

# #People.

The Newsletter of People and Organisational Development



January 2021

Dear colleagues

Happy New Year 2021. Despite beginning the year in another lockdown, I hope that it proves to be a good year for all of us, personally and professionally.

Welcome to the first edition of the quarterly People and Organisational Development newsletter. Our aspiration is to keep you up to speed with what's going on, and to make our services and programmes more accessible to you.

Some updates from me:

- We have changed our divisional name to *People and Organisational Development* which we believe better reflects the work that we do.

There are four distinct areas to the division:

- |                                       |                      |
|---------------------------------------|----------------------|
| ○ Human Resources                     | Led by Anne Lamb     |
| ○ Organisational Development & Change | Led by Ffyona Baker  |
| ○ Health, Safety and Wellbeing        | Led by Neil Budworth |
| ○ The Chaplaincy                      | Led by Jan Sutton    |

Here is our [Organisational Chart](#). Follow the link so you can see who manages each of the functions.

Our refreshed [People and Organisational Development Strategy 2021](#) can be downloaded from the link so you can see our areas of strategic focus this year.

- Equality, Diversity and Inclusion will become increasingly important throughout 2021 and beyond as we strive to become a truly inclusive environment for all colleagues and students. I encourage you to read the [EDI Annual Report 2019/2020](#) so that you have a flavour of all the initiatives we are progressing across the university.
- One of the key priorities this year is to start implementing our Race Equity Strategy and to submit our Race Equality Charter. The Vice-Chancellor, COO and PVC-E made a [video](#) with their reflections on racism at Loughborough. It's 20 minutes and I would strongly encourage you to watch it.
- This year, we are encouraging all colleagues to include a development objective on equality, diversity and inclusion, and we have pulled together a [list of resources](#) to support colleagues.

Please don't hesitate to contact me or one of the senior team with any questions about our services and programmes. In the meantime, wishing you all the best for a productive and enjoyable 2021.



**Adèle MacKinlay**

Director of People and Organisational Development

## Wellbeing – the Covid-19 Priority

There was one memorable thing from 2020 and it began with Co.

No, not that Co. The Co I'm referring to is **co**operation. It is cooperation and working together that got us through 2020 and will see us through 2021.

To manage through 2020 is one thing, but to manage through 2020 *and* enhance the University's reputation at the same time, well that takes some doing. And that is exactly what we did, together.

As well as the ongoing management of the pandemic there are a few things you can expect from Health and Safety in 2021.

After such a tiring year, it is perhaps no surprise that wellbeing is high on the agenda. We know that one size doesn't fit all, so *expect* a framework which will allow you to tailor the wellbeing offer to your area, *expect* trained champions to support you and *expect* a focus on mental wellbeing.

You'll also see us continue to support compliance and bring in new tools to support you and your team whether that be around contractors, potentially explosive atmospheres or other challenges.

Most of all *expect* to continue working in partnership and cooperation and expect us to ace it again.

### Neil Budworth

Director of Health and Safety

## Peace and Blessings from the Chaplains

Hello Everyone

Happy New Year.

We are looking forward with hope to all we can achieve together this year. As we begin 2021, I would like to remind you that the Chaplains are here with a cheery hello, a listening ear and, for the time being, a virtual cuppa.

We ended 2020 with a Christmas message online. I thank those of you who sent warm messages of appreciation.

This month the Centre for Faith and Spirituality are working alongside Organisational Development to offer self-development courses online for staff. Last year, the positive thinking and meditation sessions were well attended and very much appreciated as a source of encouragement and strength. Look out for more throughout the year.

This is not the start to 2021 we would have wanted; however, we are able to encourage our campus family and the wider community if we continue to be a calming, kind, spiritual support available for all.

Every blessing

### Deacon Jan Sutton

University Chaplain and the Chaplaincy Team.



## News from the HR Teams

The HR Teams of People and Organisational Development are:  
Payroll and Pensions (P&P), HR Partnering, Workforce Information (WIT), Recruitment,  
Immigration

Hello everyone. The HR teams are working hard to provide advice and support to managers during this extended period of disruption. Do continue to liaise with your HR Partner on HR matters.  
Here are some of the current and recent activities that may be of interest to you. We look forward to continuing to work with you during 2021.

### Impact of Covid-19 in your workplace

The latest restrictions are no doubt having an impact on operations in your area. Your HR Partner is available to support you with any staffing issues that you're experiencing. We recently released some guidance on [critical worker](#) status which is available [here](#).

Recently we've also issued guidance to Deans, Directors and Operations Managers on furlough. The financial impact of the delay to students returning to campus is considerable and you may want to consider whether you could make use of the Furlough Scheme. Liaise with your HR Partner for details.

The wellbeing of staff is of paramount importance right now. Check in with them regularly and, as best you can, make adjustments to their workloads to reflect their personal circumstances.

The University's wellbeing pages are available [here](#). The pages have a range of resources for staff and managers.

### 2021 – Performance and Development Reviews (PDR)

PDR is up and running and further information is available [here](#) including resources to support you with your EDI development objective. Of course, we recognise that the current restrictions may have an impact on people's ability to complete PDRs, so please note that the PDR window has been extended to the end of April 2021.

### Reward at the University in 2021

We are working closely with Finance to review our reward arrangements and hope to be able to present the new proposals in the spring ready for the new financial year. Given the current financial situation, no decision on reward for 2021 has been made. We will keep you updated and advise you as and when a firm decision has been reached.

### Increasing workforce flexibility in a recruitment freeze

Many people were able to make use of the Secondment Scheme in Autumn 2020. Many managers found the scheme helpful in managing workload priorities during the recruitment freeze.

We're now working with colleagues from schools and services to review the secondment scheme and plan to relaunch a scheme in the coming weeks. Further details will be available in due course.

### After Brexit -- immigration changes

The transition period for the UK leaving the EU ended on 31<sup>st</sup> December 2020. There are now new immigration regulations if we wish to employ a colleague from the European Union (EU). We have developed a webinar which provides information on the new arrangements. Follow this link to the webinar [here](#)

## And finally, the Severance Scheme

A total of 124 members of staff opted to take severance and have either left the university or will be leaving the university over the coming months. The financial impact of the scheme is around £5m in recurrent savings. These will contribute substantially to our financial sustainability.

### Anne Lamb

Deputy Director, People and Organisational Development



## Happy New Year from Organisational Development and Change

Although it is just the start of the calendar year the teams are already busy delivering on our core programmes, starting with the Academic Professional Apprenticeship (APA).

You'll also be pleased to see our suite of drop-in sessions and workshops for academic colleagues preparing to teach remotely. These sessions build on the wide-ranging programme that has been running over the last six months, helping colleagues to try out new learning technologies and to share best practice and experiences with one another. The take up of these sessions was phenomenal and the inclusive delivery method worked really well.

The OD team has been focussed on a range of projects that will result in a refreshed development offer for all colleagues. Projects include a complete review of our new staff Induction Scheme, ensuring that when new colleagues join Loughborough they have everything they need at their fingertips and feel well connected from Day 1.

We have also been busy piloting our new mentoring and coaching schemes to build on the great work that is already taking place within schools. We aim to connect more people with the support they might need from a wider community of coaches and mentors. We are also excited about our work in the area of leadership and management, developing a new framework that will help colleagues to navigate their own career and development pathways accessing support at the appropriate point. Watch out for more information on these key developments over the coming weeks and months.

The last ten months have been a huge learning curve for all of us.



We have migrated off and then back on campus (and off-again) and have dealt well with the changes that we have all had to make. It's important to know that never are we on our own. Talking through changes with our manager and colleagues can really help to make sense of what is going on. As we move forward, we will have a greater focus on developing our resilience and our response to change because one thing's for sure: *change* is the constant.

Our experiences present an opportunity, there will be a new look and feel to the way that our colleagues can access development and career support here at Loughborough University. We will also be maintaining the new delivery modes of online and remote facilitation, along with bitesize sessions to maximise engagement in a way that works for you.

Further updates to follow but in the meantime if you require any support with your development needs, please contact [OD@lboro.ac.uk](mailto:OD@lboro.ac.uk)

The Teaching and Learning 2020/21 sessions will recommence on 11 January. The schedule is now available here: <https://www.lboro.ac.uk/services/cap/courses-workshops/teaching-and-learning-2021/>

These sessions are primarily aimed at helping those who are teaching in Semester 2 to prepare.

A new session on 'Marking Remote Exams' will be available from 20th January 2021 to support those with marking online exams this Semester and there are numerous new practical sessions on using the new breakout room feature that may be helpful to those who have already been teaching through Microsoft Teams.

Stay safe.

**Ffiona Baker**

Director of Organisational Development and Change

As we go forwards, expect to discover more about the People and Organisational Development Division based in Rutland Building.

**This quarter we learn about the Change Team.**



## Portrait of the Change Team

The Change Team reviews processes with a focus on the end-user. We seek to “walk in the footsteps” of the person using the service we are investigating. In making changes to improve processes we invariably find that it is helpful for staff to be more “porous” across structures rather than look at what they do solely in their own School or Professional Service.

- The small core team, led by **Anne Mumford**, work with process owners and people in the University who provide and/or use a particular service. Although we facilitate large University-wide projects, we can offer support to you and colleagues as you look to review processes. We are seeing that new ways of working during this Covid-19 period can be a trigger to review how we work.
- **When change delivers surprises**

We are currently working on a very big project facilitated by **Meg Stafford**, involving many people across the University to provide improved information to students about their finances and enable them to pay easily. This involves looking at tuition and accommodation fees as well as a range of scholarships, bursaries and payments from sponsors. Prior to undertaking this project we found that students did not always understand the information the University provided and we received over 10,000 enquiries about finance to different parts of the University about what they owed and how to pay. In looking at the detail of our processes we found that some students had failed to tick a box on their student loan applications and by rectifying this we have been able to recover over £0.4M from the SLC. This was a benefit we did not expect!

- **From strategy to a new system**

One of the priorities in the People and Organisational Development Strategy is to address workload, wellbeing and resilience. **Steve Harris** has been working with colleagues in Schools to create a common platform for recording academic workload. Several Schools have already populated their models for the current year and others are on their way to doing so. The new system significantly reduces the amount of work required to operate the Academic Workload Model and increases the visibility of workload data to members of staff. The flexibility of the new system has meant that schools have been able to make changes in the model to better reflect changes in teaching needed because of the pandemic. This means that the amount of work staff are doing this year has been captured more accurately than would have previously been possible.

- **Supporting a One-Stop-Shop**

Our People Strategy states our desire to “enable talent and high performance”. Anne Mumford is working with colleagues in Organisational Development and across the University to look at how we can change our processes to bring more of a one-stop-shop approach to help achieve this.

- **A Place for Placements**

The Change Team provides a placement opportunity for our Graduate Management Trainees. **Tasha Hadlow** is our fourth trainee. Tasha is working with another trainee based in Finance to look at how we use apprentices and the associated levy. The Change Team has regular secondment opportunities with many colleagues benefitting from this over the years. **Ann Hall** from Student Services is currently supporting the team, looking at student enquiries related to finance.

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Thank you for reading. We will see you next quarter.

Be kind to yourself and others. Stay safe.

YOU MAY NOT  
CONTROL  
ALL THE EVENTS  
THAT HAPPEN TO YOU,  
BUT YOU CAN DECIDE  
NOT TO BE REDUCED  
BY THEM

MAYA ANGELOU