



The University of Manchester

Staff Survey 2019: Action Plan

Name of: Directorate for the Student Experience

Name of Plan Owner: Simon Merrywest (Tracey Campbell Monks – DSE Staff Survey lead)

Date: 8th January 2020 (Created: Oct 2019)

Further advice on action planning is available in the supporting document: Staff Survey 2019: Manager's Guidance for Action Planning

Part A - Actions to support University Level Theme

Your plan should record those actions which respond directly to the University level themes identified in the Staff Survey 2019

1. Communications and SLT engagement across the University
2. Maintaining a positive working environment for all staff
3. How we manage change

Theme No	What are you going to do?	Who is responsible?	When will this be achieved?	How will your progress be evaluated?	Notes
1	April McMahon, VP for T&L and SE to deliver a DSE Learn and Discover Session on Our Future – Strategic Plan re: Teaching and Learning on 20 th Feb 2020 (TBC)	Tracey CM	26 th Feb 2020	Successful delivery of the session.	1. Scheduled for 26 th Feb.
1	Promote the SLT open meetings via DSE comms/ Simon M to encourage staff via his comms to take opportunity to attend.	Tracey CM	Ongoing	Inclusion in DSE comms channels	1) DSE Team Brief November –Nancy Drop in Session 19th Nov 2) DSE Team Brief November –Nancy Drop in Session 23rd January 3) Nancy to host Open Meeting at Residential and Sport Services - Thursday 26 March 11.00 – 12.30
1	Continue with Patrick Hackett’s scheduled visits for 19/20.	Tracey CM	Ongoing	Completion of the visits	1) 11th Feb 2020 – FutureFest – TLSD (TBC) 2) 12th Feb 2020 – Big Action Day – TLSD 3) 17th Feb 2020 – Employability Recruitment Fair – TLSD (TBC) 4) 27th Feb 2020 –DOCAs (confirmed) 5) 12th March 2020 – Visit to Residential and

					Sport Services (confirmed) 6) 19th June 2020 – UG Open Day (TBC)
1	Promote the PSLT open meetings via DSE comms / Simon M to encourage staff via his comms to take opportunity to attend.	Tracey CM	Ongoing	Inclusion in DSE comms channels	1) DSE Team brief November – 12 and 15 Nov sessions promoted by Simon
1	Invite relevant member of SLT to DSE Divisional Away Days (each Division has 1 away day per annum)	5 x Division Leads (Tracey CM)	Ongoing	Completion of Away Days.	Patrick Hackett attended Division of Student Recruitment and International Development Away Day on Tuesday 3 rd September 2019.
1	Invite Nalin Thakker, VP for Social Responsibility to deliver a DSE Learn and Discover Session on the Sustainable Development Goals (Our Future; Social responsibility)	Simon Merrywest / Tracy CM	May 2021	Successful delivery of the session.	To follow on from a Social Responsibility Learn and Discover session delivered by Julian Skyrme on 9 th May 2019.
1	Continue with Nancy ad-hoc visit to DSE for new initiatives/launches – planned visit to the Greater Manchester Mental Health Hub in early 2020.	Simon Merrywest / Tracey C M	Spring 2020	Visit complete	1) Nancy attended launch of Unsworth Park on 5th September 2019. 2) Nancy attended Go Abroad Fair on 24th October 2019. 3) Visit to Student Insight Team, SRID planned for 9th March 2020 4) Attendance at GM Mental Health Hub – planned for 28th May 2020
1	Increase awareness of websites where you can provide feedback and feedback mechanisms direct to Patrick Hackett – Simon Merrywest to flag feedback mechanisms in his comms	Simon Merrywest	Ongoing		1) Update from Simon – November Team brief encouraging staff to feedback to Patrick via PSLT Open Meetings
2	Continue with existing Wellbeing Activity (focus on consistency across areas and management capability in terms of the wellbeing agenda and their	Directorate Office / DSE Wellbeing Champion	Ongoing	Maintain DSE Wellbeing Champion network	- Network currently 43 staff members Meeting on 27th November 2019 with Directorate wellbeing champs.

	responsibility)	Network		numbers / Deliver Division Led Wellbeing Campaigns	Events: <ul style="list-style-type: none"> • Focus group, themed buffets, wellbeing cards and chocolate distribute, well being notice board in each area. • Meeting once per quarter. Monetary allocation per head per year for wellbeing events
2	Listening to Staff via 'Meet the Director'	Simon Merrywest	Ongoing	7 per calendar year	<ul style="list-style-type: none"> - Lunch with Director commenced in 2018 (Staff Survey 2017 Action) Name change to Meet the Director (Dec 2019) - Across 17/18, 65 colleagues had lunch with Director - Part of the DSE Staff Survey Action Plan re: enhancing communications and two way comms, involves staff (Grades 1 – 7) from across the directorate. - Introduce key themes to gather feedback (change and positive working environment)
2	Conduct research to explore perceptions / interpretations of 'positive working environment with intention of driving out an action plan on how to enable change. TCM to source standard definition for positive working environment.	Directorate Office / Staff Survey Action Planning Group	By Dec 2020	3 x Focus Groups delivered.	Intention to collaborate with SL&D (for facilitation)
3	To equip staff to deal with and cope well with change through - The Leading Change Development Programme	DSE Leadership Team /	Ongoing	Training Completion rates	- Data to be supplied by SL&D

	<p>(LCDP) <u>TSLDSE02</u></p> <ul style="list-style-type: none"> - Leading People Through Change <u>TMS200</u> - Change Management Essentials (signposts in comms) 	Extended Leadership Team			
3	Deliver continuous communications on 'Change'. Use the strategic narrative for the change regularly and in compelling ways. Provide updates on change frequently and via an array of mediums.	Simon Merrywest	Ongoing	Ongoing	<p>1) Simon Update – DSE Team Brief November – change content re: SEP</p> <p>Focus for content will be:</p> <ul style="list-style-type: none"> - Director Update in DSE Team Brief (newsletter) - Directors Updates – Dec 2019 – face-to-face - DSE Summer Conference – Summer 2020 – face-to-face - Lunch with the Director – face-to-face

Part B – Local Action Plan Template

Your plan should record those actions which respond directly to local findings, it should list no more than 3/4 achievable actions overall. You may wish to include items from your Staff Survey 2017 outcomes which are still relevant and in progress.

Identify your themes:

1. Staff Engagement and Internal Communications
2. Performance and Personal Development

Theme No	What are you going to do?	Who is responsible?	When will this be achieved?	How will your progress be evaluated?	Notes
1	Internal Communications Audit	Tracey Campbell Monks	May 2020	Production of Audit Report and Recommendations	1) Survey on Team brief Format – December 2019 – Analysis Jan 2020
1	To create new DSE Website within StaffNet	Tracey Campbell Monks	May 2020	New website on StaffNet	(this will allow greater sharing of news across institution and to utilise new templates etc)
1 & 2	To deliver 5 x Divisional Conferences across the DSE in 2020 in addition to an annual DSE Summer Conference	DSE Leadership Team / Tracey Campbell Monks	Dec 2020	Delivery of 6 conferences	1) TLSD Conference – 11th December 2019 2) Campus Life Conference – 17th December DSE launched a DSE Summer

					Conference in July 2019. Very positive feedback / commitment to continue.
1	DSE Leadership Team Walking the Floor Initiative	DSE Leadership Team / Tracey Campbell Monks		Delivery of visits	Sections leads to undertake quarterly visits to other Divisions
1	Operational Newsletter for DSE Extended Leadership Team	Directorate Office	Implemented by Dec 2019	Open rates / click through rates	(Content will include: HR, Finance, H&S, GDPR, Compliance, L&D, Key Dates)
2	PDR completion – to ensure that 100% of all DSE staff have been offered a PDR and to achieve 80% completion	Directorate Office	Ongoing	Reported on annually in Dec	
2	Build data driven view of L&D requirements - Produce an overview report with detail regarding Learning and Development requirements across the DSE following annual PDR process.	Directorate Office	Annual Report due every July	Production of report	Work in conjunction with SL&D to deliver a response to Directorate Training needs
2	DSE Work Shadowing programme - To increase participation in Cycle 2 of Work Shadowing by 50% i.e. generate 32 applications - To maintain target number of 32 applications for cycle 3 of Work Shadowing programme	Tracey Campbell Monks	Spring 2021	Monitoring Reports for each Cycle of Shadowing activity	1) Cycle 2 – open for applications – Jan 2020 2) Currently analysing Cycle 1 – Jul – Dec 2019
2	To increase number of license holders/users of LinkedIn Learning to 100 unique individuals across the DSE	Directorate Office	Jun 2020	100 staff members	1) Future Talent Project Team commenced work on this Nov 2019
2	To incrementally increase the Health and Safety	Sarah Gumusgoz,	Ongoing		

	<p>competencies of all staff across the DSE</p> <ul style="list-style-type: none"> • Staff training: - Year on year increase in % new staff completing induction within 1 month of starting. (a)Completion of mandatory on-line module, (b)Completion of local induction to sign off by local safety advisor • Safety Management – Year on year reduction in “over 7 day” accidents to employees • Safety Management – Year on year reduction in RIDDOR reported accidents relating to slips, trips and falls to staff and students • Statutory Inspection –Year on year decrease in % competent person’s examinations of lifts and cranes identified as having Cat B defects Year on year reduction in % of “plant not available” (PNA) reports from competent person carrying out statutory inspections process 	H&S Officer			
2	<p>To increase participation in SL&D’s flagship programmes (Inspiring Leaders, Leading at Manchester, Managing at Manchester, Supervising at Manchester) To increase participation in other relevant opportunities such as PGCertHE, as AdvanceHE (LEAP programme internally), SEDA, AUA</p>	Tracey Campbell Monks	Ongoing	Need current completion rates from STDU	
2	To deliver 3 Learn and Discover Sessions per year	Tracey Campbell	Ongoing	3 per year	1) 3 delivered in 2019 including

		Monks			Sexual Violence session on 31 Oct 2) Teaching and Learning: what is the strategic plan? 26 th February 2020
2	To achieve a minimum of 25 DSE Staff Members applying for the Manchester Gold Mentoring Programme. To achieve the same number (25) for staff members participating in the scheme as a Mentor.	Tracey Campbell Monks			1) Manchester Gold Mentoring – applications open January 2020
2	To achieve 14 active participants in the DSE Future Talent Programme 2020/2021 To conduct longitudinal evaluation on impact with participants from previous 6 years	Directorate officer	Dec 2020		<u>DSE Future Talent</u> – more info online 11 participants enrolled Oct 2019.