Staff survey progress in EPS

A summary of changes by the Faculty can be read below:

Job Satisfaction

Work is needed to ensure that you feel valued for your contribution to the University and by the people with whom you work alongside. Support staff felt the least valued as part of the University community.

We have already:

- held an event in 2014 to recognise staff that were nominated for the Distinguished Achievement Awards. We are now looking to expand on this for 2015;
- implemented other positive actions, including the University 'Thank You' scheme and the Reward and Recognition policy;
- appointed Colin Baines as Technical Resource Manager. The TRM has specific responsibility for the oversight of all technical support including coordinated training, development and career progression opportunities - Colin meets regularly with technical staff.

University Goals and Values

Work was needed to improve communications generally, with specific emphasis on upwards communication.

We have already:

- appointed James Tallentire as the Faculty Marketing and Communications Manager, Satnam Kaur as the Faculty Internal Communications Manager and have interviewed a Faculty Web Manager who will be in post by Spring 2015;
- audited existing internal and social media channels in 2014 and overhauled the Faculty's communications channels. The emphasis is now on two-way communications, better content and ultimately increasing engagement with staff. There has also been a significant reduction in all staff emails;
- internally we have set up a range of channels to increase two-way communications with colleagues and to increase the visibility of the Faculty's leadership team. This includes filming Team Brief and the Dean's Faculty Open Meeting and providing channels for staff feedback such as the EPS Community Tumblr. The format of the Open Meeting has also changed to allow staff who are unable to attend to resubmit questions, these colleagues can also watch the meeting online. We have also redeveloped the Faculty Intranet;
- increased the quality of content for example, Beeline the Faculty newsletter is now produced using a piece of software which enables us to identify the most popular articles per issue and tailor future editions accordingly;
- externally staff have the opportunity to showcase their work and share their stories with a range of other audiences including other staff, students, industry stakeholders, peers from other universities and the general public through new website and range of social media channels;
- introduced a calendar of staff events - these events will provide regular opportunities for staff to meet both formally and informally. As part of this calendar the DoFO hosted the first event for PSS staff within the Faculty Office on 19 January 2015 and a Twitter workshop was organised for staff. The calendar is avalible to view on the EPS Community Tumblr.
- we are also looking at options for a Faculty 'common room';
- further details of the full range of channels can be found on the EPS intranet.

My Manager

Performance management and line manager support in finding a good work-life balance were identified as the key issues within this section.

We have already:

- worked with Faculty HR, who have reviewed performance management processes and appropriate training for managers;
- held a Faculty training event in 2014 to address performance management processes. From this event we identified the following solutions to aid performance management:
    - Better induction
    - Better use of probation
    - Training for more managers to tackle performance sooner
- revised The New Academics Programme (NAP);
- are looking at developing a Faculty own induction pack for new starters – a consultation exercise was held with new staff to determine their requirements for a Faculty-level induction and a proposal has been put together.

Performance Development

The proportion of staff having had a PDRs or probation review within the last 12 months is poor, particularly within the PSS and research groups. The review process itself appears to be effective; with clear objectives being set but delivery of PDR training is relatively low.

We have already:

- identified ways to promote the PDR process. All PSS staff within the Faculty are to have an annual PDR and this message has been communicated through the Faculty's PSS Leadership Team (PSSLT). Individual Schools have also been asked to promote the aims and objectives of the PDR process to all staff and to instigate training for managers where necessary;
- recognised that technical staff are the least engaged in the process. HoSAs and the new Technical Resource Manager are focusing on promoting the process to technical staff and improving the take up;
- implemented a procedure for recording and monitoring the number of PDRs that are completed each year. A template has been produced for Schools and the Faculty Office to use to record the number of PDRs that have been carried out. This includes staff numbers, taken from the HR system, and records both the number of PDRs offered and the number that have been completed against the different occupancy types. The populated spreadsheets are used by the Faculty to monitor the number of PDRs that are being completed and allow Schools to keep track of their own performance and identify problem areas.

Dignity at Work

There were issues around rewarding exceptional performance.

We have already:

- Working to promote and identify potential candidates for Rewarding Exceptional Performance Scheme and the Distinguished Achievement Awards.

Physical Environment

Although the scores relating to reporting accidents and incidents was low, there needs to be an improvement in the proportion of staff aware of the reporting procedures for both.

We have already:

- reviewed training procedures for reporting accidents and incidents, discussed the issue at PSSLT and distributed guidance notes distributed to each office. A quarterly reminder is included in the Team Brief.

Managing Change

There was a perception, amongst a minority of staff, that no positive action would be taken as a result of the Staff Survey.

We have already:

- incorporated concerns raised in the staff survey in our annual Faculty Performance Review;
- introduced monthly communication via Team Brief to include progress reports on issues arising from the Staff Survey;
- reported on the staff survey in the Dean's Faculty Open Meeting which takes place four times a year;
- promoted staff survey actions across all our internal communications channels.