



Professional and Support Services Operating Model

Internal Communications Consultation Pack

August 2018

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Introduction

Purpose of this document

This consultation is on the proposed structure for internal comms across Faculties, Directorates, and central communications teams. You have been invited as a member of staff who is affected by the proposed changes. In this document we will:

- Confirm what we are consulting on;
- Share the proposed structure for Internal comms; and,
- Outline timescales and next steps

The affected teams at this stage are:

- Substantive internal comms staff in Faculties
- Substantive internal comms staff in Directorates
- Employee & Change Comms within Communications

During consultation we will share proposals on the organisation structure and role overviews. This is a two way process and we want to encourage dialogue and feedback to ensure consultation is meaningful.

You will receive documents containing:

- Current structures
- Proposed structures
- Role outlines

The pack will also include details about the University Change Principles.

Operating model design principles

The Internal Communications designs have been developed in line with PSOM's broader design principles to ensure consistency and alignment in designs across the University

The table below outlines the five key design principles that have been applied throughout the project and across each operating model layer, from current state assessment through to detailed team designs, to ensure the new operating model fits the University's ambition. The principles underpin the internal communications design, to deliver a high-quality, professional service, taking a user-centric approach and delivering a consistent and agile way of working

Ambitious	The University must be ambitious for its people, its services, and its service users, if it is to deliver the service excellence expected of the world's leading applied University.
User-centric	Solutions that support the academic mission of the University and meet the needs of tomorrow's students, staff and external partners.
One University, one model	The University will create a single model within which services connect together as parts of a coherent end-to-end design, creating a consistent and logical experience for students, staff and external partners.
Proportionate and appropriate	Each function will be designed to deliver the quality and impact that is appropriate and proportionate to the service area.
Agile, trusting and performance focused	An agile and responsive culture will be created through a combination of clear organisational design and enhanced professional development, careers paths and a culture of trust and empowerment.

Consultation timeline

The diagram below provides an overview of the timeline of consultation for Internal comms, mapped alongside ongoing SAS consultation due to the crossover of roles. More detail on the activity planned over the next few weeks is included under 'Next Steps'.

	2018							2019
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
RRO – Internal Communications	Design		Consultation on design (3 weeks)	Feedback & release implementation document	Preparation for selection	Selection to G7-8 roles	Engagement and selection for G6 - 5	
Student and Academic Services	Preparation for selection	Selection to G9 - 7 roles	Consultation and selection pauses		Ongoing business readiness planning for transition and go-live		Recommence engagement and selection for G6 - 3	

Scope and approach

Internal staff communications responsibilities are often embedded in existing roles across the organisation; therefore it was important to clearly define the scope of the roles included, which fed into the approach to engaging key stakeholders in both the as-is assessment and to-be designs

		Scope	
		Description of roles	Indicative activities
IN SCOPE	Specialist internal communications	<ul style="list-style-type: none"> Substantive dedicated internal comms roles, with a focus on institutional staff comms 	<p><i>Substantive roles dedicated to the following:</i></p> <ul style="list-style-type: none"> Communications planning Engage with project teams & leadership to advise on comms strategy Gather / create / edit content Develop channels strategy and update content across channels Analyse viewing and engagement statistics
	Operational internal communications	<ul style="list-style-type: none"> Management / leadership roles with embedded comms responsibilities Partial administrative roles supporting comms (<0.4 FTE) 	<ul style="list-style-type: none"> Localised team updates from managers e.g. the week ahead Cascade of corporate messaging e.g. HR brief, all staff emails Occasional institutional updates
	Internal student communications	<ul style="list-style-type: none"> Substantive internal comms roles with a focus on student-facing comms 	<ul style="list-style-type: none"> Student-focused communications creation and dissemination
NOT IN SCOPE			

Approach

As is assessment

- ✓ **Engaged with key stakeholders** to understand how the service is delivered, any strengths, challenges & improvements:
 - Specialist internal communications staff, G7 and above
 - Senior leaders across Faculties and Directorates
- ✓ **Collated feedback into themes** to create an overview of service performance
- ✓ **Gathered feedback** from staff who are consumers of communications across academic and professional services
- ✓ **Developed an overview of the channel & system landscape**

Future service design

- ✓ Based on staff feedback and PSOM design principles, developed:
 - Communications service design principles**
 - High-level organisation design**
 - High-level role outlines**

The purpose of the internal communications function

Based on senior leader feedback, the remit of an effective internal communications function is expansive and hugely important, covering building a community, engaging staff and supporting with institutional change, as well as supporting with project and operational comms.



Communicating and managing change

- Informing staff of changes across SHU/their business area
- Providing updates on change initiatives and projects
- Tailoring and disseminating business planning and intelligence at local level



Creating 'one voice' for the University

- Maintaining a unified tone and branding across comms – "One University"
- Advising teams on application of voice and branding



Creating a community

- Celebrating successes
- Ensuring that staff know who to talk to / sign-posting
- Sharing opportunities



Channel management

- Updating information across channels e.g. intranet pages
- Advising on channel usage including social media
- Cross-network management



Trusted advisor

- Engage with leadership to define and disseminate messages
- Advise business areas and project teams on comms strategy and planning – provide expertise



Staff engagement and feedback

- Engage staff in the delivery of the University strategy
- Engage and consult with staff to gather feedback and put into action – enter into dialogue and show outcomes



Operational and crisis comms

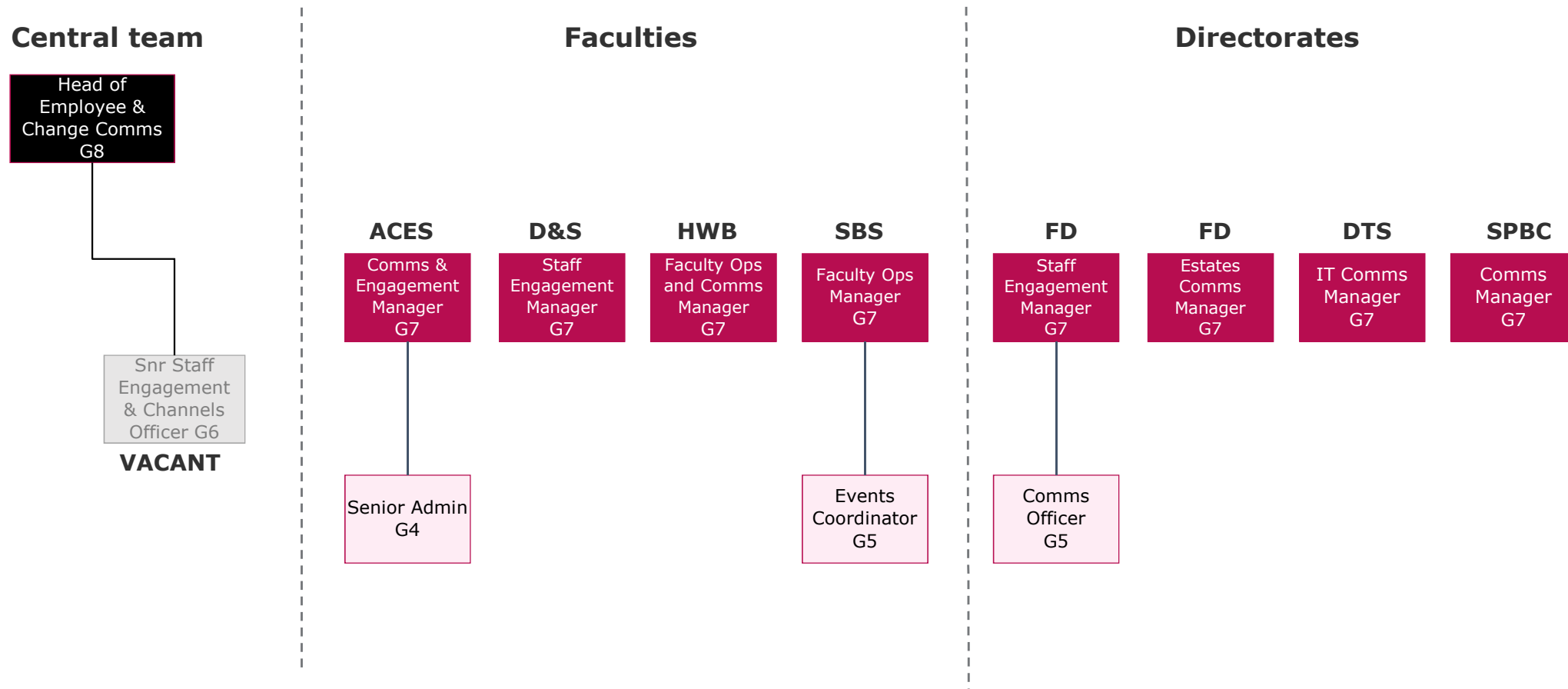
- Promoting/advising on new or changed services (DTS, FD)
- Planning change windows and complex rollouts
- Crisis comms and incident management (the same?)

- In current structures, the listed services are delivered only in pockets due to varying levels of resource and capabilities, as well as operational responsibilities shifting focus away from the more strategic roles.
- This view of the holistic purpose of the internal communications function will underpin future designs.

As is assessment

Current Internal Comms structure

The current structure is weighted towards management posts, with eight roles at G7 across the network supported by one G6, two G5s and one G4, and there is no direct reporting line into the central team which leads to siloed working and local customisation



This data represents substantive structures and is based on the latest cut of the HR data; it may not reflect the current grades of staff in posts

Current state assessment – comms staff and senior leader feedback

Based on the discussion in the workshop, several key successes and areas for improvement have been identified, which have been aligned to the op model framework used across other PSOM projects

Strengths

The below strengths have been identified across some areas of the University, but **exist in pockets & are not consistently applied**

Service users	<ul style="list-style-type: none"> Tailoring the narrative and distilling relevant messages for local audiences in some business areas
Process & channels	<ul style="list-style-type: none"> Varied channels available to engage with broad staff group Use of indirect channels to limit comms saturation Structured use of F2F mediums to drive engagement Increasingly holistic approach to planning, and early engagement with comms staff across projects
People & Org	<ul style="list-style-type: none"> Strong relationships and increased collaboration across the internal comms network Trust and respect from Senior Leaders Growing awareness of internal comms teams Acting as an expert advisor Use of comms networks to disseminate messages Staff's proactive approach to self-teaching Staff's willingness to commit time to sharing feedback
Technology & data	<ul style="list-style-type: none"> Majority of systems are intuitive or can be self-taught

Challenges

The below challenges have been identified across the University, with impact varying across different business areas

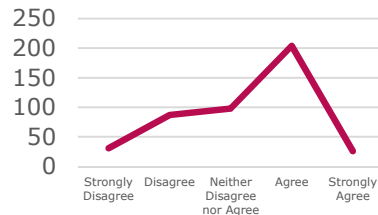
<ul style="list-style-type: none"> Limited ability to target comms to different audience groups effectively
<ul style="list-style-type: none"> Limited central oversight leads to inconsistent processes & Ways of Working Lack of unified, top-down approach to setting tone & messaging A huge variety of systems and channels used with no shared understanding of their effectiveness Overreliance on email Overreliance on cascade Holistic communications planning could be improved
<ul style="list-style-type: none"> Underdeveloped level of comms literacy across the institution Lack of onus on staff to actively engage with comms Comms viewed as 'outbound', not consultative Lack of shared understanding of the specialism of internal comms Inconsistent structures and capabilities across comms staff Limited progression routes for pure comms staff Lack of clarity and disparity in resource levels Inconsistent collaboration across the internal comms network
<ul style="list-style-type: none"> No single location containing all internal comms activity to facilitate collaboration & planning Analytics capability is underdeveloped to track engagement

Current state assessment – wider staff survey feedback

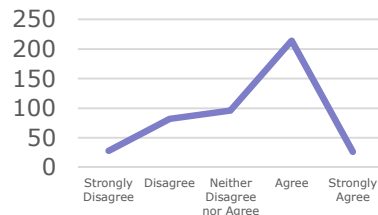
Tailored messaging and consistency of messaging are key challenges, which can be improved through dedicated comms staff, however this also requires a clear underpinning channel strategy

542 responses – 434 from Professional Service staff, and 108 from academics. There is broad coverage across business areas, with particularly strong response in D&S (133), Facilities (121), DTS (57), and Finance (50). Responses were received from nearly all areas, although some have small sample sizes to make the not statistically significant at a department / Directorate level/

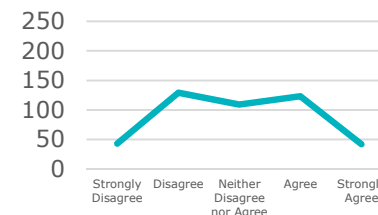
Q1 “I feel that the internal staff comms I receive helps me to **understand the University’s strategy and their relevance to me**”



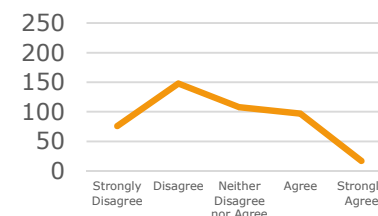
Q2 “I feel that internal communications are delivered through **suitable and appropriate channels for their purpose**”



Q3 “I feel that the internal staff comms I receive locally are **tailored and relevant to my area of the University**”



Q4 “I feel that there is **consistency in how key messages are delivered across teams and channels**”



Initial findings:

- Overall, staff are as satisfied as they are dissatisfied (37%) with internal staff comms. Areas with internal comms staff were more likely to be satisfied with comms and engagement.
- Staff most agree that comms are delivered through the right channels (54% agree), and that comms helps them understand the University’s strategy (54% agree)
- Staff disagreed most that there was consistency in how messages are delivered (50% disagree). There was a large variance in how teams responded to this question, with areas with a dedicated comms resource were more likely to score positively.
- DTS, Facilities, and Finance outperformed most areas on most questions, however improved outcomes was not uniform across all areas with dedicated comms resource
- Across all teams, there is an inconsistent approach to how channels are used for different message types

“We’ve reverted to emails as a default”

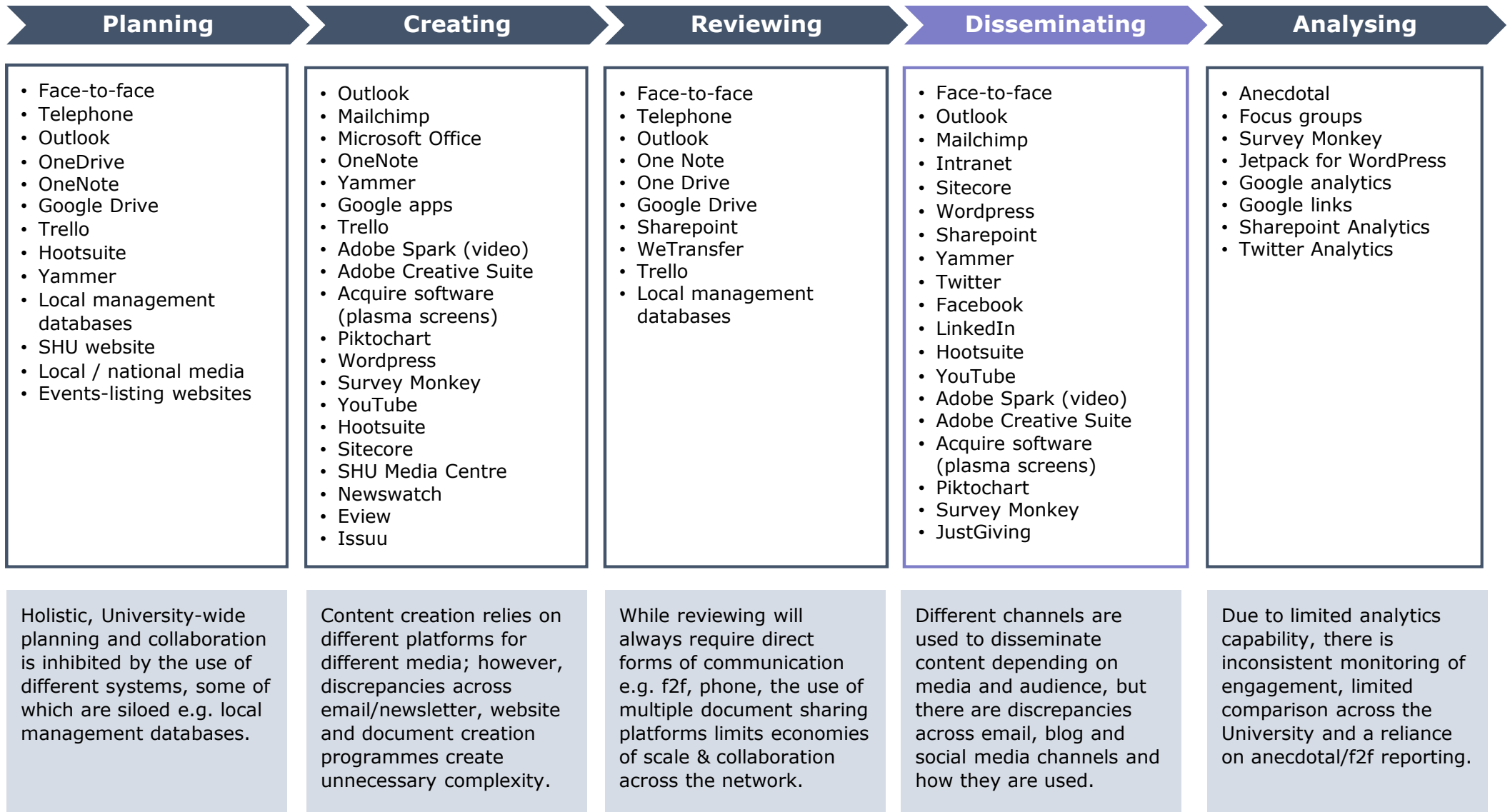
“More openness and consistency – cut the jargon”

“It’s hard to rely on cascading information”

“It’s easy to miss something on the intranet”

Current channel and programme landscape

More than 25 programmes and channels are used across the current internal comms landscape, with multiple programmes used for the same function across different business areas and no shared understanding of the effectiveness of different channels



Future state design

Internal communications service design principles

Underpinning the proposed design for the internal staff communications team, there are a number of principles that will result in greater quality and consistency of communications, improved service reputation and increased job satisfaction and development for staff

A set of principles have been developed for the future internal communications service, and as a result will generate the benefits outlined below:

Service Principles

-  A **centrally-managed internal communications service** to foster collaboration, consistency & demand management
-  **Business area alignment and in situ working for operational staff** to facilitate local staff engagement & message tailoring, with opportunities to collocate
-  **Consistent structures, role titles and capability levels** to drive equal service standards and expectations of the role, and improve staff development opportunities
-  **Cross-service working** is encouraged, and operational staff have a core set of capabilities, enabling **resource sharing** to manage demand
-  **A framework for internal staff comms** creates a consistent baseline for comms activity across the University
-  A **consolidated channel landscape**, with primary and secondary channels for different messages, improves targeting and engagement analysis
-  Build reputation as **expert advisors**, acting as a **key link with strategic leaders** and providing guidance on communications activity

Anticipated benefits

-  **Improved quality of communications**
Through developing internal communications frameworks and shared capability standards for staff, communications output will be more consistent and of a higher quality
-  **Improved staff engagement with communications**
A consolidated channel landscape and clear responsibilities around engagement tracking will improve message targeting. Reduced reliance on email and growing consultative forms of communication will boost engagement
-  **Greater respect for the specialism and service**
A dedicated Head of Service will work to build the reputation of the service, and the central Internal Comms Managers will help to develop the 'business partnering' role. Capability frameworks will shape specialist comms professionals and boost service quality
-  **Increased job satisfaction and staff development**
Central-management of the service and removal of partial roles will prevent conflicting priorities and the use of staff for local administrative tasks. Capability frameworks will provide consistent access to training and career development

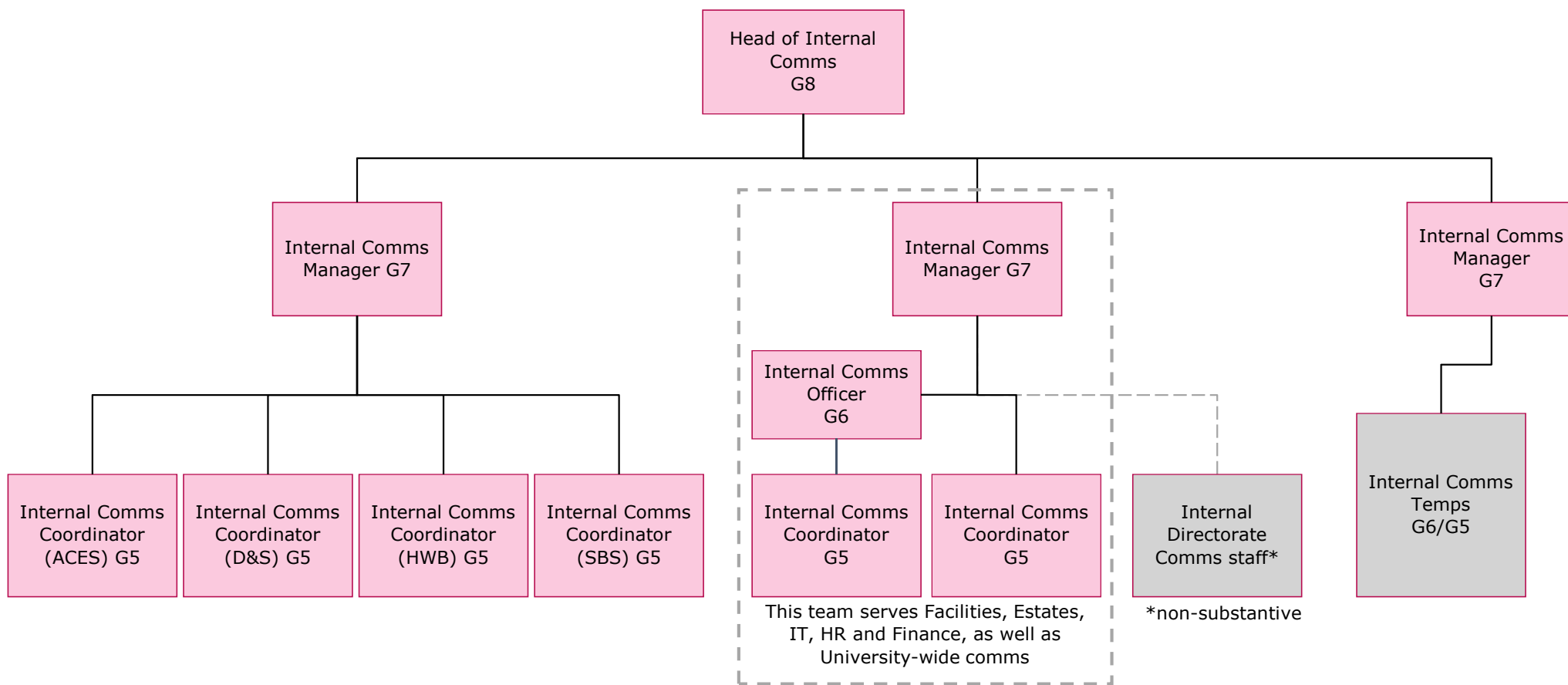
Proposed Internal Comms structure

The proposed structure provides the equivalent level of dedicated comms resource as the current structure with a rebalancing of grades across roles. Dedicated comms staff are aligned to Faculties & Directorates, with line management and professional development within the internal comms team.

The diagram below provides an overview of the proposed structure for managing internal comms across three teams: faculty comms; Directorate comms; and strategic change comms.

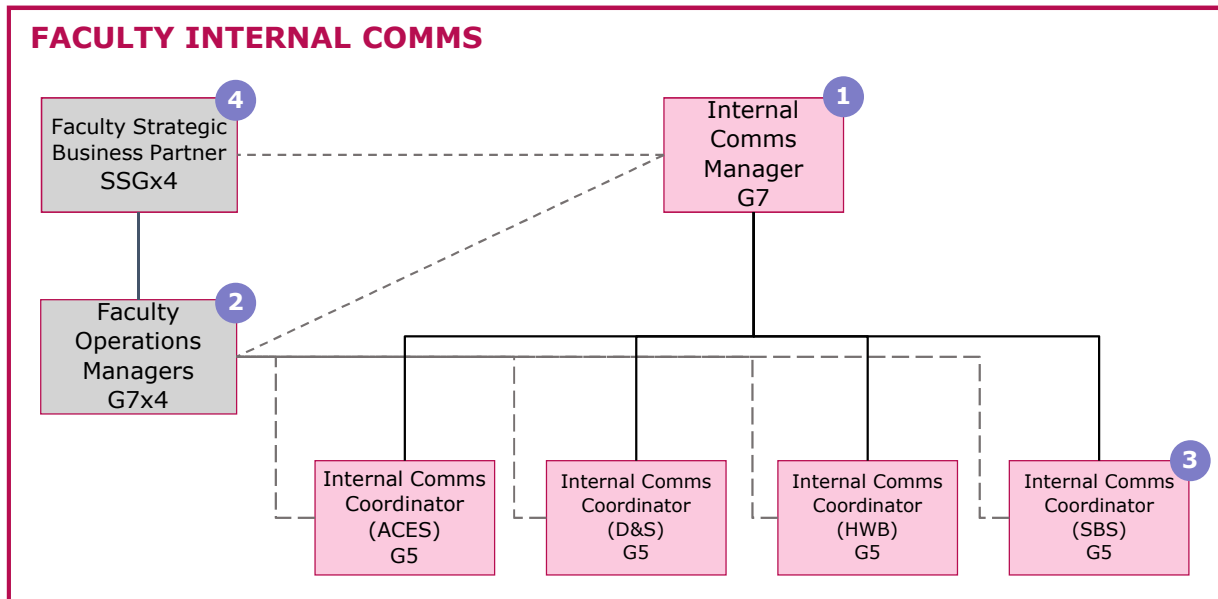
Grade 5 staff have alignment to faculties and directorates as identified, and will be based in situ for the majority of their working hours, but are line managed within the internal comms team. Staff are flexible to enable coverage across areas during busy periods and absences, and also lead cross-service projects (e.g. designing templates / reviewing processes)

Grades are indicative and are subject to final confirmation of job descriptions.



Faculty Internal Comms

Faculty comms staff will have dotted reporting lines to Faculty Operations Managers, who will lead on the operational delivery of communications, with the Internal Comms Manager leading on strategic delivery, working closely with Faculty Strategic Business Partners



The SAS designs outlined the Faculty Ops Manager role as responsible for the operational running of the Faculty, including communications. The RRO Comms design clarifies the split between this role and central internal comms teams, with a Internal Comms Manager leading on strategy and ensuring consistency and quality in communications.

Internal Comms Coordinators are matrix-managed across both roles, with firm line management to the Internal Comms Manager to provide oversight and management of quality and development of comms capabilities.

1

- Leads on strategic development of communications and engagement across the Faculties
- Leads on advising on tone of voice and branding, as well as channel utilisation strategies across faculties
- Provides key link to strategic leaders to disseminate University-level messages and ensure engagement, including crisis comms

2

- Leads on operationalising internal comms and engagement within the Faculty, as well as leading large Internal Comms projects
- Leads on content planning and delivery of comms across departments and channels
- Leads on supporting faculty strategies for communications

3

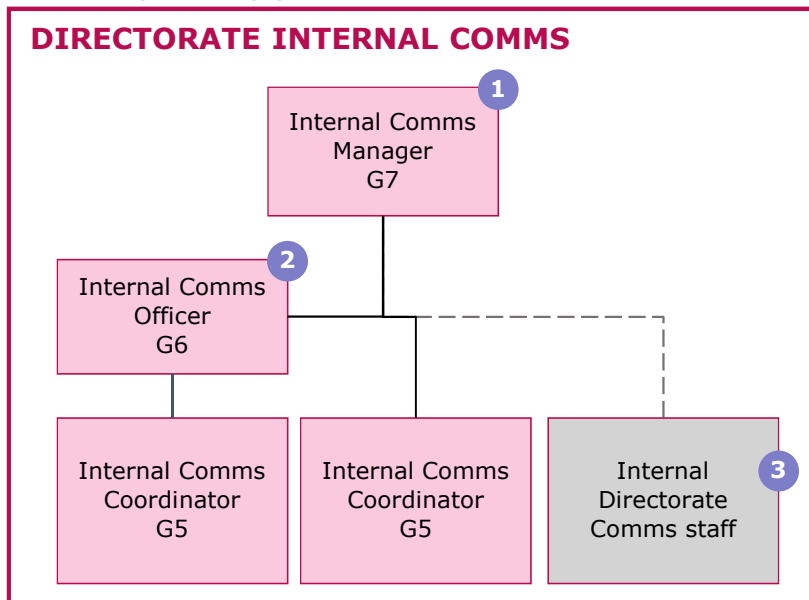
- Leads on the day-to-day delivery of planning, writing and managing communications and engagement, in line with faculty strategies and plans. This includes local website updates, staff profiles and event support, and managing local social media.
- Leads on engaging with staff to gather feedback and success stories, reporting back to the comms team.
- Forms part of a wider team across the Faculties to facilitate cross-working, sharing of best practice & resource sharing.
- Manages a cross-service project to enhance collaboration and consistency.

4

- Leads on delivering the Faculty strategy, working with the Internal Comms Manager to identify the best approaches to communicating and engaging with staff throughout the year.
- Works with the Faculty Operations Manager to ensure best practice is in place, and provide support for their comms responsibilities e.g. ensuring G5s deliver the plan

Directorate Internal Comms

Directorate comms staff will lead on the day-to-day delivery of comms activity and staff engagement in the Facilities, Estates, IT, HR and Finance & Planning Directorates, while other Directorates will retain part-time comms resource (within broader roles), with the Internal Comms Manager providing strategic support



This team will lead on setting the strategic direction for Internal Comms across the University's Directorates.

Due to their size, complexity, and type of comms (e.g. operational updates, institutional incidents), the Facilities, Estates, IT, HR and Finance & Planning Directorates will be the primary focus of this team.

Other Directorates will retain part-time comms resource (within broader role remits) to manage communications and engagement activity, however they will have dotted-line reporting into the Internal Comms Manager for strategic support.

This team will also lead on communicating University-wide messages and announcements e.g. Chancellor installation, Graduation, NSS.

1

- Leads on strategic development of communications and engagement across the Directorates
- Leads on advising on tone of voice and branding, as well as channel utilisation strategies across Directorates
- Provides key link to strategic leaders to disseminate University-level messages and ensure engagement, including crisis comms

2

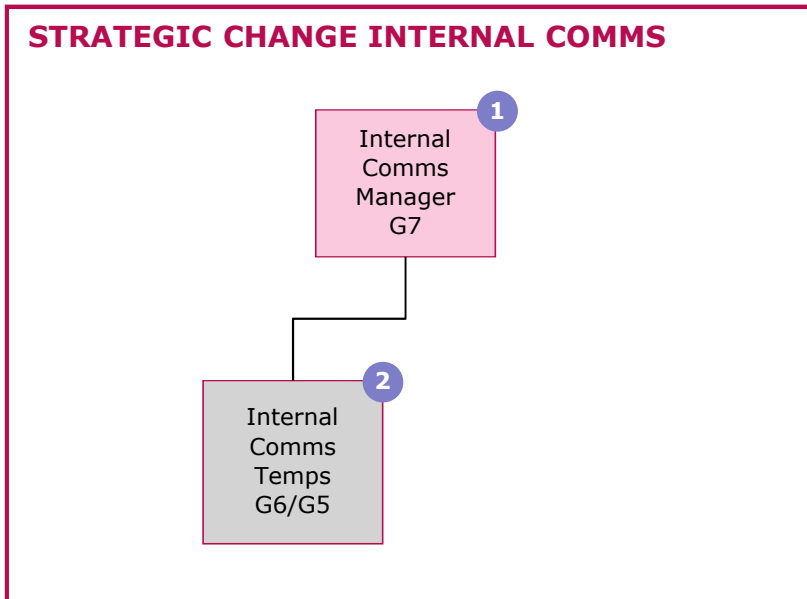
- Leads on the day-to-day management and prioritisation of the team workload and operational planning
- Supports with the development of more complex communications and engagement, in line with directorate strategies and plans.

3

- Leads on the day-to-day delivery of planning, writing, and managing communications and engagement, as well as engaging staff – all as part of within a broader role remit
- Has a dotted-line reporting into the Internal Comms Manager for strategic support

Strategic Change Internal Comms

A permanent Internal Comms Manager provides strategic development of communications to support major change programmes, linking in with project boards and leaders; and temporary G6/5 posts provide day-to-day communications delivery and staff engagement, as required



This team will lead on providing communications and engagement services for the University's strategic change programmes.

There will be a specialist comms and engagement Grade 7 lead as a permanent post, support projects to identify the comms & engagement needs, and set up structures and deliver services as required.

For major programmes, this may include managing temporary Internal Comms resource to provide additional day-to-day support across programme priorities.

1

- Leads on strategic development and delivery of communications and engagement for strategic change projects across the University
- Leads on advising on tone of voice and branding, as well as channel utilisation strategies across faculties
- Provides key link between project boards and strategic leaders to disseminate key messages and ensure engagement, including strategic projects and crisis comms

2

- Temporary role as required to support major strategic change programmes
- Leads on the day-to-day delivery of planning, writing, and managing communications and engagement, as well as engaging staff

Overview of staff changes

Overall, there is an increase in FTE to support internal comms, with a shift in grading from Grade 7 resource to Grade 5 resource

The changes we are consulting on today include proposals to change the overall number of posts. The table here shows the difference between the current permanent post holders and the proposed future posts (expressed as full time equivalents).

Grade	Current FTE*	Future FTE**	FTE Difference
SSG	0	0	0
8	1.0	1.0	0.0
7	6.6	3.0	-3.6
6	1.0	1.0	0.0
5	1.5	6.0	+4.5
4	0.5	0.0	-0.5
Total	10.6	11	+0.4

*This is based on approx. calculation which recognises the variation in resource dedicated to internal comms in existing roles

** This is based on considering all roles within the proposed structure as full time. We will of course consider requests for flexible working at an appropriate point

Next steps

Timeline of activity

Activity	Date(s)
Meetings to open consultation with affected staff. <i>Appreciate that staff may be on leave, anyone unable to attend will be offered a separate briefing.</i>	2 August
Briefing session for all staff.	9 August
Window for individual discussions for affected staff with Director of Communications	13 – 21 August
Feedback on proposals from staff, trade unions and stakeholders. Close consultation.	2 - 21 August
Provide response to feedback	w/c 27 August

Key contacts

Key contacts	
PSOM Project Team	PSOM@shu.ac.uk
Human Resources and Organisational Development	0114 225 4264 !HROperations
Trade Unions <u>UNISON</u> Dan J Bye (Branch Secretary) <u>Unite</u> Steve Flowers <u>GMB</u> Pat Maddock <u>UCU</u> Jane Fearon	0114 3072335 http://unisonshu.org.uk/contacts/d.j.bye@shu.ac.uk s.flowers@shu.ac.uk p.maddock@shu.ac.uk j.fearon@shu.ac.uk