***The University of Leeds People Management Framework (PMF)***

***For use between August 2013 and July 2015 (Round 3)***

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| **School/Service:** | **Date this document completed:** |

*The* *University of Leeds People Management Framework (PMF)* aims to ensure best practice in people management and staff engagement with University strategy. Schools and Services first collected data against the framework and produced action plans for inclusion in the 2010/11 and the 2012/13 IPE meetings. These action plans are now being implemented and progress is being made. The University target is to have every School and Service achieving Green and Green/Amber scores across all categories by July 2015.

**Section 1: Planning, Objectives and Progress**

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| **Survey**  **Question** | **Good Practice** | **Traffic Light 2012/13** | **Progress with actions since round 2 of PMF** | **Actions: What new actions are required/what do we still need to improve? Timeframe and Responsible Person/People** | **Traffic Light 2014/15** |
|  | All staff understand the School/Service plan as it relates to their role |  |  |  |  |
|  | All staff are encouraged to contribute to developing the plan (e.g. through away days, meetings etc) |  |  |  |  |
|  | People’s individual work objectives are agreed annually with either their line manager or a member of the Senior Management Team (SMT) |  |  |  |  |
|  | All staff understand how their individual work objectives contribute towards achieving the School/Service plan |  |  |  |  |
|  | The SMT updates staff regularly about progress in achieving the School/Service plan |  |  |  |  |

**Section 2: Wellbeing**

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| **Survey**  **Question** | **Good Practice** | **Traffic Light 2012/13** | **Progress with actions since round 2 of PMF** | **Actions: What actions are required/what do we need to improve? Timeframe and Responsible Person/People** | **Traffic Light 2014/15** |
| 7. | All staff are aware of the services which the University provides to support wellbeing in the workplace | **N/A** | N/A |  |  |
| 8. | All staff are confident that their wellbeing and the wellbeing of colleagues will be supported | **N/A** | N/A |  |  |
| 9. | All staff feel they can cope with the challenges at work | **N/A** | N/A |  |  |
| 10. | All staff feel their work allows a healthy work-life balance | **N/A** | N/A |  |  |
| 11. | All staff are satisfied with their job security | **N/A** | N/A |  |  |

**Section 3: Values and Engagement**

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| **Survey**  **Question** | **Good Practice** | **Traffic Light 2012/13** | **Progress with actions since round 2 of PMF** | **Actions: What new actions are required/what do we still need to improve? Timeframe and Responsible Person/People** | **Traffic Light 2014/15** |
| 13. | The SMT has discussed with staff what the University Values mean in the School/Service |  |  |  |  |
| 14. | Staff in the School/Service are actively working together to put the University Values into practice |  |  |  |  |
| 15. | It is safe to challenge constructively the way things are done in the School/Service |  |  |  |  |
| 16. | Staff are treated with respect by others in the School/Service |  |  |  |  |
| 17. | Staff would recommend their School/Service as a great place to work |  |  |  |  |
| 18. | Staff are motivated to achieve the desired outcomes in their School/Service plan |  |  |  |  |
| 19. | Staff feel a strong sense of personal attachment to the School/Service |  |  |  |  |

**Section 4: Leadership, Performance and Change**

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| **Survey**  **Question** | **Good Practice** | **Traffic Light 2012/13** | **Progress with actions since round 2 of PMF** | **Actions: What new actions are required/what do we still need to improve? Timeframe and Responsible Person/People** | **Traffic Light 2014/15** |
| 21. | Leaders/managers behave in line with the University’s Leadership & Manager Standard (LMS) |  |  |  |  |
| 22. | Leaders/managers provide regular feedback to staff about their performance |  |  |  |  |
| 23. | Staff feel valued by leaders/managers for their work/contribution |  |  |  |  |
| 24. | Staff feel that good performance is recognised and rewarded appropriately in their School/Service | **N/A** | N/A |  |  |
| 25. | Staff feel that poor performance is dealt with effectively in the School/Service | **N/A** | N/A |  |  |
| 26. | When change is required, School/Service leaders/managers communicate clearly why change is needed |  |  |  |  |
| 27. | When change is required, School/Service leaders/managers give staff opportunities to make suggestions |  |  |  |  |
| 28. | When change is required, School/Service leaders/managers help staff to understand how the change will affect them personally |  |  |  |  |

**Section 5: Work, Training and Development**

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| **Survey Question** | **Good Practice** | **Traffic Light 2012/13** | **Progress with actions since round 2 of PMF** | **Actions: What new actions are required/what do we still need to improve? Timeframe and Responsible Person/People** | **Traffic Light 2014/15** |
| 30. | Staff are sufficiently challenged by their work |  |  |  |  |
| 31. | Staff report a sense of personal accomplishment from their work |  |  |  |  |
| 32. | Staff are involved in decisions which affect their work |  |  |  |  |
| 33. | Staff are able to access appropriate training and development opportunities when required |  |  |  |  |
| 34. | Training & development activities have helped staff to improve their performance |  |  |  |  |
| 35. | Training and development activities have helped staff to develop their potential |  |  |  |  |

**Section 6: The University**

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| **Survey Question** | **Good Practice** | **Traffic Light 2012/13** | **Progress with actions since round 2 of PMF** | **Actions: What actions are required/what do we need to improve? Timeframe and Responsible Person/People** | **Traffic Light 2014/15** |
| 37. | Staff are proud to work at the University | **N/A** | N/A |  |  |
| 38. | Staff feel valued by the University | **N/A** | N/A |  |  |
| 39. | Staff feel the University has a strategy that they understand | **N/A** | N/A |  |  |