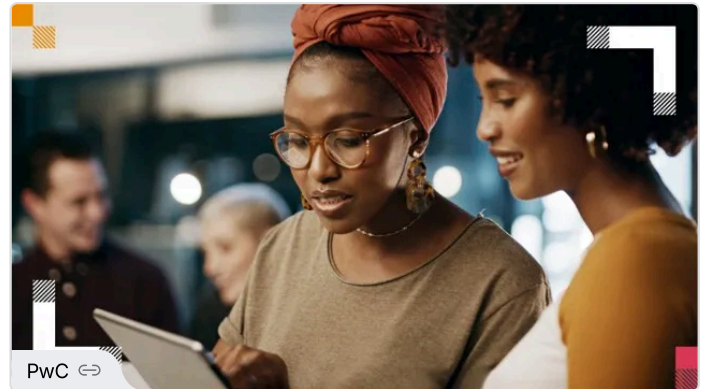
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Maintaining Engagement through Change

↻ Interesting PwC Survey Report

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Global Workforce Hopes and Fears Survey 2024

↻ Sound familiar?

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Learn how to manage change so that new ideas land well. Link in profile. #leadership #management #leadershipcoaching

↻ What is different about managing change in HE?

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PHES 7/4/24 9:23AM

One colleague noted that the HE sector is 800 years old in UK, that old/traditional area of teaching has heritage and history. People join the sector in that mindset so when we use semantics, language and more commercial terminology about change it is challenging. Also we deal with academics and researchers who are very focussed on niche areas. Makes the pace of change so slow and complex compared with other sectors. Keeping people engaged is very tricky. We need to remember pace of change in last 5 years in our sector is coming very quickly with stakeholders who are not used to it. Need to nurture the space for consultative efforts. Encourage a dialogic approach. Engaged to the profession

PHES 7/4/24 9:29AM

One colleague noted the massive paradigm shift in the sector, the commercialisation bringing in whole new language and expectations. We can't shy away from the paradigm shift and how we bring people along with us will be v difficult where it is alien to the people who have been there for some time. Need a realisation that the sector is going through a culture clash that might take some time to work through. It is a hearts and minds piece. We have the power to support people to move slowly and cautiously through with us.

↩ Discussion

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PHES 7/4/24 9:15AM

One HEI reflected it is helpful to have dedicated resource for these aspects of programme delivery. Another reflection was that in HE the running of change programmes is different and has a big impact in how you can bring people on the journey. Need to take it back down to basic.

PHES 7/4/24 9:32AM

Top tips - be boring about jargon and challenging jargon to ensure that the explanations are there for all. Don't be afraid to ask why - you don't need to agree with reasons for change but you do need to understand why it is happening and we might need to help people to understand decisions. Find out about those historic "change" projects that haven't worked well so you can call that out and reference it. Institutional memory is in the heads of people involved so avoid passive cynicism by calling it out ahead of time.

PHES 7/4/24 9:38AM

One colleague noted the challenge is finding the balance in working with people through change and actually making change happen. Do some colleagues know that by being disruptive and challenging the project might go back into the "too difficult" box. So look to change the narrative about what is actually being asked of people. Try different approaches. Seek to co-create initiatives with colleagues. Find the happy medium.

PHES 7/4/24 9:40AM

Important to think about insights and data. Understanding the history and narratives. Look at Change Impact Assessments - who is it impacting and why, what happens in systems. Also Change Readiness and considering change confidence. Cold data can come from engagement surveys and pulse surveys but also the unspoken piece. Interactions and daily dialogues with key staff can be where the stories come out. How can we use that and use it to inform our work?

PHES 7/4/24 9:44AM

One colleague reflected that OD are often brought in quite late and asked to deliver training. Now working with other HR colleagues and comms to say "this is how we do this at xxx". Starting with data and insights from HR and OD at the beginning so there is a common approach and language to change. From an L&D perspective they have developed 3 levels of support for areas going through change - one for employee, one for manager and one for cohorts of 12-15 people who will learn

about lean thinking, agile thinking - these people will then support strategic change across the HEI.

PHES 7/4/24 9:46AM

One HEI is using starters and leavers survey data. Looking at 100, 200 and 400 days - able track. Can see where certain issues are becoming challenges for certain areas i.e. matching JD to reality, availability of resources to do the job. Helps to influence how OD can work with people on this. Using PowerBI to do quick analysis and show visually to senior leaders.

⇒ **Three top tips!**

1. Be boring about addressing jargon, especially from those new to HE or only visiting. Be the person asking the "stupid questions" in the room.
2. You don't need to go into the details, but help people to understand why the institution has taken the decision to make the change.
3. Name and shame past institutional failures to get ahead of the cynics with long memories.

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Benchmarking NPS

⇒ **Discussion**

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One factor that might be able to benchmark could be response rates. Would help to tell the story internally about whether the response received is average for the sector.

PHES 7/4/24 9:52AM

One HEI noted that benchmarking is really important when sharing the survey outcomes internally. Response rate benchmarking would be helpful but need to be careful which data point is chosen. Noted that trying to explain NPS in our sector can be challenging as it was creating more need for explanation.

PHES 7/4/24 9:56AM

Participation rate is an interesting one to benchmark. In terms of NPS - the nuances don't always reflect in NPS in our sector if using the same comparators that are used elsewhere. Overall engagement factor scores could be another option and most providers have a way of calculating this. Noted you can create a NPS for change confidence which might be helpful in relation to the earlier discussion.

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In terms of benchmarking response rate, institution size is key

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Also it is key to look at response rates in different employee groups

Employer Brand and EVP

⇒ **Discussion**

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PHES 7/4/24 10:17AM

One HEI has brought in a recruitment comms person dedicated to external brand. Work has included updating the website so people can understand the institution's offer. Also looking at systems to consider how to attract talent. This person has been involved in the recent survey working group to ensure they fully understand how the survey questions are designed and the resulting data might be used.

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Another colleague with a Marketing background explained they were looking at taking the employee voice data and insights into ongoing work for talent management. Involved a change in style for the tea

