

STAFF SURVEY ACTION PLAN: DIRECTORATE FOR THE STUDENT EXPERIENCE

DSE Staff Survey Advisory Group

28 November 2013

The following template analyses each area of the staff survey alongside our proposed actions. However the key areas we have identified as requiring action are:

- Recognising and rewarding exceptional performance
- Managing change
- Supporting training, learning and development of staff

Since the version submitted in September, we have updated the action plan to reflect progress and evaluation

Please record your principal actions points (3-5 actions overall)	Person Responsible	Timescale	Progress and Evaluation Include dates of meetings in progress, reports and details of how staff are engaged in the process	Action Completed	Notes
1. Job Satisfaction					
Mixed results regarding feeling part of/valued by Directorate/University, with lower scores in Residences and Sport					
Action/description of planned activity:					

<ul style="list-style-type: none"> Establish programme of three Directorate-wide events per year which bring DSE staff together to celebrate successes 	DSE Internal Comms Group	July 2014	TW is delivering a series of briefings to all Divisions in December 2013 The next Directorate-wide event will be the DOCA ceremony in February 2014		Four breakfast meetings to take place in Residential Services.
<ul style="list-style-type: none"> Revisit format and tone of DSE Bulletin and investigate options for publishing a paper copy 	DSE Internal Comms Group	December 2013			Possibility for some partnership with Estates?
2. University Goals and Values					
Some good feedback but indications of concern around ability to "feed my views upwards...":					
Action/description of planned activity:					
<ul style="list-style-type: none"> Investigate and implement tools for feedback across the DSE 	DSE SET	December 2013	Pilot existing feedback system used in Residential Services for Directorate-wide feedback in December 2013		
3. Senior Management and Leadership					
Lower scores in Residences and Sport – likely to be consequence of number of staff without regular access to PCs:					

Action/description of planned activity:					
<ul style="list-style-type: none"> Feedback to Registrar regarding communication methods/role of Core Brief 	Tim Westlake	October 2013		Completed	
4. My Manager					
Mostly strong results here but lower on dealing effectively with poor performance. We note that performance management will be a theme for 2013-14 across the whole PSS.					
Action/description of planned activity:					
<ul style="list-style-type: none"> Explore potential for existing good practice to be shared across the DSE 	DSE SET and SMT	Meetings TBC	SET to discuss on 05.12.13		Need to further understand the open comments.
<ul style="list-style-type: none"> Bring forward a proposal for an 'informal DSE managers network' 	Emma Hilton Wood to draft paper for SET	October 2013	Discussed at SET on 28.11.13 Agreed to pilot Action Learning Sets for DSE SMT		Network would supplement SMT but would be open to all staff who have a line management responsibility.
5. Performance Development					
Some lower results, particularly around training and development:					

Action/description of planned activity:					
<ul style="list-style-type: none"> Reinforce operation of PDR process as business as usual 	DSE SET and SMT	PDR cycle – deadline 31 July 2014	Discussed at SET on 28.11.13		
<ul style="list-style-type: none"> Feedback to STDU on need for refresher/online training for PDRs (both reviewer and reviewee) 	Tim Westlake	November 2013	SH to share feedback with Pat Sponder who is a member of the Working Group reviewing the current University PDR processes		
<ul style="list-style-type: none"> Develop and communicate a DSE policy on training and development. 	DSE SET	Underway	JW/SH/PA to draft a DSE Training and Development Strategy for consideration by SET		Policy should empower colleagues, and should include mentoring opportunities and a broad approach to recognizing and rewarding performance.
6. Pay and Benefits					
Generally good responses.					
Action/description of planned activity:					
<ul style="list-style-type: none"> Review implementation of University policies relating to working practices (and any local practices) to ensure consistency across the Directorate. 	Tim Westlake	Underway	Currently reviewing TOIL and Overtime polices across all Divisions		

7. Your Work Experience					
Some mixed responses, particularly around communication and relationships:					
Action/description of planned activity:					
<ul style="list-style-type: none"> Develop and implement a two-way DSE communications strategy 	DSE SET and SMT		SET to discuss on 05.12.13		Some concerning open comments in this section which we need to better understand.
8. Dignity at Work					
Some mixed responses, particularly around recognizing and rewarding exceptional performance:					
Action/description of planned activity:					
<ul style="list-style-type: none"> Explore perceived barriers to submitting cases under the recognizing and rewarding exceptional performance policy. 	DSE SET	December 2013	SET to discuss on 05.12.13		This will include, in liaison with HR, a 'benchmarking' exercise comparing the implementation of the policy in the DSE with other large units, e.g. Library or Estates.
<ul style="list-style-type: none"> Ensure staff awareness of University policy via DSE bulletin 	DSE Internal Comms Group	December 2013	SH to submit article in December bulletin		

<ul style="list-style-type: none"> Explore other means of recognizing and rewarding excellent performance. 	DSE SET and SMT	February 2014	DSE Outstanding Contribution Awards – deadline for nominations 12.12.13, awards ceremony February 2014		Could also link to annual programme of events referred to on page 1
9. Physical Environment					
Good responses except for question on reporting accidents and incidents					
Action/description of planned activity:					
<ul style="list-style-type: none"> Cascade information on reporting accidents etc to all staff 	DSE Health and Safety Officer and SET	July 2013		Completed	
10. Managing Change					
Mixed responses across all questions					
Action/description of planned activity:					
<ul style="list-style-type: none"> Progress and complete exercise to revise job descriptions across the Directorate. 	DSE SET	January 2014	Timetable in place and staff currently engaged in consultation period Consider requesting feedback on this process in January in terms of delivering future large scale change programmes		
11. Considering Leaving					
No actions agreed					