

The Transformation Challenge



UNIVERSITY of
BRADFORD

#TeamBradford

Backdrop

- Increased competition – reduced income
- Brave decisions – ended partnerships and raised entry tariff
- External stakeholders – feedback and concerns
- Increased costs – pay and pensions
- Brexit and an uncertain future
- Need to modernise, streamline and improve quality
- First HE to undertake large scale change and redundancies

Bradford Excellence Programme

- Our approach to repositioning the University and achieving a 10 year vision to become a world leading technology University – “making knowledge work”
- Underlying premise – delivering the strategy, doing things better at lower cost and involving colleagues, who know and do the job, to refine our plans and deliver them
- Three main work streams:
 - Organisational Restructure Work stream** –making efficiency savings and doing things at lower cost
 - Recruitment Work stream** –generating more fee income for the University by maintaining UK recruitment and growing international recruitment
 - Academic Shape Work stream** – growing our revenue streams, but also about reducing losses, for example, by improving student retention

No stone unturned!

- **Phase 1 – Areas launched 17 July 2017:**
Human Resources, Finance, Research and Knowledge Transfer, Centre for Educational Development Academic Quality and Enhancement, and Library Services
- **Phase 2 – Areas launched 4 September 2018:**
Directorate of External Affairs, Information Technology, Estates and Facilities, Student and Academic Services, Equality and Diversity, Planning, Legal and Governance, Technicians Review, and non-academic faculty based staff reviews
- **Phase 3 – Ongoing**
- **Academic Size & Shape – Faculty of Life Sciences, Faculty of Engineering and Informatics**

HR Response

- Unprecedented scale of change – HR and OD integral to success of BEP
- Do not underestimate the impact on HR and OD Services!
- Prepare! Prepare! Prepare!
 - HR Change Management Team
 - Project Management Approach
 - Systems, toolkits, templates
 - Governance and reporting
 - Communications and stakeholder engagement

The Role of OD - Before

- Working in partnership with the HR Project Team and Business Partnering Teams
- A new business as usual – identifying and creating a wide range of support mechanisms for staff and managers
- Providing the golden thread – weaving OD through the BEP programme:
 - strategy and plans
 - structure
 - processes and systems
 - leadership
 - people
 - culture

The Role of OD - During

- OD action plans – integrating OD through the whole end to end change management process
 - Part A: Collective and Individual Consultation / Implementation
 - Part B: Implementation / Transition
- Making OD ‘accessible and ‘understood’

The Role of OD During – supporting through times of change

For line managers

- ‘How to’ kits – including How to Be a Change Agent, How to Establish Trust and How to Identify Individual Reactions to Change
- Guidance and Articles– Communicating through times of change, leading successful change, engaging people through times of change etc.
- One to one coaching
- Workshops – maximising resilience, how to have difficult conversations, recruitment and selection
- E-learning – unconscious bias, equality and diversity, recruitment and selection

The Role of OD During – supporting through times of change

For all staff:

- Personal Resilience e-learning module
- Workshops and sessions – Marketing Me Workshop – Career Planning, developing My C.V, using LinkedIn, and mindfulness sessions
- Stress risk assessments
- Employee assistance programme
- Sustain – health and wellbeing
- Counselling service
- Aspire-Igen and Penna Sunrise
- Job Searching – recruitment agencies
- One to one coaching and support – completing applications, writing covering letters, interview preparation etc.



- Understanding of OD – lack of buy in
- Ability to take a helicopter view
- Leadership v. management
- Taking responsibility
- Short sighted – limited diagnostics, undefined outcomes and successes
- Changing shape and size – living product
- Disengaged staff with low morale – unprofessional behaviours
- Impact on student experience

Organisational

- Preparing for change – assessing readiness
- Use of language – dispel the ‘fear’ of OD
- Time – don’t underestimate
- Consistent change experience – academic and professional services
- Think about brand interpretation

People

- Staff experience – people *and* process.
- Listen!
- Personal motivations – don’t underestimate people
- Personal impact on change leaders – resilience, personal and professional reputation
- Always deliver – do what you say you are going to do



***But do we really learn
our lesson?***

Going Forward

- A new Vice Chancellor with a new approach and vision:

People – Place – Performance

- Values and Behaviours
- New communications approach
- Staff survey



Outcome of BEP

- Reduction in costs by £11m (phase 1) and £9m (phase 2)
- Total headcount reduction of 22%
- No change related grievances
- Implemented new fit for purpose ways of working
- Trade Union partnership working
- Achieved a financial surplus this year





Impact

- Defined vision and strong leadership
- A model of effective communications and engagement
- A package of OD activity – effective teams
- Supported and valued employees
- Culture change and a sustainable future
- Improved student and staff experience





The Bradford Excellence Programme

Shaping their future...