



University of Essex



# **Welcome to the People Supporting Strategy**

**A focus on context, background and strategy  
priorities**

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Authors: People and Culture  
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# Our key priorities

1. How we work at Essex
2. Organisation as Us
3. Culture of Collaboration
4. Moments of Transition
5. Enabling Environment

Every priority is interlinking and none are possible without the other.

For each of the five priorities, think about:

- How can my role contribute to achieving this?
- How will it feel to carry out my role if this is achieved?
- What am I already doing towards this?



# 1. How we work at Essex

## What does this mean?

“Respectful and personally responsible behaviour underlies high performing institutions. Trust, confidence, delegation, professionalism, clear expectations, accountability, responsibility, development, understanding boundaries and inclusive approaches are paramount to success”.



## **For a Colleague**

- Be respectful towards others
- Use personal judgement
- Engage in learning and networking related to your field of work

## **For a Line Manager**

- Lead by example
- Support others to develop their knowledge, skills and behaviours
- Provide regular constructive feedback to others
- Trust colleagues to take managed risks
- Encourage others to take personal responsibility
- Be aware of your own behaviour and how it impacts on others

## **For the University**

- Inclusive working environment
- A shared understanding that work is offered and personally undertaken
- Shared values
- Teams that can work flexibly respond quickly to change

## 2. Organisation as Us

### What does this mean?

“We aspire to be a University where, together and supported by each other, we use judgement, behave accountably to solve our own problems, nurture our own growth assess our own risks, make our own decisions and take personal and collective responsibility; in so doing we maintain a highly successful University”.



## **For a Colleague**

- Look for a personal challenge
- Be accountable for your actions
- Make decisions and take responsibility for them
- Not be afraid to make mistakes and learn from them
- Invite feedback and be in charge of your development

## **For a Line Manager**

- Delegate to team members
- Empower and trust individuals to take responsibility
- Support individuals to find their own solutions rather than impose your own
- Promote a safe and supportive 'no blame' culture
- Praise and recognise achievement

## **For the University**

- A shared understanding that work is offered and personally undertaken
- Fewer committee structures
- Quicker decision making
- Creativity and innovation

# 3. Culture of Collaboration

## What does this mean?

“We aspire to be a University where capacity is maximised through working together, understanding the perspectives of others, utilising each other’s skills, experience and attributes and accepting that we do not have to do it all ourselves”.



## **For a Colleague**

- Seek out opportunities to work with others across the University
- Take up opportunities to meet new people/network
- Listen to different points of view so that the best way forward can be found
- Don't be afraid to seek expertise/skills from others

## **For a Line Manager**

- Facilitate collaborative team working
- Share information and keep others informed
- Utilise the full range of skills within the team
- Support a flexible and adaptive working environment

## **For the University**

- Shared goals and diverse ideas
- Leading edge practice
- National and global success and recognition

# 4. Moments of Transition

## What does this mean?

“We will balance periods of stability whilst understanding that change is constant and always with us, allow people to self-develop, be in control of their own destiny and increase their resilience and impact”



## **For a Colleague**

- See change as an opportunity
- Be receptive to new ideas
- Consider new ways of working
- Remain positive about change
- Take ownership of your own development
- Seek support if you find change difficult

## **For a Line Manager**

- Encourage others to embrace change
- Give colleagues advice, support and feedback when they need it
- Help others to remove barriers to change

## **For the University**

- Resilience to change
- A culture of innovation and flexibility
- Employee development

# 5. Enabling Environment

## What does this mean?

"An Enabling Environment is key to the establishment and maintenance of our high performing University, which allows for greater growth and increased personal capacity through the adoption of new work and study practices. It recognises that resilience and mental health are not intrinsic to the individual but are influenced by the surrounding environment in which we live and work and that a large institution like ours is partly sentient and, in order to flourish, requires care."



## **For a Colleague**

- Feeling safe and cared about
- Being aware of and managing your own health and wellbeing
- Knowing who to go to if things get difficult
- Managing your own workload
- Maintaining a healthy balance between work and rest

## **For a Line Manager**

- Demonstrate compassion and understanding
- Regularly asking your team members how they feel
- Signposting appropriate support and guidance
- Awareness of how the work environment can impact colleagues

## **For the University**

- A healthier, more resilient and valued workforce
- Increased support for employee wellbeing
- Less days lost to ill health