

## Staff Survey 2015: Action progress

### Faculty of Humanities

Ahead of the launch of the biennial staff survey on Monday, 6 March 2017, now is a good time to remind you what you told us last time and to summarise what we have done in response.

Although results from the 2015 survey showed that 90% of you believe the University is a good place to work and 89% are proud to work here, there were some areas in which levels of satisfaction required our attention. The purpose of this communication is to report on the actions taken in response to the findings under those headings in which issues emerged.

These are the issues which you raised:

#### ***Issue 1: Change Management***

83% of you felt more could be done to help staff prepare for and cope with change and only 54% of you believed that change was managed well. In addition, only half of staff felt they were consulted about changes that affected their team/School.

We have:

- Conducted a review of annual timetables at Faculty and School level on change initiatives to ensure work is manageable. The issue was also considered at University level and is taken into account in managing major projects through the newly formed M2020 Programme Office (see also *workload* heading below).
- Organised additional change management training for the Faculty's Senior Management Team, particularly in relation to project management, including the scoping of resources required, and the psychological/employee engagement aspects of change.
- Strengthened the project management approach to change management exercises to consider resourcing requirements more fully. (See also *workload* heading below).
- Evaluated and strengthened the content of the Faculty Step into Leadership course content relating to change management.
- Piloted a new process by which staff can be consulted about possible changes in order to help shape and influence the outcome. (See also communication heading below).

- Reviewed the change management toolkit introduced in response to the 2013 survey. In particular, the relaunched version will give prominence to processes for evaluating change management exercises.

### ***Issue 2: Workload and Work/Life balance***

40% of you said that you were unable to handle all the conflicting demands on your time at work and 39% felt that they did not have a good work-life balance. In addition, 74% reported that they had to put in a lot of extra time over the previous 12 months to meet the demands of their workload

We have:

- Conducted a review of annual timetables as described above.
- Strengthened the project management approach to change management exercises as set out above.
- Taken measures to improve awareness of the support available to staff and how they can raise concerns about workload.

### ***Issue 3: Communication***

Only 46% of staff believed there were effective channels for them to feed their views upwards in the University while 61% believed communications between teams/sections were effective. 55% of you judged that, on the whole, communication in the University was effective.

We have:

- Audited staff communication and employee engagement activity, and developed an action plan in response. Measures have included the establishment of visits by the Dean to disciplines and the informal receptions following the Dean's regular visits to Schools. Piloted a new process by which staff can be consulted about possible changes in order to help shape and influence the outcome. (See also change management heading above). The Faculty championed use of "The Hive" online discussion forum for PSS staff and managers to discuss and share ideas on staff engagement, and to gauge staff views on topics.

- Taken measures to ensure that monthly PSS *Coremunicate* discussion points and feedback opportunities are given full attention at all levels as part of the process.

#### ***Issue 4: Teaching staff and teaching facilities***

67% of you (49% for academics) believed that teaching staff were valued as part of the University community while 73% (66% for academics) believed facilities for teaching students were good.

We have:

- Introduced the University's new teaching promotion criteria.
- Taken measures to ensure colleagues have been made aware of material in academic promotions guidance and in a new *key messages* document to give prominence to relevant evidence under the teaching and scholarship heading and career track.
- Reviewed and improved measures and initiatives taken to celebrate success and achievements in teaching.
- Provided more regular and detailed communications to staff about Estates work completed, planned and in progress.
- Made teaching staff aware of the minimum standards of IT equipment to be provided in teaching rooms.
- Reviewed the process for reporting issues and receiving responses in relation to teaching rooms, timetabling and facilities/equipment.

Look out for the email launching the survey on Monday 6 March. For those of you who have joined the University in the last two years, and have not previously took part in the survey, it takes around 15 minutes to complete. The survey is carried out by Capita to ensure confidentiality for staff taking part. Responses will be reported anonymously. Do take the time to complete the survey and voice your opinion.