

Staff Survey 2013 – UEB Action Plan

Areas of focus			Things to celebrate				
<ol style="list-style-type: none"> 1. Dealing with poor performance 2. Change management 3. Survey action 4. Workload/work life balance 			<ol style="list-style-type: none"> 1. Improvements in PDR results 2. Improvements in Health & Safety/Bullying & Harassment scores 3. Improvements in manager feedback compared to 2011 and compared to benchmark 				
Theme	Objective	Actions	N/ O/ A*	Measures of success	Lead	Complete by	Progress
Dealing with poor performance	To understand the reasons for low opinion on dealing with poor performance and develop an action plan to address identified issues	College Boards and Professional Services to carry out investigations and bring findings back to UEB for further discussion.	N	UEB has a clear understanding of the reasons for the perception and an action plan is developed	UEB	Summer 2014	UEB considering to what extent our processes make it difficult and what capacity and appetite is for change 219 colleagues have attended the (academic) PDR training and 53 have attended 'Constructively Challenging Conversations' training. A communications plan has been put in place to share what we can when we can but it is acknowledged that sometimes this information cannot be shared due to confidentiality.
Understanding of local objectives	Increase understanding of College/School level objectives	Look for new opportunities to communicate and promote understanding of College/School level plans and objectives	O	All colleagues have a clear understanding of the objectives of their School/College	HOCs	July 2014	All College Board members' PDRs have been aligned with the strategic plan and all colleagues will complete a PDR once per year.

*N/C/A = New/Continuing/Amended

PDR	Build on improvements in the use of and buy in to the PDR process	Continue to monitor the uptake and effectiveness of the PDR process	A	Further increase in number of staff engaging in PDR process	HR	July 2014	A paper was considered at UEB in October and it was agreed that 100% of all appropriate PDRs should be carried out in 2014/15 PDR quality is being monitored.
Work/life balance	Understand why response rates to questions around work/life balance and workload have decreased so significantly and if this is based on a perception or a real deterioration in working life.	Carry out investigations locally into perceptions of work/life balance and workload issues	N	UEB has a clear understanding of the issues so an action plan can subsequently be developed.	HOCs/ Registrar	Summer 2014	The importance of workload allocation plans has been recognized and all schools have one in place as of September 2014.
Change management	Improve understanding and communication around the reasons for major change	Look for new opportunities to communicate and promote understanding of change programmes	O	Increase in communications around change programmes	UEB	Ongoing	The University is looking at examples of best practice to model in terms of change. The recent consultation with the BFA was cited by BUCU as a good example of change management. Change workshops have been held in Professional Services and the number of staff involved in change initiatives at an earlier stage has increased.
Survey action	Improve the perception that action will be taken on issues identified in the survey	Monitor, review and provide regular updates on actions taking place as a result of the survey.	N	Response rate improves for next survey. Increase in	Staff survey working group	By next survey	There is a communications plan in place to provide regular updates on actions taken and their impact. The staff survey group is

		Improve survey communications and continue to engage with survey champions between surveys		positive response to 'I believe action will be taken' question	Managers		ensuring that champions are in place in every School/ department and are holding regular meetings to discuss survey outcomes and actions with the champions. Updates on actions will be posted on the survey intranet site and templates have been created so that local updates can be shared within teams.
How I feel about the University	Increase the number of staff who would recommend the University as a great place to work	Ensure that all of the above actions are completed and that plans are regularly reviewed and discussed at UEB to ensure that actions are being taken	N	Number of staff recommending University as a great place to work increases	UEB	By next survey	Continuous monitoring of action plans throughout the organization is taking place to ensure that action is taken as a result of the survey.