

Staff Survey Action Plans November 2016

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UCL Corporate Actions

Proposed areas for UCL Action

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility	Update
Decrease in satisfaction with the appraisal process.	Review appraisal schemes to ensure personal and career development needs are discussed with all staff and to ensure appropriate work objectives are always set out for the year ahead.	A new online appraisal system for all staff.	October 2017 (Subject to funding availability.)	UCL HR SMT	
Only 22% of respondents felt that grading process is applied fairly.	Introduce improved grading guidance and processes in 2016 and improved academic promotions criteria and processes from October 2017		October 2017	UCL HR SMT	
Only 29% of staff responded positively to the specific question about having clear understanding of the 2034 strategy and its impact on their own department.	Ensure clear link between Faculty and Professional Services Plans and 2034 and that decisions on funding priorities are effectively cascaded to Departments.	Improved 2034 communications with an increased 2034 Engagement Index in the next staff survey.	October 2017	Planning Director	In collaboration with Faculties and Professional Services, CAM and the Planning team produced a UCL2034 Digital Annual Review to celebrate the achievements right across UCL in working towards our strategic vision. Since launch in October the review has had over 6000 unique page views – a good indicator of engagement and awareness raising. Through the planning round, the UCL 2034 themes and enablers have now been embedded into the requirements of the Strategic Operating Plan of each

					Faculty, Professional Service and VP Office, focussing on how their articulated vision supports the UCL 2034 vision and how planned action aligns with the UCL 2034 strategic themes and enablers. The Deputy Director of Planning has attended a number of departmental/division meetings to talk about the strategy, again to increase levels of understanding and a sense of involvement and engagement.
Large fall in satisfaction in response to 'UCL acts in an environmentally sustainable way'	Better communicate environmental sustainability initiatives across UCL,	Improved consistency and usage of recycling bins and signage across UCL and ensure that there are good quality and secure cycle spaces across the institution.		Estates Director	
Only 31% of staff responded positively to the question whether UCL gives sufficient priority to infrastructure and systems.	Progress with the delivery of the 10 year £1.25 Billion estate Capital Investment Programme	Substantial investment in improvements across the core Bloomsbury estate.	10 years	Estates Director	
	Continued focus on improving compliance, safety and facilities and infrastructure quality delivered	Maintained or increased funding for the programme.		Estates Director	

	through the estate Strategic Maintenance Programme.				
	Working across Estates, SRS, VP Ed & SA and Faculties to improve timetabling, teaching space and rooming of the teaching programme.			Estates Directors	
	Continue to seek sufficient investment funding. Ensure IT infrastructure and other IT systems are modern and performant. However the availability of investment funding depends upon UCL meeting its budget and surplus targets	Modern and efficient IT infrastructure and other IT systems.		UCL ISD	
	To sustain recent improvements in the quality and performance of the IT service desk.			UCL ISD	
	To decommission WTS and ensure the new desktop@ucl and print@ucl services.	Provide the high quality and performant service users seek.		UCL ISD	

Faculty of Arts and Humanities

Progress Update: as at November 2016

Headline Data:

The Faculty had a high level of engagement with the staff survey (78% compared with 72% at UCL overall).

Staff felt most positive about their own job and their engagement with their department's objectives; with their ability to suggest ways to improve work in their units; and with their working relationships with senior management and leaders, which showed a clear improvement on the results of the 2013 staff survey, as did the percentage of staff who felt that UCL's promotions criteria were clear.

Areas to work on and improve include working to improve our estate and infrastructure; managing heavy workloads and long working hours; and awareness of UCL's green initiatives.

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Working long or excessive hours	<ul style="list-style-type: none"> • Share departmental best practice on academic workload allocation • Workshops on time management • Workshops on wellbeing at work <p>UPDATE: the SLASH Senior Administrators Development Day on 13th July focused on Wellbeing at Work, and was delivered by the UCL Wellbeing Team in consultation with HR</p> <ul style="list-style-type: none"> • Clear communications of expectations from line managers 	Staff are more confident about managing their workloads within acceptable hours; staff feel less stressed by their workloads	By July 2017	Dean Faculty Manager HR business partner

<p>Perception of poor physical working conditions and inadequate estate and working facilities</p>	<ul style="list-style-type: none"> • Share details of spend on IT infrastructure per department at Faculty Boards UPDATE: actioned • Encourage departments to submit initiatives under Estates “Small Projects” UPDATE: actioned and ongoing. Of the 7 departments in the Faculty, 6 have submitted initiatives; some of which have already been completed • Share information more widely with regard to long term institutional infrastructure plans UPDATE: actioned and ongoing. The New Student Building Team update the Faculty Comms Team regularly, resulting in articles in the Joint Faculty newsletter 	<ul style="list-style-type: none"> • Staff feel more ownership of their immediate working environments • Staff can see the benefits of engaging with Estates and ISD initiatives • Staff are encouraged by the institutional progress on large long term projects 	<p>By July 2017</p>	<p>Dean Faculty Manager SLASH IT Manager Estates Capital Programmes Manager for SLASH</p>
<p>Lack of resources and equipment</p>	<ul style="list-style-type: none"> • Encourage Heads of Department to set aside small budgets for upgrade of equipment UPDATE: actioned and ongoing; budget submissions due in January 2017 	<p>Staff feel that they have more ownership of their physical working environment, and as much control as possible over departmental resources</p>	<p>December 2016</p>	<p>Faculty Manager Heads of Department Departmental Managers</p>

	<ul style="list-style-type: none"> Communicate more effectively when resources and equipment are upgraded UPDATE: actioned and ongoing from the SLASH IT Team 			
Not able to strike the right balance between work and home life	<ul style="list-style-type: none"> Meetings held in family friendly hours UPDATE: actioned. All management meetings are held between core hours of 10am and 4pm Email communication kept to a minimum at weekends Staff informed of flexible working policies; all requests are considered carefully <p>UPDATE: actioned and ongoing. This is Faculty policy</p>	Staff feel that their work-life balance is improving	July 2017	Heads of Department Departmental Managers Faculty Manager
Lack of understanding of 2034 vision, and its impact on departments	<ul style="list-style-type: none"> Dean holds sessions on 2034 at Faculty Boards 2034 is an item at the Senior Administrative Development Day UPDATE: actioned and ongoing: this will be an item at the upcoming Development Day on 8 December 	Staff have a better understanding of 2034 objectives, and how they can contribute	July 2017	Dean Faculty Manager Heads of Department

	<ul style="list-style-type: none"> 2034 is a standing item at Faculty Management Team meetings once per term <p>UPDATE: actioned; this is on the Management Team agendas</p>			
Concern around UCL's green credentials	<ul style="list-style-type: none"> Dean holds sessions on UCL's environmental policies at Faculty Board Colleagues from UCL Sustainability Team invited to departmental meetings <p>UPDATE: actioned in some departments</p>	Staff have a better understanding of UCL's green initiatives, and of how they can contribute	December 2016	Dean Faculty Manager Departmental Managers

The Bartlett, Faculty of the Built Environment

Created: 29 April 2016

Updated 25 November 2016

Issue	Initiative/Task	Desired Outcome	Timescale	Responsibility	Update November 2016
<p>Many staff feel that they are having to work excessive hours and unable to strike the right balance between work and home life</p>	<p>Directors of School and professional services managers will discuss with staff what is behind the issue and what would help improve matters, exploring workload allocation models, protocols on presence and emails and staffing levels.</p> <p>Simple, clear information on flexible working and examples of case studies will be produced for line managers and staff, emailed to staff and added to a new 'Working at the Bartlett' section of the website.</p> <p>Workshops on work-life balance, reducing stress and optimizing flexible working, piloted already in BSEER, will be delivered to staff throughout the Faculty.</p>	<p>More staff feel that they are able to complete their work without working excessive hours and with a better work/life balance.</p>	<p>April 2016 to September 2017</p>	<p>Directors of School and professional services managers</p>	<p>Various initiatives have been introduced so far, eg:</p> <p>Adoption of workload model in one unit;</p> <p>Discussions at Away Days and staff meetings on working hours, email use protocols;</p> <p>Increased administrative staff numbers where possible. to relieve academic staff.</p> <p>Use of external organization to help improve culture and relationships between staff.</p> <p>Flexible working information yet to be put together.</p> <p>Workshops yet to be reviewed and delivered around the Faculty.</p>

<p>A third of staff say that they do not understand UCL 2034 and how it impacts on the department</p>	<p>The Dean and Faculty Manager will arrange workshops to help promulgate the key tenets of the 2034 strategy in the context of the institution as a whole and the Faculty.</p>	<p>More staff feel familiar with the vision and objectives of 2034 and able to apply it to their own work that of their academic unit/team. Faculty/School strategies are aligned with UCL 2034.</p>	<p>June 2016 to November 2016</p>	<p>Dean and Faculty Manager</p>	<p>In academic units, key items related to 2034 have been discussed (eg connected curriculum).</p> <p>The Faculty Office has compiled a workplan to tie its activities to Faculty and UCL strategy.</p> <p>The Provost to be invited to a Faculty Board.</p>
<p>A third of staff say that UCL does not give sufficient priority to infrastructure and systems</p>	<p>Directors of School and professional services managers will consult with staff to gather concerns and potential solutions. The Faculty Manager and other professional services staff will ensure that this is reported to the relevant teams in ISD, Estates and other UCL PS divisions. Managers will encourage knowledgeable staff to take part in working groups and project boards for the development of new IT systems.</p>	<p>ISD, Estates and other PS divisions receive constructive feedback from Bartlett staff, including as part of system upgrade/replacement projects.</p>	<p>September 2016 to June 2017</p>	<p>Dean, Faculty Manager, Head of IT, Facilities Manager and other PS managers as appropriate</p>	<p>Professional services staff have been involved in consultations on IT systems and the MI project.</p>

<p>Research staff are particularly concerned about job security</p>	<p>A workshop for postdoctoral research staff interested in being appointed as a lecturer will be developed and delivered.</p>	<p>More research staff who are keen to move into academic posts are aware of the steps they will need to take.</p>	<p>Spring 2017</p>	<p>Dean, Faculty Manager in liaison with HR</p>	<p>Decision made to extend workshop to cover different career avenues for PDRAs.</p> <p>One academic unit has shared its experiences of 1-2-1 meetings and mentoring of PDRAs specifically aimed at exploring different career options.</p>
<p>Professional services staff would like more opportunities for skills development and help with career development</p>	<p>Faculty Manager will run workshops for different grades exploring the expectations for different grades, to be followed up with one-to-ones with their line managers.</p> <p>Formal and informal mentoring schemes will be promoted to help staff explore possibilities for professional and career development.</p> <p>Training for line managers will be developed on how to support staff with their career aspirations.</p>	<p>More staff report that they are being supported with skills and career development.</p>	<p>June 2016 to July 2017</p>	<p>Faculty Manager and PS managers</p>	<p>Decision has been made that the Faculty Manager will run these workshops in the Spring term.</p> <p>Promotion of mentoring schemes and training for line managers has not yet taken place.</p>

Female staff feel less able to speak up and put forward suggestions to senior management	<p>We will deliver 'Creating a respectful workplace' training based on pilots in other faculties.</p> <p>We will develop and communicate a code of behaviour and explore the introduction of an anonymous feedback facility to report issues and concerns.</p>	More female staff say they feel able to speak up and put forward suggestions.	June 2016 to September 2017	Faculty Manager	Training and feedback facility are yet to be put in place.
BME academic staff are less likely to feel that their appraisal helped identify opportunities for career development	A task group will be formed to review in detail existing practice for appraisals, identify and agree on areas for improvement.	BME staff report that appraisals are more helpful in career development planning.	May 2016 to July 2017	Dean, Faculty Manager	Directors of School have been presented monthly with their appraisal completion data.

	<p>We are committed to achieving a 95% completion rate for appraisals and each Director of School will be tasked with explaining how they plan to meet this target.</p> <p>Refresher training will be delivered for all staff with line management responsibilities on conducting inductions, probation meetings, appraisals.</p>				<p>Training and work on improving appraisal practice has yet to take place.</p>
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Faculty of Engineering Sciences

Action Plan

Overall Aim/Objective	Maintain high satisfaction in areas currently achieving them and improve those areas of low satisfaction that are within Faculty or Departmental control. We have identified common themes from our Departments' feedback.	Completion Date	Next Staff Survey, or sooner
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility	Update October 2016
Common theme: Bullying and Harassment/Fairness and respect	<p>Promote 'zero tolerance' of behavior that is bullying, unfair, disrespectful or harassing, with strong support demonstrated by the Faculty's senior leadership.</p> <p>Promote unconscious bias training via Moodle.</p>	<p>All staff to be empowered to challenge negative behavior and have an understanding of 'dignity at work'.</p> <p>All departments to undergo Zero Tolerance to sexual harassment training from UCLU.</p> <p>Annual briefings to departments on 'Dignity at Work'</p>	By next staff survey (action commencing immediately)	Dean and E&D Champion; all staff	<p>In response to on and off campus racist/xenophobic incidents following the EU referendum the Faculty created posters celebrating the Faculty's diversity and pointing staff and students to support and advice. These were prominently displayed in an attempt to make everyone feel welcomed and valued.</p> <p>All departments have pledged to arrange Zero Tolerance training for students by Summer 2017. This is dependent on UCLU having the capacity to deliver these sessions. The Faculty will follow up in the New Year.</p> <p>The Department is in conversations with OSD regarding the delivery of a local 'Leading on Diversity' workshop for managers across the Faculty.</p> <p>The Department's Dignity at Work advisor has delivered Dignity at Work briefings to seven departments and further briefings are planned for Autumn 2016.</p> <p>All departments have been asked to ensure that UCL's unconscious bias</p>

		<p>Integration as a standard induction tool for new staff.</p> <p>Measure: (i) Target is no reported incidents and no staff indicating they felt unable to report incidences of bullying or harassment. (ii) Target is all new staff undertaking unconscious bias training as part of their induction within six months of them taking up their post.</p>			<p>training is included in new starter induction materials.</p> <p>All Departments are required to sign up to “Where do you draw the line?” a harassment prevention workshop that is co-facilitated by HoDs. There is follow-up activity planned to make sure that this happens.</p>
<p>Common theme: Meaningful appraisals and objective setting</p>	<p>Departments to identify multiple appraisers.</p> <p>Identify and promote training and refresher training opportunities for appraisers.</p> <p>Ensure meaningful appraisals are conducted.</p>	<p>Limit the number of appraisees per appraiser to a maximum of eight wherever possible. This assists with training appraisers.</p> <p>All appraisers aware of components of an effective appraisal and able to set SMART(ER) objectives. All appraisers able to effectively use appraisal as part of performance management (career progression, development, constructive feedback etc.)</p> <p>Head of Department to return appraisals, unsigned,</p>	<p>Within two years (September 2018)</p>	<p>HoDs</p> <p>All staff with management responsibility</p> <p>HoDs</p>	<p>The Dean has met with Head of Departments to highlight the importance of limiting the number of appraisers per appraisee. The quality and frequency of appraisals will be monitored annually and areas of concern addressed with the relevant line managers.</p> <p>The Faculty has indicated to OSD that we are keen to pilot the proposed online appraisal system, with a view to identifying whether a more streamlined process will increase engagement.</p> <p>The Faculty is organising a ‘Stretching Objectives’ masterclass for managers. This will take place in January 2017 and will cover topics</p>

		<p>that show insufficient evidence of engagement. HoDs to re-conduct appraisal with original appraiser and appraisee if necessary.</p> <p>Measure: (i) Decrease percentage of appraisals that are overdue from 23% to 5% by October 2017. (ii) No accelerated increment requests returned due to lack of stretching objectives being set at appraisal.</p>			<p>such as how to motivate staff, what makes an objective 'stretching', appropriate use of accelerated increments, honorariums etc.</p> <p>The Faculty has been monitoring overdue appraisals and following up with departments accordingly. Departments have been asked to complete all overdue appraisals within three months and ensure that all completed appraisals are correctly recorded on MyView and PAR so that the Appraisal Report is accurate.</p>
<p>Common theme: Raise awareness, understanding and integration of UCL 2034; improve communication of strategy / goals / objectives at institutional and departmental level; access to senior management</p>	<p>Dean and other senior staff to attend departmental meetings and present/answer questions.</p> <p>Encourage staff to volunteer for Faculty and College level committees and to disseminate information from that experience.</p> <p>Alternate general staff meetings with a focused staff meeting (e.g. on</p>	<p>Effective communication and understanding across all members of the faculty of the relevant strategies, goals and objectives affecting their role, their department, their faculty and the institution as a whole.</p> <p>Measure: A 10% improvement in the next staff survey on questions relating to this theme.</p>	<p>By next staff survey (action commencing immediately)</p>	<p>All staff</p>	<p>The Dean and Faculty Manager have attended various departmental meetings. The Dean also chaired a very well attended EU Referendum q & a session and the Faculty's Dignity at Work Advisor briefed attendees on the support available and the Faculty's zero tolerance policy.</p> <p>The Faculty has set up a Teaching & Learning Administrators Network. Part of this community of practice's remit is to help staff engage with wider UCL issues. They are inviting relevant UCL speakers (e.g. Exams, Planning etc.) to networking events. The November session will include a state of the nation talk from the Dean and an away day in January will</p>

	<p>Education, Outreach, Enterprise etc.).</p> <p>Each department to include <i>all</i> staff and PhD students in at least one meeting per year for a 'state of the nation' update. This will be in core hours and be followed by a social activity(still in core hours).</p>				<p>include an activity on helping administrators understand how their efforts feed into the UCL 2034 enablers.</p> <p>The Faculty is leading a School effort to set up Professional Services Awards for individuals in BEAMS. These awards will focus on outstanding <i>individual</i> performance (separating them from the institutional <i>team</i> PS awards) and the categories will be mapped onto the UCL 2034 enablers, again with a view to encouraging better engagement with the Strategy.</p> <p>The Dean has asked all Heads of Departments to ensure that departmental meetings frequently include external speakers (e.g. Enterprise, Outreach) and that at least one meeting a year is open to all staff and PhD students for a state of the nation update. The Faculty will check this this is happening in the New Year.</p>
Common theme: Promotions process not perceived as fair	<p>Include discussion of promotions criteria in appraisals; align appraisal objectives with promotion criteria (where applicable).</p> <p>Promote access to information regarding</p>	<p>Improved understanding of the process and increase in robust conversations between line managers and staff regarding 'fitness' for promotion and pathway to achieve it. Statistics regarding success rates to</p>	<p>By next staff survey (action commencing immediately)</p>	<p>Faculty leadership team</p>	<p>The Dean has spoken with all Head of Departments to ensure that they are aware of the current promotions process and criteria and has encouraged them to have robust conversations with their staff regarding 'fitness' for promotion and suitable pathways. Following the current promotion rounds feedback</p>

	<p>promotions criteria (applicable to academic, teaching fellow and research staff only) on HR website.</p>	<p>be sought from HR and shared with all staff.</p> <p>Measure: 20% improvement in this measure in the next staff survey.</p>			<p>will be sought from all participants and success rates will be reviewed to see if further action is required.</p>
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Institute of Education

Background commentary on the IOE's results and action planning

The IOE's employee engagement score was 58%, some 14pp down on the pan-UCL score.

The response rate for the IOE was just 25% (198 of 803 staff). For analysis by sub-group (e.g. carers, BME colleagues) the numbers are very small – single figure or just into double figures. There are limits, therefore, to what we can take from these data. Anecdotally, many colleagues found the survey difficult to engage with because the questions implied the need for longer-standing experience of UCL beyond the school/faculty. This will account, in part, for the low response rate. The survey also took place at a time of considerable disruption for IOE colleagues, following merger – disruption that continues to have an impact. Where the IOE's *quantitative* results compare least well with those for UCL it is apparent from respondents' *qualitative* feedback that this stems in large part from the disruptions of the merger process. That needs to be factored in to the analysis and proposed actions and the ambitiousness of aims, targets and timescales.

Overall Aim/Objective	To achieve a 10% improvement in the IOE's employee engagement score	Completion Date	2017 staff survey
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Difficulties around systems and processes	<p>(i) All professional services structures are under review to give clarity on reporting lines and responsibility for appraisals and staff development plans. While not prompted by the staff survey specifically, this wide-ranging work will play a large part in improving colleagues' experience at the IOE. Reviews of structures and roles have recently been completed or are nearing completion for the following units within the IOE:</p> <ul style="list-style-type: none"> • Directorate • Research • CKE • International • Prog Admin • Recruitment and Payments 	<p>(i) The reviews are intended to put in place improved alignment with central UCL structures and enable the IOE to function more effectively within UCL. This will improve the experience of the colleagues directly affected, and, in turn, the efficiency and timeliness of the services that their teams provide to academic colleagues, students and external stakeholders. Nevertheless, these reviews will create change of their own, which will need to be managed sensitively and will be a test of our efforts to improve internal communications, as set out below.</p> <p>(ii) Much more easily accessible information on systems, processes, policies, roles and</p>	<p>New roles and structures in place for January 2017 & communication of changes to all IOE departments</p> <p>New intranet in place for Autumn 2016</p> <p>Staff Intranet launched. On target to complete implementation of new team structures</p>	<p>Director of Operations</p> <p>Head of Marketing and Comms</p> <p>HRBP</p>

	<ul style="list-style-type: none"> (ii) New IOE Intranet, which will have professional services team functions and key contacts. (iii) We continue to feed into UCL initiatives to improve internal systems, including in particular around accessing management information and the quality and timeliness of those data. 	<ul style="list-style-type: none"> responsibilities – something that has been a particular source of frustration for IOE colleagues post-merger. (iii) Much more easily accessible management data on which to base local decision-making – again, something that has been a particular source of frustration for IOE colleagues. 		
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Hard to align personal objectives with UCL strategy	<ul style="list-style-type: none"> (i) Internal publication of IOE faculty plan for 2016-21, which clearly signposts links to <i>UCL 2034</i>, and related communications. (ii) We would welcome more direct engagement from the UCL senior team with IOE colleagues. 	<ul style="list-style-type: none"> (i) Clear central messaging about priorities and their link back to <i>UCL 2034</i>. (ii) To help IOE colleagues to feel more a part of UCL and a valued part of the university. 	<p>July 2016</p> <p>Faculty Plan on Intranet</p> <p>As early and regularly as possible</p>	<p>Directorate</p> <p>Director of Operations</p> <p>Pro-Directors</p>
Lack of clarity about goals and objectives of own department/division	<ul style="list-style-type: none"> (i) Using the faculty plan and related communications to prompt /support department heads in communicating clear messages about department-level goals. (ii) Team briefing training for managers – to be delivered by OD in new academic year. (iii) A working group is currently reviewing the annual appraisal process, with a view to increasing 	<ul style="list-style-type: none"> (i), (ii) Improved flow of information and a more coherent and consistent set of communications for colleagues from faculty and departmental level – supporting improved understanding and engagement from colleagues. (iii) Improved annual appraisal process, supporting clearer alignment between individual and departmental/faculty objectives. 	<p>From Summer 2016 throughout the 16/17 academic year</p> <p>Staff review development (SRD) process re-launched October 2016</p>	<p>Director</p> <p>Director of Operations</p> <p>Pro-Directors</p> <p>Heads of Academic Departments and Professional Services</p>

	take-up of appraisals, and, for the longer-term, improving the design of the appraisal process.		Summer /Autumn 2017	
Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Communications in general, communications around change and the future of the IOE within UCL Lack of optimism about the future	(i) New monthly 'core briefing' that cascades 'need to know' information throughout the organisation, delivered by line managers on a face-to-face basis, and which invites questions and feedback to the senior team. (ii) Revamped all-staff email from the Director, which can now focus on broader themes and strategic reasons for change. (iii) Review of the effectiveness of the IOE Assembly format for engaging a substantial cross-section of IOE colleagues.	(i) Improved flow of information throughout the IOE on a two-way basis; improved communication within teams. (ii) All-staff communications that convey strategic considerations and reasons for change clearly. (iii) Ongoing efforts to engage a larger proportion of staff in forums where colleagues can raise issues for consideration and input to shaping initiatives on a regular basis.	June 2016 Use of Team Brief and Intranet to cascade key messages. Professional Services staff forum held Sept 2016, gathered feedback to further develop ongoing action plans July 2016 Spring 2017	Directorate Marketing and Communications

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Not feeling valued or treated with fairness or respect	(i) New IOE Equality & Diversity Group and related communications.	(i) A clearer and higher profile agenda for E&D at the IOE.	Spring 2017	Director of Operations

	<ul style="list-style-type: none"> (ii) Improvement of the annual review process as outlined above, to include a stronger emphasis on identifying development needs and opportunities. (iii) Review of reward and promotions processes – to be integrated with new appraisal processes. (iv) Updating of all professional services JDs. (v) Development of pan-IOE forums (IOE Assembly), as outlined above. (vi) Support for improved communications within departments, as outlined above. 	<ul style="list-style-type: none"> (ii) Improved engagement with the annual review process, supporting better engagement between managers and their teams, a stronger sense that development needs are being addressed. (iii) A more integrated appraisal and reward /promotions timetable and processes. (iv) Clearer roles and responsibilities against which colleagues can demonstrate their contribution and achievement. (v) A greater sense that colleagues' engagement and suggestions are informing and shaping policy and practice at the IOE. 	<p>Equality and Diversity (E and D) committee established in March 2016</p> <p>Director to Chair E and D committee from November 2016</p> <p>July 2016 DEOLO identified in each academic department, the CDE and professional services</p> <p>Integrated timetable for SRD, promotions and rewards launched September 2016 and published on the IOE intranet</p> <p>January 2017</p> <p>Intranet page for E and D to go live</p> <p>From Autumn 2017</p>	<p>Pro-Directors Heads of Academic Departments and Professional Services</p> <p>Pro Director Academic Development</p>
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			Summer 2017	
			Autumn 2016	
Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Estates and infrastructure – lack of investment and impact on working conditions	<p>(i) New space for programme administration teams. Based on the experience of other universities, we expect these changes to benefit these colleagues’ experience of working at the IOE, as well as the service to students. There is close consultation with the colleagues concerned over the design of the space.</p> <p>(ii) We are working closely with UCL Estates to push forward on our Estates Masterplan, which will overhaul our teaching, social and office space. UCL has undertaken a building infrastructure survey to identify priority areas for investment.</p> <p>(iii) We continue to roll out new IT systems, including alignment with</p>	Progress on estates matters can provide some important ‘quick wins’ in terms of improving colleagues’ experience of working at the IOE.	<p>New prog admin space will be in place for early 2017</p> <p>We continue to press for action on our Estates Masterplan.</p> <p>Launch of student helpdesk and new work area for Programme administrators for ready for January 2017</p> <p>Approval for revised Master plan given and work commences 2017</p>	Director of Operations

	UCL systems on email, a/v facilities in our teaching rooms, etc.			
Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Working excessive hours	<ul style="list-style-type: none"> (i) Review of professional services JDs. (ii) Improved annual appraisal system. (iii) Bedding-in of realigned professional services structures, systems and processes, etc. 	As outlined above	Spring /Summer 2017	Director of Operations Heads of Academic Departments and Professional Services

Faculty of Life Sciences

Division of Biosciences

Overall Aim/Objective	Develop and Embed Divisional Identity and Cohesiveness	Completion Date	2018
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Lack of engagement from Departments with Division or faculty	Identify initiatives to implement which assist departmental aims at a divisional level	Departments working fully for division as well as departments	Feb 2018	DD/DM
Lack of cohesive approach to strategy and issue handling	High level review of committee structure and internal communications	Clearer picture of divisional needs and opportunities	Nov 2016	DM/DSM/DD
Lack of knowledge about operations of the division as a whole	- Develop a programme of face-to-face events to broaden knowledge - Develop internal communications channels to disseminate better information	Enhanced knowledge evidenced in staff survey	Jan 2018	DM/DSM/DD
Dissatisfaction about loss of power or access to information in departments	High level review of committee structure and internal communications	Clearer picture of divisional needs and opportunities	Nov 2016	DM/DSM/DD
Lack of understanding of role and scope of PS more broadly	Knowledge sharing of roles including coaching as appropriate	Sound understanding of roles, needs and requirements by all staff	Feb 2018	DD/DM

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
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Some Professional Services teams require further aligning with departmental needs	Review of departmental needs and pressures on PS teams	Clearer picture of divisional needs and better alignment of PS teams	Review complete Nov 2016. Changes by Feb 17.	DM/DSM
Dissatisfaction about establishment of Divisional structure and centralised PS	Review of departmental needs and pressures on PS teams	Clear understanding and improved Divisional communications and collaboration. Working groups to identify, design and promote 'joined up' approach.	Feb 2018	DD/DM

Overall Aim/Objective	Increase awareness of UCL plans, goals and policies	Completion Date	June 2017
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Lack of clarity from divisional members regarding UCL plans and the role that the Division and individual areas have in fulfilling the strategic plans	<ul style="list-style-type: none"> - DM and DD to present regularly at team meetings. - Develop a programme of face-to-face events to broaden knowledge 	Enhanced understanding, cohesion and collaboration	Ongoing / Jan 2017	DM/DD/DSM
"Rumor mill" regarding financial intent of UCL policies	<ul style="list-style-type: none"> - As above - Develop streamlined internal communications functions to disperse issues and enhance clarity 	Enhanced understanding, cohesion and collaboration	Jan 2017	DM
Dissatisfaction, disenchantment and dissolution about implementation of UCL policies in departments	<ul style="list-style-type: none"> - Develop streamlined internal communications functions to disperse issues and enhance clarity. - Encourage departmental input into Divisional contribution to UCL plans 	Enhanced understanding, cohesion and collaboration	June 2017	DM

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Lack of awareness of UCL policies and expectations including support services and career development opportunities i.e. concerns around stress levels, work life balance	<ul style="list-style-type: none"> - Training and awareness raising communication planning - Build knowledge base to easier disseminate information from PS. 	Good knowledge of policies and options for employees. Improved career progression and satisfaction levels	April 2017	DD/DM/DSM

Overall Aim/Objective	Promote respect at all levels	Completion Date	2018
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Disrespect displayed to staff throughout the division (primarily PS and junior research staff)	Zero tolerance for lack of respect and introduction of divisional ombudsmen at various levels.	Staff feel valued and are treated with dignity and respect. Improved staff survey score on this matter to <20%	SS 2018	DD/DM
Belief that there are high levels of bullying and harassment in the Division.	<ul style="list-style-type: none"> - Development of a plan to tackle issues at every level - Senior management to demonstrate acceptable behaviour - Senior commitment to address issues where standards fall below expectations. - Managers to be given the knowledge and support to address issues. 	All staff demonstrate core competencies and behaviours and feel confident raising issues	Early 2018	DD/DM

Lack of reporting of bullying and harassment throughout	<ul style="list-style-type: none"> - Develop incoming communication channels - Implement local ombudsmen structure 	All issues reported and dealt with. Improved staff survey score on this matter to <20%	Early 2018	DD/DM/DSM
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Lack of understanding of acceptable behavior and attitudes	<ul style="list-style-type: none"> - Review of attitudes amongst senior staff. - Develop streamlined internal communications functions to disperse issues and enhance clarity. - Encourage departmental input into Divisional contribution to UCL plans 	All staff demonstrate core competencies and behaviors and feel confident raising issues	Early 2018	DD/DM

Overall Aim/Objective	Enhanced employee engagement and satisfaction	Completion Date	2017
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Desire for staff to be involved in key decision making process	Where possible, staff consulted on key decisions in line with UCL policy	Staff have input channels and feel input is acted upon	April 2017	DD/DM/DSM
Lack of Management visibility	<ul style="list-style-type: none"> - DM and DD to present regularly at team meetings. - Develop a programme of face-to-face events - Introduce SM drop-in sessions where possible 	Staff within the Division are familiar with senior staff and more able to communicate with them	June 2017	DD/DM

Perception amongst some staff of Lack of equality in treatment of staff	<ul style="list-style-type: none"> - Ensure divisional applications of UCL policy are structured to the needs of the division. - Ensure that all major staffing decisions are adjudicated appropriately 	Staff feel supported and treated fairly	Summer 2017	DD/DM/DSM
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Staff dissatisfaction with appraisal outcomes and engagement by appraisers	<ul style="list-style-type: none"> - Review of appraisal process internally, recording all suggested outcomes on a central database - Follow up progress meetings at mid-way point of appraisal - Annual high-level review of staff in division. 	<ul style="list-style-type: none"> - Appraisal feedback is positive and staff are provided with the tools to develop. - 95% of appraisals are completed on time (allowing for staff off work due to maternity leave/sabbatical etc.) 	Jan 2018	DM/DSM
Strong variance in the levels of satisfaction across the board for staff	<p>Further work to identify issues and opportunities:</p> <ul style="list-style-type: none"> - Focus groups throughout Division - Benchmarking with other FLS and UCL divisions 	High level of satisfaction throughout the division, within an acceptable %	Jan 2018	DSM/DM

Gatsby Computational Neuroscience Unit

Template: Action Plan

Overall Aim/Objective	Completion Date
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
UCL employee benefits: some staff reported being insufficiently aware of the employee benefits that are arranged by UCL	We will organize a yearly email to staff and faculty that sets out the key information, and points to where it can be found.	To ensure that staff are aware of employee benefits offered by UCL	By end July 2016 and then annually thereafter	Director and Management
UCL engagement and 2034 strategy: staff reported being disconnected from UCL as a whole and relatively unaware of the 2034 strategy and its effects on them.	We will invite Tom Rowson, UCL's senior planner, to give a tea talk in order to lay out UCL's position in the further education firmament and to explain and defend its plans for the future.	To increase awareness amongst staff and students of UCL's overarching strategies	December 2016	Director and Management
Working hours: staff reported that they had to work long hours to achieve their goals.	We will ensure that Unit members are aware of UCL's work life balance policy, and the resources available to support that by circulating information by email and displaying on departmental noticeboards.	To increase the profile of ideas of work life balance and UCL's support for this endeavor.	By the end of July 2016	Director and Management

MRC Laboratory for Molecular Cell Biology

Issues to consider:

- Response rate = 66% (58 out of 88)
- Issues with MRC TUPE staff terms being eroded and university unit change issues
- Possible issues with disparity between MRC TUPE and UCL staff salaries
- Not always easy to tell which management tier people are thinking of in response to some questions
- What things are within our control/influence to be able to change
- A survey was recently carried out by the Athena Swan committee and it was felt that this could have impacted negatively on the response rate to this survey
- It is worth noting that one of the Athena Swan actions is to embed “simply good practice” into every aspect of work at the LMCB in order to encourage staff to actively consider the best and most appropriate ways of doing everything rather than simply doing something in the same way year after year.

TOP AREAS TO FOCUS ON	CELEBRATE! WHAT THINGS ARE WORKING WELL
<p>Managing Workload:</p> <p>Q43: 43% can't meet the requirements of their job without regularly working excessive hours</p> <p>Q42: 47% neutral/22% satisfied/19% not satisfied with support available if they experience stress or pressure in the workplace – not necessarily negative, but something to develop/raise awareness of?</p>	<p>My Job and Career Development and Managing Workload:</p> <p>Q1: 83% of staff state that their work gives them a sense of personal accomplishment</p> <p>Q36: 62% agree that they are encouraged to show initiative and be proactive, 26% neutral, 9% disagree</p> <p>Q40: 91% of staff feel that they have a choice in deciding how to do their work provided that the work is done</p>
<p>Management and Leadership & Change and My Job:</p> <p>Q14: 55% said objectives were not set during appraisal</p> <p>Q 16: 38% that career progression was not covered in appraisal</p> <p>Q17: 46% only receive regular and constructive feedback from managers on performance (30% neutral/25% don't)</p>	<p>My Job and Overall Perceptions:</p> <p>Q2: 84% of staff understand how their work contributes to the goals/objectives for the division</p> <p>Q3: 81% understand how their work contributes to the success of UCL</p> <p>Q65: 74% would recommend UCL as a good place to work</p>

<p>Q19: 60% only feel supported by their manager during times of change</p> <p>Q24: 33% only feel that the reasons behind change are clearly communicated</p> <p>Q6: 41% feel they have the opportunity to contribute their views before changes are made which affect their job</p> <p>Q21: 41% trust the communications of managers, 41% neutral, 16% don't</p>	
<p>Reward and Recognition and Career Development:</p> <p>Q27: 51% consider that their pay is not fair</p> <p>Q28: 49% consider it unfair in comparison to people working in similar roles in other organisations</p> <p>Q29: 43% feel that the communication about the benefits available to staff at UCL (e.g. pension, childcare vouchers, Employee Assistance Scheme) is not sufficient</p> <p>Q38: 29% think that UCL's promotions process is fair and 18% think it is unfair</p> <p>Q37: 47% feel that UCL's promotions criteria are unclear, 29% are neutral, 24% agree they are clear</p>	<p>Communications and My Job:</p> <p>Q54: 83% feel that relations between support and academic/research staff are generally good</p> <p>Q4: 78% feel that people co-operate to get the work done</p> <p>Q5: 72% are effectively supported by colleagues (21% neutral/7% not supported)</p>

WHAT needs to be improved	HOW will this be achieved	WHO is going to take this forward	WHEN will this be achieved
The Staff Survey was discussed by our management board with additional representation from one of the Athena Swan leads and it was decided that first of all we need to distribute the survey results to everyone and ask for feedback and ideas for actions as a primary action. Further actions will therefore arise from this initial action and these will be incorporated into the plan at a later date.	<p>To send out the survey results and action plan to all staff by email – suggestions either to come back via email to CH or line managers or to be put in the (anonymous) suggestions box at reception</p> <p>To be raised at next Group Leader meeting to encourage feedback and engagement</p>	<p>Claire Hebblethwaite</p> <p>Mark Marsh</p>	<p>By 13 May 2016</p> <p>Next GL meeting: 11 May 2016</p>
Issues with promotions process	<p>HR to be invited to give a talk on promotion for the group leaders and line managers who will then feedback this information to staff and ensure that it is covered during future appraisals.</p> <p>Clear guidelines will be provided on timing of promotion process(es). Preparation and nominations for promotion to be encouraged in good time and monitored.</p> <p>Ask postdocs to include information on career progression in the postdoc</p>	<p>Claire Hebblethwaite to liaise with HR to take this forward</p> <p>Claire Hebblethwaite and Mark Marsh</p>	<p>In next four months (by end August 2016)</p> <p>Various/on-going according to the different promotions procedures</p>

<p>Issues with pay disparity: it is thought that this could be connected to the fact that we have staff on MRC TUPE salaries and staff on UCL salaries, as well as staff on different salaries due to the different funding agencies. The issue with MRC TUPE staff should recede with time as more postdocs leave and are replaced by those on UCL terms.</p> <p>Career progression not covered in appraisal</p>	<p>induction information and sessions and to arrange a session with HR to discuss career progression and promotions at UCL specifically for their staff group</p> <p>To increase transparency around salaries - publish information about the different salary levels and how these relate to funders and staff groups and explain how a starting salary is decided upon (for postdocs in particular)</p> <p>Reinforce use of new appraisal checklist which requires a discussion on career progression.</p> <p>Athena Steering Group are working on a 5-stage contribution load model that will include personal career development and progression for all academic and professional support staff, as well as appraisal/development review and data required by UCL/FLS/LMCB.</p> <p>Promotions criteria to be linked into timelines for staff career progression produced by the Athena Steering Group.</p>	<p>Claire Hebblethwaite to liaise with the postdoc reps and HR to instigate this</p> <p>Claire Hebblethwaite</p> <p>Claire Hebblethwaite and Athena Steering Group</p> <p>Athena Swan leads (Sara Mole/Rob de Bruin)</p>	<p>In next three months</p> <p>In next three months</p> <p>Within one month and also at start of next appraisal cycle</p> <p>This is a 5-stage action (stage 1 is complete):</p> <p>Stage 2: Dec 2016 Stage 3: Dec 2017 Stage 4: Dec 2018 Stage 5: Dec 2019</p>
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		Athena Swan leads (Sara Mole/Rob de Bruin)	As above
Communicating UCL benefits to staff	<p>Send out relevant information and links to appropriate UCL website pages to all staff</p> <p>Ask postdocs to include this information in their induction packs, to highlight it in induction sessions and to put the links on their part of the LMCB website</p> <p>Ask the Athena Swan team to link to the UCL benefits web page from the Athena parts of the LMCB website</p>	<p>Claire Hebblethwaite</p> <p>Claire Hebblethwaite to liaise with postdoc reps</p> <p>Claire Hebblethwaite to liaise with Athena Swan leads</p>	<p>In next three months</p> <p>Within one month</p> <p>Within one month</p>
Concerns were raised over the fact that the responses included experiences of bullying and harassment	<p>Contacts for help with bullying and harassment to be circulated again and also to be put on the websites</p> <p>A call to be put out for volunteers for Dignity at Work advisors</p> <p>Division to sign up to zero tolerance policy</p> <p>Protocols for dealing with bullying and harassment to be discussed at a group leader meeting</p>	<p>Claire Hebblethwaite</p> <p>Claire Hebblethwaite</p> <p>Mark Marsh</p> <p>Claire Hebblethwaite and Sara Mole</p>	<p>In next two months</p> <p>In next two months</p> <p>In next five months</p> <p>In next 12 months</p>

	To look into an appropriate workshop for managers to reinforce expected behaviours, impact of different management approaches etc		Claire Hebblethwaite / Ione Karney	In next six months
Excessive working hours	To be tackled as part of the Athena Swan contribution load project		Athena Swan committee	See earlier entry on 5-stage action
The highest scoring neutral question about support for stress or pressure was thought to be not necessarily negative, but something to raise awareness of nevertheless	To circulate information and consider further actions following launch of new Wellbeing policy (to consider holding a Wellbeing Event Day) and also to be looked as part of the Athena Swan work on work/life balance etc.		Claire Hebblethwaite and Athena Steering Group	In next six to 12 months
Objectives not set during appraisals	Reinforce use of new appraisal checklist		Claire Hebblethwaite and Athena Steering Group	In next month and also at start of next appraisal cycle
Lack of regular and constructive feedback from managers on performance and staff distrustful of communications of managers	To invite specific suggestions regarding what staff would feel is helpful regarding feedback from managers and to develop from there and to explore further the issue of communications from managers		Claire Hebblethwaite to initiate initial enquiries, but to be discussed further in terms of whether working group should be formed to discuss further	In next four months
Lack of support during times of change and lack of reasons behind change plus no opportunity to contribute views	It was felt that this could have been prompted by the move to the university unit as the most recent period of significant change. However, as change could be an issue during the QQR, staff will be consulted and kept informed of progress and developments at each			

	stage of the review in accordance with the MRC staff consultation policy.	Claire Hebblethwaite and the LTUS group, in particular Jemima Burden as Chair	This will take place over the next 12 months
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School of Pharmacy

Overall Aim/Objective	To improve survey results in key areas	Completion Date	Spring 2018
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Understanding of Staff Survey General need to gain greater understanding of issues beneath staff survey results.	Hold in depth focus groups with staff on communication, work-life balance, people management, infrastructure and bullying/harassment.	To provide greater focus for the Staff Survey Action plan and ensure progress is made in these areas.	Summer 2016	DM and Staffing Office
Working environment Dissatisfaction with working environment.	Review of infrastructure needs within each department.	Priority action list agreed at DET.	December 2016	HoRDs and DET
Communication Staff do not always feel able to question the way things are done and put forward suggestions and ideas.	Introduce a regular teaching/research forum in addition to all staff meetings.	To provide a forum where academic staff can share their views.	April 2017	Director/DET
	Feedback from DET at RD meetings; e-mail DET minutes to all staff; Director to attend RD meetings annually.	To improve lines of communication from DET to all staff.	July 2017	HoRDs/Director/DM

	RD meetings to be termly and to include PDRAs, or if not to consider other ways of communicating with PDRAs.	Improved communication within RDs.	October 2016	HoRDs
	Introduce a forum/process for PDRAs to discuss progress and gain feedback.	Improved experience for postdocs.	March 2017	Staffing Office and HoRDs
	Regular use of feedback on services within the Division e.g. user surveys.	Improve service provision by acting on feedback.	March 2017	DM and PS Team Leaders
	More opportunities for staff to socialize.	Encourage more opportunities to get to know colleagues and share ideas.	May 2017	Staffing Office and DET
	Communicate to all staff on Divisional strategic operating plan.	Ensure staff understand how objectives relate to UCL 2034.	December 2016	Director/DM
People management Staff do not feel confident that poor performance is managed adequately.	Ensure all line managers attend appraisal training and line management training as appropriate.	All managers will feel confident in managing probation and appraisal, setting relevant objectives and giving constructive feedback.	July 2017	Staffing Office/HoRDs/ DM
	Line managers to ensure that all staff are undertaking 3 relevant training and development opportunities each year.	To ensure best practice in management and applying UCL policies and procedures.	July 2017	Staffing Office/HoRDs/ DM
	Carry out a review of the mentoring policy.	To introduce a robust mentoring policy that enhances the career development of staff.	June 2016	Staffing Office/DET
	Ensure staff are aware of the routes to reward for good performance through enhanced communication, use of	Staff to feel confident that they know how good performance is rewarded.	March 2017	Staffing Office/HoRDs

	appraisal checklists and staffing surgeries.			
Work-Life Balance and Wellbeing Staff feel that they are working excessive hours and are not able to achieve a satisfactory work-life balance.	Embed wellbeing initiatives and consider how to provide support for stress in the workplace.	Staff to feel supported by wellbeing initiatives and that help is available.	July 2017	Staffing Office and DET
	Consider protocol or checklist of considerations for managers on out of hours working and e-mail etiquette, and encouraging breaks.	To enable staff to agree clear boundaries and achieve a better work-life balance.	December 2016	DET/DM
	Training for managers to help staff manage workloads and negotiate priorities and deadlines.	Achieve a greater understanding of priorities.	July 2017	Staffing Office/DET
	Communication to all staff on work pressure points.	Greater general understanding of busy periods for different groups of staff (e.g. marking).	December 2016	DET
Bullying & Harassment Not all staff feeling confident to report incidents and feel that nothing will be done.	Roll out training on creating a respectful workplace, possibly through interactive session for larger group of staff.	To increase empathy, awareness and respect.	July 2017	Staffing Office/DET
	To raise awareness of support available and reporting routes.	To make staff feel confident and help reduce number of incidents.	Termly	DM/Staffing Office
	Consider ways to share best practice amongst managers.	To get a greater sense of peer support within the Division.	July 2017	DM/DET

Faculty of Mathematical and Physical Science

Top 3 areas to focus on
1. Communications
2. Physical environment; the Estate; infrastructure and systems
3. Working excessive hours

Celebrate! What three things are working well?
1. Positivity around levels of job satisfaction and pride in personal accomplishments
2. Appreciation of flexible working practices to enhance efficient performance and meet requirements of role
3. Staff felt a strong sense of belonging to their home department/division

What needs to be improved?	How will this be achieved?	Who is going to make this happen?	When will this be achieved?	Milestones
<p>Communications.</p> <p>Poor quality of effective communications underpinned a number of areas of concern ranging from more local problems which are captured in departmental action plans, i.e. appraisals and quality of feedback, to wider strategic issues.</p>	<p>1. Establishment of a Staff Survey Working Group which represents the Faculty. This will provide a transparent framework for survey follow-up activity. The group will report on progress, obstacles and share good practice.</p> <p>2. Appointment of Faculty Communications and Marketing Manager to take responsibility for ensuring effective communications across the Faculty, i.e. by convening and leading a network of key departmental communications staff.</p> <p>3. Vice-Provosts and other Senior Managers invited to Faculty and Department meetings/network events to inform the communications around UCL's wider institutional strategies i.e. 2034.</p> <p>4. Faculty events/networks to foster and celebrate success in teaching, research and excellence in professional services.</p>	<p>Faculty Manager</p> <p>Faculty Manager</p> <p>Dean/Vice-Deans/HoDs</p> <p>Dean/FM/FT/HoDs/DMs/Vice-Deans</p>	<p>August 2016</p> <p>May/June 2016</p> <p>September 2016 onwards</p> <p>September 2016</p>	<ul style="list-style-type: none"> • Appointment of Faculty Communications and Marketing Manager (on 9/5/16) • Monthly Faculty Newsletter • Web Champions meetings • Internal communications survey • Bi-annual Faculty forum meetings • Monthly FLT meetings (now includes DMs and senior business partners) • Faculty working group (includes

	<p>5. Development of leadership capacity across the Faculty in order to strengthen the effectiveness of the Faculty's influence, by ensuring staff attend and benefit from appropriate training and development opportunities. Also give due consideration to succession planning for future leadership roles.</p>	<p>Dean/FM/HoDs – working with Business Partners</p>	<p><i>(start planning now)</i></p> <p>June 2017</p>	<p>HoDs, Faculty Manager, Faculty tutor and Dean)</p> <ul style="list-style-type: none"> • Faculty symposiums
<p>The Estate: poor physical working environment; lack of teaching space and overcrowding</p> <p>Lack of appropriate infrastructure and systems to support our activities and the academic mission</p>	<p>1.As a joint endeavour, the Faculty and Estates Division must work together to develop a shared understanding of the needs of the Faculty in order that we can deliver our academic mission and ensure the most effective use of the UCL estate, infrastructure and resources.</p> <p>2. To underpin the planning and strategic objective setting processes, improved communication is necessary between the Faculty and departments in order to understand potential opportunities and improve awareness of constraints.</p> <p>3. Work closely with Professional Services Business Partners and ensure that from an</p>	<p>Dean/FM/HoDs – working with Estates Divisional Staff</p> <p>Dean/FM/FT working with Professional Services Business Partners</p>	<p>16/17</p> <p>17/18</p> <p>Onwards</p>	

	early stage, they are included and involved in planning and implementation.			
Regular working of excessive working hours	<p>1. Review of professional Services support structure across the Faculty, in line with TOPS (Transforming our Professional Services), ensuring that an efficient structure and processes meet the Faculty’s needs and improve administrative efficiency.</p> <p>2. Ensure appraisals and performance management processes are in place and working effectively. HoDS should report to the Dean on the actions they are taking to ensure staff are not having to work excessive hours to deliver their objectives.</p>	<p>Dean/FM – working with HR and OD Consultants</p> <p>Dean/FM/HoDs</p>	<p>May 2016</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • TOPS rep. to address future FLT meetings

Faculty of Medical Sciences

Overall Aim/Objective	improving understanding of awareness and alignment of goals (Individual/Division) and 2034	Completion Date	31/12/2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility	Update
Lack of understanding of 2034 and its impact on Division/Institute (Q26)	Division/Institute staff meetings to discuss 2034, division/institute goals and how 2034 relate	Better measure in next staff survey	3 months	Division Directors	2034 strategy has been focus of divisional away days, communicated at divisional meetings of various levels. Divisions have developed strategies aligned with 2034 strategy. Division staff have inputted into the development of these strategies.
Lack of clarity about goals for Division/Institute (Q57)		Better measure in next staff survey	3 months	Division Directors	
Individual goals are not aligned with UCL priorities (Q63)	Reference Division/Institute goals in appraisal discussions	References in appraisals and objectives	6 months	All staff	

Overall Aim/Objective	Promote work life balance and reduce workplace stress	Completion Date	31/12/2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility	Update Nov 16
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High negative scores for inability to do work within available time (Q43)	These issues need to be surfaced in a number of ways: Division/Institute staff meetings, group/team meetings, individual appraisals.	Careful appraisal by managers of contributory factors and some solutions identified that would help. Agreement to trial these measures and reflect on impact.	6 months	Division Directors	Issues have been addressed in the following ways:
High neutral scores for lack of support for stress in the workplace (Q42)					Ensuring work-life balance has been discussed at staff appraisals.
High negative / variance from benchmark on having resources to do the job (Q7)					Promoting the help available for stress management via the university e.g. including link in email signature Athena Swan renewal application is addressing issues around work-life balance Job descriptions are being reviewed in some divisions
High negative / high variance from benchmark on satisfaction with physical working environment (Q8)	Identification of specific problems contributing to this – whether from staff meetings, group/team meetings or individual appraisals.	Identification of key problem areas and a proposed solution for at least one in each Division/Institute.	6 months	Division Directors	
Maintain score in relation to staff feeling they are treated with fairness and respect (Q45)	Important reflection during appraisals.	Maintain or improve score.	6 months	All managers	Steps taken include regular communication from division directors to staff.

					<p>Divisions continue to ensure Athena SWAN initiative is widely publicized and features regularly on division meeting agendas.</p> <p>Issue reflected in appraisals; some divisions have included the issue on an appraisal checklist.</p>
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Faculty of Population Health Sciences

Staff Survey Action Plan 2016: Nov 2016 Report

1. Speaking up, suggesting changes and questioning how things are done

Commentary on staff survey data 2015: The responses across questions relating to speaking up about changes were all below the UCL average:

Q24 The reasons behind change are clearly communicated to me (36% positive, 4% less than UCL)

Q69 I suggest ideas to improve our ways of doing things (64% positive, 8% less than UCL)

Q52 I would feel comfortable to speak up and question the way things are done at UCL (41% positive, 6% less than UCL, 7% less than benchmarks)

Q53 There are adequate opportunities to get my ideas and suggestions passed up to senior management (44% positive, 5% less than UCL)

The demographic data suggests research staff are significantly less positive and are 30% more likely to respond negatively to questions 52, 53 and 69 than academic and professional staff. Women responded significantly less positively than men across all four questions. BME staff were more positive than non-BME staff about Q24 (+10%) but less positive about Q69 (-7%).

Goal	Actions	Timescales	Responsibilities
To ensure that all staff feel they have equal opportunities to speak up about how things are done	Develop local plans to ensure that staff feel they have appropriate opportunities for clear and open dialogue with their direct and senior managers.	Agreed by Faculty Executive. Invitation extended to all Institutes for Dean to attend Research Department & Institute meetings from early 2017.	Institute Directors and Managers
	Biannual all-staff meetings are held within each Institute and attended by the Dean and the Faculty Manager. The Faculty will develop an online portal by which comments, suggestions or questions may be submitted anonymously to be addressed by the Dean in the meeting.	Online portal for the submission of anonymous comments and questions to be released on the Faculty website in time for the Spring 2017 meetings.	Faculty Communications Officer

2. Fairness of promotions processes

Commentary on staff survey data 2015: Just 31% of staff responded positively to Q38, 'I think UCL's promotions process is fair'. This is 5% less than UCL but a 6% increase on the 2013 responses. There's still work to be done as 30% of research staff responded negatively to the question in comparison with 19% of academic staff, while 40% of research staff responded negatively to Q37, 'I think the UCL promotions criteria is clear'.

Goal	Actions	Timescales	Responsibilities
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To improve understanding of the UCL promotions criteria for research staff	Work with HR to deliver a cross-Faculty promotions workshop in which the criteria and procedures for promotion of teaching and research staff moving from 6B – 7 and 7-8 are explained.	Delivered in November 2016 in advance of the 2016/17 promotions cycle.	Delivered by Faculty Manager with support from HR Business Partner
	Undertake focus group discussions across the Faculty (before and after the promotions workshop) to understand the main points of concern and confusion about the criteria and process. Use this feedback to design and then evaluate the above training.	Initial feedback from opening Workshop to inform repeat training across FPHS at Institute level in early 2017.	Faculty Manager
	Improve the feedback loop for staff who submit unsuccessful applications to the Faculty promotions panel. Include details of the process for providing feedback in the Faculty promotions guide.	Revised membership agreed in February 2016 Promotions panel meeting and revised guidance circulated. Guidance re-circulated in Autumn 2016 and details of generic reasons shared in workshop forum.	Faculty Manager
To improve the transparency of decision making around promotions	Publish on the Faculty intranet details of the promotions panel membership at Faculty and Institute level.	Published annually in September each year.	Faculty Officer working with Institute Managers
3. Job Security			
<p>Commentary on staff survey data 2015: Just 30% of staff responded positively to Q9 'I am satisfied with my job security'. This is 9% less than across UCL. Women responded less positively than men to the question of job security although there was no variance by ethnicity, where declared. The most significant variance is amongst staff groups, with 47% of research staff responding negatively, compared with 20% professional services and 13% academic staff.</p>			
Goal	Actions	Timescales	Responsibilities
To understand whether research posts are at significantly greater risk of redundancy than other posts.	Obtain and review data from HR on staff turnover, redundancies and contract extensions to establish the proportion of research staff made redundant over the past 3 years.	Data requested	Faculty Officer and HR Business Partner
	Present the data collected to the Faculty Equality Steering Group and devise appropriate actions to address concerns about job security, particularly for female researchers.	By Christmas 2016	Chair of Faculty Equality Steering Group (the Dean)
To ensure that honest and supportive careers advice is available to all staff groups across UCL.	Commission externally-facilitated focus groups across the Faculty to explore the main concerns about job security.		Faculty Officer
	Evaluate engagement with the Institute and Faculty careers advice surgeries and invite feedback from	Feedback invited and being collated for early 2017.	Faculty Officer

	participants, for presentation to Institute Managers and Directors.		
	Each Institute to run an event open to PhDs and early career researchers across the Faculty on alternative career pathways to academia. This may include talks from pharma, industry, government etc. The Faculty to provide a modest budget for refreshments and facilitating external speakers.	Throughout academic year 2016/17	Institute Directors
To improve understanding about the financial flow of income from research grants and contracts to counteract the perception that UCL is using grant monies to fund central initiatives rather than providing funding for posts.	Deliver a series of lunchtime roadshows on UCL finances to demonstrate the financial flow of grant income and explain the restrictions around HEFCE-established posts	Throughout academic year 2016/17: consideration now being given of whether to apply for under UCL Research Staff Development Programme.	Faculty Manager working with UCL Finance
5. Sense of belonging to UCL			
<p>Commentary on staff survey data 2015: 57% of staff responded positively to question 68. 'I feel a strong sense of belonging to UCL', which is 7% less than across UCL. 29% of staff were ambivalent and 14% of staff responded negatively. Professional staff were 30% less likely to answer the question positively although there is no significant statistical variance related to gender or ethnicity where declared. Actions should be taken to improve the perceptions of belonging to reduce the numbers who feel neutral or negative, with a specific focus on professional staff groups.</p>			
Goal	Actions	Timescales	Responsibilities
To increase the number of positive responses to the statement 'I feel a strong sense of belonging to UCL' from 50% to 75% amongst Professional Services staff groups	Produce a biannual bulletin/ factsheet for all professional staff containing information on the UCL and Faculty training opportunities, networks and events.	First edition circulated May 2016	Faculty Officer
	Evaluate awareness of existing initiatives to support professional staff, including the professional networks, network away days, careers advice surgeries and staff conference.	Intended for Summer 2016, but due to resourcing issues this has had to be moved to early 2017	Faculty Manager
	Hold a summer social to encourage professional staff working in isolation within research departments to make connections with colleagues across UCL and the Faculty.	First event held and evaluated during the Summer of 2016.	Faculty Manager

	Evaluate the impact of the event and, if found to be successful, repeat annually.		
6. Enterprise			
<p>Analysis of staff survey data 2015: 61% academics and 38% research staff responded positively to the following question: <i>Q10. Knowledge Exchange and Enterprise activities, including activities generating impact from research, are relevant to my role.</i> There were high levels of neutrality amongst research and academic staff, most of whom may be eligible to undertake consultancy, which should be addressed.</p>			
Goal	Actions	Timescales	Responsibilities
To aim for 80% positive responses to the statement 'KE and Enterprise, including generating Impact, are relevant to my role' across academic and research staff groups in the 2017 Staff Survey.	Coordinate a series of lunchtime roadshows entitled 'TOPIC...and me' focussed on enterprise, consultancy and impact. They will be open to all research and academic staff across the Faculty and publicised in the Faculty newsletter and via Institute communications.	September – December 2016	To be organised by Faculty Officer in coordination with Consultancy Manager and Vice-Dean Enterprise
	Dedicate a meeting of the FPHS Leadership Forum (Education and Research Leads) to discussion on generating, recording and nurturing impact and the interrelation between impactful research and teaching.	2017	Dean and Faculty Manager
	Make staff generally and post-docs specifically aware of the opportunities currently available to them. Discuss the possibility of actively developing opportunities including short course development and delivery and involvement in larger project consultancies..	Ongoing	Institute Managers and Directors and Consultancy Manager
	Amend the FPHS appraisal guidelines and monitor implementation to ensure that all academic staff are encouraged to discuss KE, Consultancy and Impact during their annual appraisals.	Done	Guidelines revised by Faculty Manager and implementation the responsibility of Institute Directors

Faculty of Social and Historical Sciences

Progress Update November 2016

Headline Data:

The Faculty had a level of engagement with the staff survey equal to that of UCL as a whole.

Staff felt most positive about their own job and the flexibility of their work; their understanding of how their work fits with the objectives of their departments and with the objectives of UCL as a whole; and with their pride in working at UCL.

Areas to work on and improve include working to improve our estate and infrastructure; managing heavy workloads and long working hours; understanding of 2034 objectives; career development; and communications about UCL's initiatives.

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Working long or excessive hours	<ul style="list-style-type: none"> Share departmental best practice on academic workload allocation: UPDATE: currently being actioned; departments have submitted workload allocation models for group discussion at Heads meeting in December Workshops on time management Workshops on wellbeing at work UPDATE: the SLASH Senior Administrators Development Day on 8th July focused on Wellbeing at Work and was delivered by the UCL Wellbeing Team in consultation with HR 	Staff are more confident about managing their workloads within acceptable hours; staff feel less stressed by their workloads	By July 2017	Dean Faculty Manager HR business partner

	<ul style="list-style-type: none"> • Clear communications of expectations from line managers 			
Perception of poor physical working conditions and inadequate estate and working facilities	<ul style="list-style-type: none"> • Share details of spend on IT infrastructure per department at Faculty Boards UPDATE: actioned • Encourage departments to submit initiatives under Estates “Small Projects” UPDATE: actioned and ongoing. Of the 8 departments in the Faculty, 6 have submitted initiatives; several of which have already been completed • Share information more widely with regard to long term institutional infrastructure plans UPDATE: actioned and ongoing. The New Student Building Team update the Faculty Comms Team regularly, resulting in articles in the Joint Faculty newsletter 	<ul style="list-style-type: none"> • Staff feel more ownership of their immediate working environments • Staff can see the benefits of engaging with Estates and ISD initiatives • Staff are encouraged by the institutional progress on large long term projects 	By July 2017	Dean Faculty Manager SLASH IT Manager Estates Capital Programmes Manager for SLASH
Lack of resources and equipment	<ul style="list-style-type: none"> • Encourage Heads of Department to set aside small budgets for upgrade of equipment 	Staff feel that they have more ownership of their physical working environment, and as much control as possible over departmental resources	December 2016	Faculty Manager Heads of Department Departmental Managers

	<p>UPDATE: actioned and ongoing; budget submissions due in January 2017</p> <ul style="list-style-type: none"> Communicate more effectively when resources and equipment are upgraded <p>UPDATE: actioned and ongoing from the SLASH IT Team</p>			
Not able to strike the right balance between work and home life	<ul style="list-style-type: none"> Meetings held in family friendly hours <p>UPDATE: actioned. All meetings are held between core hours of 10am and 4pm</p> <ul style="list-style-type: none"> Email communication kept to a minimum at weekends Staff informed of flexible working policies; all requests are considered carefully <p>UPDATE: actioned and ongoing. This is Faculty policy</p>	Staff feel that their work-life balance is improving	July 2017	Heads of Department Departmental Managers Faculty Manager
Lack of understanding of 2034 vision, and its impact on departments	<ul style="list-style-type: none"> Dean holds sessions on 2034 at Faculty Boards 2034 is an item at the Senior Administrative Development Day <p>UPDATE: actioned and ongoing: this will be an item at the</p>	Staff have a better understanding of 2034 objectives, and how they can contribute	July 2017	Dean Faculty Manager Heads of Department

	<p>upcoming Development Day on 8 December</p> <ul style="list-style-type: none"> 2034 is a standing item at Faculty Management Team meetings once per term UPDATE: actioned; this is on the Management Team agendas 			
Dissatisfaction with career development and career prospects	<ul style="list-style-type: none"> Dean holds briefing meetings on UCL's academic promotions criteria UPDATE: Actioned. Dean has held one on one briefing meeting with Heads of Department Objective-setting briefings provided to Heads of Department 	<p>Staff feel more confidence in the appraisals and promotions procedures</p> <p>Staff are encouraged by colleagues to apply for promotion</p>	December 2016	<p>Dean</p> <p>Faculty Manager</p> <p>HR business partner</p>
Lack of understanding about what UCL is doing	<p>Regular briefing sessions from Faculty Manager to departmental administrative teams</p> <p>UPDATE: actioned and ongoing. FM provides weekly briefings to Dept Managers, and holds monthly Dept Managers briefing meetings</p> <p>Newsletter from Dean – to be developed</p>	Staff feel ownership of UCL's objectives and initiatives	December 2016	<p>Dean</p> <p>Faculty Manager</p>

Office of the Vice Provost (Development)

Initiative	OVPD Staff Survey themes addressed	Related survey questions	Target/Success Measure	Owner	Timescale	Resources Required	Status
Implement a consistent OVPD approach to people management, including baseline expectations and tools for managers	People & Performance Management Communication	11, 12, 13 16,17, 19, 23, 31, 32, 45, 49, 50	All OVPD people managers attend a series of learning session introducing the OVPD approach to people management, in line with UCL HR policies. Three months after the introductory session, managers review their management practices for alignment with the approach.	Martin Wedlake	By October 2017	Resource from Talent Manager, plus budget for external facilitation of learning activities. Drawing on planned OD learning offerings. (Time commitment and buy-in from OVPD people managers)	In progress
Design and rollout a management development programme to all people managers, including in depth coverage of topics such as talent attraction and onboarding, performance management and coaching styles of management.	People & Performance Management Communication	11, 12, 13 16,17, 19, 23, 31, 32, 45, 49, 50	Development of a modular, mixed-channel management development programme for OVPD people managers, in line with UCL HR policies. All managers to begin the management training during 2017.	Martin Wedlake	By October 2017	Resource from Talent Manager, plus budget for external facilitation of learning activities. (Time commitment and buy-in from OVPD people managers)	In progress

<p>Establish the OVPD Management team as an effective and empowered community of operational managers with a defined remit and establish ways of working</p>	<p>People & Performance Management Communication</p>	<p>11, 12, 13 16,17, 19, 23, 31, 32, 45, 49, 50</p>	<p>Increased delegation of authority from the OVPD Leadership team to the OVPD Management team. Management team empowered to make planning and budgeting decisions for their area. OVPD Planning and budgeting processes become more participatory and bottom-up.</p>	<p>Martin Wedlake</p>	<p>By April 2017</p>	<p>Resource from Talent Manager, plus budget for external facilitation of learning activities. Drawing on planned OD learning offerings. (Time commitment and buy-in from OVPD people managers)</p>	<p>In progress</p>
<p>Development and implementation of a OVPD staff development programme</p>	<p>Staff Development People & Performance Management</p>	<p>34, 35</p>	<p>Decrease in staff turnover Increase in internal moves within DARO Increased staff satisfaction (measured regularly by OVPD) Staff development becomes an established part of everyday people management, and strongly linked to the appraisal process.</p>	<p>Martin Wedlake</p>	<p>By October 2017</p>	<p>Resource from Talent Manager, plus budget for external facilitation of learning activities. Drawing on planned OD learning offerings.</p>	<p>In progress</p>

<p>Take steps to monitor resilience and wellbeing and reduce stress, with a particular focus around launch activity for the Campaign launch.</p>	<p>Resilience Staff Development</p>	<p>39, 42, 43, 44</p>	<p>Rollout a resilience and resourcefulness session for all OVPD staff. Incorporate a stress check-in into OVPD 1:1s</p>	<p>Martin Wedlake</p>	<p>Completed - Sept 2016</p>	<p>Resource from Talent Manager and external facilitator</p>	<p>Completed</p>
<p>Develop and rollout of a OVPD annual appraisal cycle, 'Supporting Success'</p>	<p>Staff Development People & Performance Management Communication & Engagement</p>	<p>11, 12, 13, 14, 15, 16, 17, 20, 31, 32, 34, 35</p>	<p>Develop and deliver an annual Supporting Success (appraisal) cycle. To ensure OVPD staff are receiving communication about performance, are aware of objectives to achieve and are agreeing learning and development plans with their line manager</p>	<p>Martin Wedlake</p>	<p>By May 2016</p>	<p>Resource from Talent Manager. (Time commitment and buy-in from OVPD staff)</p>	<p>In progress</p>

<p>Develop and implement a OVPD annual planning cycle, in line with UCL planning timelines.</p>	<p>Planning Communication & Engagement</p>	<p>39, 57</p>	<p>Develop and deliver an annual planning timetable that covers both activity planning and budget creation Ensure the process is accompanied by effective communication and documentation so that all OVPD colleagues understand their role in the process. Ensure the development of the planning process is participatory and that all OVPD colleagues take ownership of the plans in their area Develop a QA mechanism to ensure plans are ambitious, but realistic and are aligned with both the overall OVPD plan and UCL's plans and priorities</p>	<p>Martin Wedlake</p>	<p>By May 2017</p>	<p>New Seniore Planning Manager to be recruited early in 2017, OVPD Resources team and the active participation of the OVPD Management Team. Working in tandem with tools and timelines from UCL's Planning team, and within UCL's HR policies.</p>	<p>Not started</p>
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<p>Review and sustain OVPD's staff onboarding programme, Destination Development</p>	<p>Communication & Engagement</p>	<p>21, 24, 51, 56, 57, 67</p>	<p>Review programme during. Continue with a blended programme of welcome and engagement activities for new starters, including: - Buddy system - Welcome meetings with members of the leadership team - Campus tour - Taster sessions including prospect meetings, student calling, event attendance.</p>	<p>Martin Wedlake</p>	<p>By October 2017</p>	<p>Coordination from the OVPD Resources team and recruiting managers. Comms support from OVPD Supporter Communications team.</p>	<p>In progress</p>
<p>Continue programme of OVPD-wide communication and engagement activities</p>	<p>Communication & Engagement</p>	<p>21, 24, 45, 51, 56, 57, 67, 71</p>	<p>Continue the programme of OVPD-wide communication and engagement activities, including: - Quarterly OVPD all staff meetings, plus social activity - Leadership team lunches - Campaign drop-in sessions - OVPD staff feedback group Review effectiveness of communication and engagement activities in 2016/17</p>	<p>Lori Houlihan</p>	<p>Plan in place.</p>	<p>Continued provision of engaging content, particularly from OVPD Leadership and Management Teams. Comms support from OVPD Supporter Communications team.</p>	<p>Completed</p>

Office of the Vice-Provost (Education & Student Affairs)

Staff Survey Action Plan – November 2016 update

Overall Aim/Objective	To ensure we have the resources and equipment we need to work effectively	Completion Date	15 May 2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility	Update
Staff survey identified that a significant proportion of staff do not feel they have the resources necessary	Use a team meeting to discuss practical resourcing of the team in terms of access to equipment	Clarity about the level of need	end April 2016	Clare Goudy	Completed end April 2016.
	Heads of teams to raise issue with their direct reports	Clarity about the level of need	end April 2016	Jess Shepherd, Judith Hillmore, Sally MacKenzie	Completed end April 2016
	Discussion with heads of teams about staffing resource	Clarity about the level of need	end April 2016	Clare Goudy	Completed end April 2016; new Student Engagment Officer appointed November 2016.

	Collate input from all sources above	Develop costed proposal for action	end April 2016	Clare Goudy	New equipment purchased before end 15/16 financial year; funding for new post identified from existing budgets.
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Overall Aim/Objective	To make better use of appraisals to support individual staff members' personal development	Completion Date	31 October 2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility	Update
Personal development discussions are not adequately supported by the current appraisal process	Discussion with heads of teams about the desirability of modifying the appraisal template and approach to focus on personal development planning	Clarity about the feasibility and desirability of change	end April 2016	Clare Goudy	Completed end April 2016
A clear appraisal template is necessary to support this process	Development of a VP (ESA) appraisal template which brings together the central UCL template with additional questions focused on personal development	Template produced	end May 2016	Clare Goudy	Completed and circulated end May 2016

	Pilot use of the template in the May - August team appraisal round	Appraisals complete with personal development element given prominence	end August	heads of Teams	Appraisals round in August 2016; all staff participated
	Evaluate extent to which new template has improved the appraisal process through discussions with heads of teams and feedback from staff	Identify any modifications to the principle or the template	end August	Clare Goudy	No amendments reported
	Confirm new template	New template in regular use	end September	All staff	Confirmed September 2016

Office of the Vice Provost (Health)

The Office of the VP (Health) has identified 3 key survey response areas to celebrate.

1. **My manager/academic leader fosters two-way communication within the team (95%):** The role of the OVPH is to facilitate SLMS and UCL Health priorities, which draws on a broad range of skillsets in strategic coordination, operations and administration. It is essential that staff feel able to offer ideas and offer their expertise in this respect, and to feel that these are valued and supported by the manager/academic leader. We will continue to encourage this two-way dialogue.
2. **I am kept well informed about what UCL is doing (92%):** In addition to benefitting from UCL's 'TheWeek@UCL', we have developed our own departmental newsletter, the Maple House Messenger, which provides a means to communicate with all staff. Teams also attend regular team meetings, and are encouraged to share information about their current activities in the kitchen/social area in Maple House 1A.
3. **As long as I get my work done, I have a choice deciding how I do my work (92%):** OVPH has sought to create a trusting and respectful working environment, which acknowledges staff members' ability to plan and manage their own workloads to meet and achieve targets.

The Office of the VP (Health) has identified 4 key focus areas for improvement, and has produced an associated action plan. The focus areas are:

1. The Survey indicates that 77% of OVPH staff felt that their work gives them a sense of personal accomplishment, -7 lower than the parent organisation.
2. The Survey indicates that only 64% of staff feel a strong sense of belonging to UCL and 67% of staff feel a strong sense of belonging to the Department. VPH staff highlighted the importance of ensuring clarity of goals and objectives for the department.
3. The Survey indicates staff dissatisfaction with the physical working environment (49% satisfied) and also with the infrastructure and systems available to enable their activities (41% satisfied).
4. The Survey indicates a low level of satisfaction with the use of appraisal to identify opportunities for career development (21%) and highlighted dissatisfaction with pay for the duties and responsibilities undertaken (26% satisfied).

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Ensuring a sense of personal accomplishment	Ensure greater and more deliberate acknowledgement of individual OVPH staff member achievements e.g. in monthly 'Maple House Messenger', within SLMS newsletter, and from SLMS SEG team.	Staff feel a greater sense of their contribution to UCL, SLMS and OVPH objectives, and feel that their contribution is recognised.	Immediate	VPH, SLMS Comms Manager
Update on progress:				
<ul style="list-style-type: none"> • Team leads continue to ensure that the SLMS SMT is made aware of staff contributions and successes and communication of thanks by both the Team Lead and senior staff within OVPH is encouraged. 				

<ul style="list-style-type: none"> The Maple House Messenger continues provide an opportunity for staff to celebrate work-related achievements as well as work-specific successes such as when staff members have passed exams e.g. Jon Burt for his accountancy exams and Helen Wise for her MBA. The SLMS Bulletin reports regularly on the broader SLMS successes with which members of OVPH play a key part. 				
Ensuring a sense of belonging to OVPH	<p>Build OVPH team building programme (currently 1 session per year), for example to include an end of term celebration hosted by the VPH.</p> <p>Encourage greater emphasis on and communication of team goals.</p>	Staff develop a greater sense of department objectives and feel part of a supportive and collaborative team.	End 2016	Team leads, VPH
<p>Update on progress:</p> <ul style="list-style-type: none"> All teams within OVPH now have regular monthly meetings and crossover between them is encourage e.g. the leads of the Partnerships and Projects Team (PaP) and Research Coordination Office (RCO) each gave presentations to the Translational Research Office (TRO) team meeting on their roles within projects to raise awareness identify areas of common working to improve efficiency. The TRO monthly department meetings look to host an external speaker (external to the group not necessarily external to UCL) that is associated with the activities of the TRO putting into wider context the activities of the three groups. Within the teams a range of work-based and social activities have been implemented , these include: <ul style="list-style-type: none"> PaP team are working together to update their web pages to improve communication and understanding of their roles within projects; The RCO have run a 'bake-off' weekly baking rota to coincide with the Great British Bake-Off; they had a team away day focused on communications and have a wellbeing champion and monthly step challenge; The TRO regularly have informal after work drinks (monthly) and teams regularly (1Q) go for lunch or visit a museum/exhibition. For 2016, a 'Name the Baby!' Christmas Quiz is being introduced to Maple House where staff members have been asked to bring in a photograph of themselves as a baby for others to try and work out who they are as adults. The aim is that everyone should be able to name those they are working together within the office and improve working relationships. The PaP/RCO/TRO joint Christmas event is reverting to a lunch following feedback from staff. Instead, an alternative event is planned for the first half of 2017 in which topics will be identified where we could envisage PaP/RCO/TRO interacting and adding value. Groups will have time to develop action plans which will be presented on at a team away day. 				
Physical working environment and infrastructure/ systems available	<p>At the time of the Staff Survey Maple House was subject to a significant rodent problem, which impacted staff responses. This has since been rectified by a change of pest control provision by UCL Estates, and the significant efforts of the Office Manager.</p> <p>Further improvements within OVPH control include:</p> <ul style="list-style-type: none"> Implement Print@UCL Re-carpet communal areas 	<p>Improve printing availability and accessibility for staff across Maple House</p> <p>Encourage more flexible use of desk space where possible.</p>	Autumn 2016	Office Manager

	- Encourage use of docking stations to encourage desk-flexibility			
<p>Update on progress:</p> <ul style="list-style-type: none"> • The rodent problem continues to be kept under control and staff are encouraged to remain vigilant to ensure they do not return to suite 1A; this has improved the working environment in Maple House considerably. • Due to the retirement of the Staffing and Office Manager (SOM), progress on implementation of Print@UCL has not been as rapid as planned. However, with the recruitment of a new SOM, a paper outlining the benefits of this system will go to SLMS SEG early in 2017 for their approval. • Communal areas of Maple House have been re-carpeted • The SLMS Finance team has now implemented docking stations and team members regularly migrate to different desks. Replacement of desktop computers with docking stations when they reach the end of their working life continues to be encouraged and agile working is a regular feature amongst OVPH based teams. 				
Improve use of appraisal for identification of career development opportunities	<p>At the time of the Staff Survey, the OVPH had a low appraisal rate following a lack of proactive monitoring. This has since been rectified.</p> <p>To complement this, we will also encourage the proactive identification/creation of secondment opportunities by line managers (e.g. for maternity arrangements or part-time activities).</p>	Secondments provide greater opportunity for staff to gain experience in other areas.	Immediate	Team leads, all appraisers
<p>Update on progress:</p> <p>In OVPH there have been a number of secondments both to other UCL departments and more widely to partner organisations. These include:</p> <ul style="list-style-type: none"> • Claire Westwood – seconded into the OVPR Metrics Team • Helen Hopkins – is currently seconded into the RCO from OVPR as the Grand Challenges into Population Health Domain Coordinator • Ruth Jamieson – is on secondment to the Precision Medicine Catapult for 15 Months • Sarah Welsher – seconded to the Wellcome Trust one day a week for 6 months <p>We continue to work to keep appraisal and probationary assessments on track. Periods of maternity leave have impacted on the teams' opportunity to maintain full rates.</p>				

Office of the Vice-Provost (International)

CLIE

Headline Data:

CLIE had a high 'employee engagement score', matching the UCL score of 72%.

Staff felt most positive about how their work contributes to CLIE's objectives (91%) and to the success of UCL (82%); with the degree of flexibility they have in terms of deciding how they carry out their work (91%); and with the support available from their line-manager (83%). Staff were also very positive about the way in which UCL respects individual differences (87%) and feel that they are treated with fairness and respect at work (81%).

Staff responses also highlighted some significant improvements since the last survey in the areas of appropriate recognition of good performance (+35) and levels of support offered by managers during times of change (+16).

The overall response rate was 58%; the aim is to increase this to 70% for the next staff survey.

Areas to work on and improve include internal communications within CLIE, engagement with the UCL appraisal process for all staff and enhancing the workplace experience of CLIE staff.

Issue	Initiative / task	Desired outcome	Timescale	Responsibility
1. Communicating our message: engaging staff through improved internal two-way communications	Instigate a termly CLIE Newsletter for all staff – to include: updates on and links to key UCL initiatives and strategies + updates on CLIE's course portfolio (student numbers / new course developments / related marketing initiatives) + staff news – (welcoming new staff / to celebrate excellence in teaching / forthcoming staff development opportunities / social events) + Health & Safety and Resources update	Improved levels of two-way communication between management and CLIE staff Improved staff awareness and understanding of i) key UCL strategies and initiatives ii) CLIE's mission and portfolio of courses to support the GES, and iii) specific challenges facing UCL and CLIE Staff have a better understanding of how they can contribute		CLIE Director; CLIE Business and Development Manager; all CLIE SMT staff
	Invite comments and feedback from staff – responses to be included in the following Newsletter	Staff identify more closely with CLIE and UCL		
	Organise an annual all-staff meeting to include an overview of key areas of	Improved team working		
		Measure: A 10% improvement in		

	focus for the year ahead. Time for staff Q&A	the next staff survey on questions relating to this theme.	November 2017	
2. Valuing our staff: supporting staff through more frequent feedback, more regular appraisal meetings	<p>Enhance access to training for appraisers and appraisees</p> <p>Review appraisal scheme and guidance to ensure personal and career development needs are discussed with staff and to ensure appropriate objectives are set for the year ahead</p> <p>Agree specific appraisal scheme with HR for those Evening Course staff on fractional contracts (ie potentially two/four hours per week over one term)</p> <p>CLIE SMT to develop an action plan and agree appraisal scheme schedule for the following academic year</p>	<p>Improved appraisal guidance and training – UCL and CLIE.</p> <p>Improved appraisal scheme and higher levels of staff satisfaction.</p> <p>Inclusion of staff on fractional contracts into the appraisal scheme</p> <p>Measure: appraisal feedback is positive and staff are provided with the tools to develop.</p>	<p>Within 12 – 24 months (for annual and bi-annual appraisals)</p>	<p>CLIE Director; CLIE International Academic Services Coordinator; all CLIE SMT staff ; working with HR and OD</p>
3. Using our resources effectively: enhancing the workplace experience of staff	<p>Review terms of reference of CLIE’s Health & Safety and Resources Committee. Include representatives from all areas of the CLIE operation; organise termly meetings; share communications about UCL’s environmental sustainability initiatives; circulate information and action points via the CLIE Newsletter</p> <p>Provide an online link via the Newsletter for ‘comments and</p>	<p>Staff feel more ownership of their immediate working environment and understand how they can make a positive contribution</p> <p>Improved levels of staff engagement with issues that impact CLIE’s working environment</p>		<p>CLIE Director and CLIE Operations Manager; working with Estates</p>

	<p>suggestions' to encourage more staff engagement with developing solutions</p> <p>Encourage members of staff to act as 'Green Champions' for CLIE</p>	<p>Measure: A 10% improvement in the next staff survey on questions relating to this theme.</p>	<p>November 2017</p>	
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Global Engagement Office

Updated action plan for GEO (in VP International)

– from results of the Staff Survey 2015 and in preparation for Staff Survey 2017

Rebecca Reiner (RR) Karen Edge (KE), Global Engagement Office (GEO), last updated KE 20 November 2016

1. UCL runs an online biennial Staff Survey, most recently in November 2015, operated by an external organisation (ORC International), with results - 35-pages - released in February 2016. The Survey aims to measure staff engagement with UCL strategy, and with leadership and management; benchmark developments since the previous survey; and develop ideas for new projects and initiatives to increase staff engagement.
2. The unit 'VP International' (VP(I)) contains: the GEO, the Centre for Languages and International Education (CLIE) and UCL Qatar. Hence, the results presented cover all these three very diverse departments together, which has its limitations. At the end of the Survey, the units are shown separately, for individual analysis. However, in November 2015, the VP(I) had just closed down the former Office for International Affairs (OfIA) and was in process of setting up the new GEO. Hence, the 'GEO unit' had less than 10 staff (the numbers required to present those staff as a 'unit') which means there are no separate GEO results to analyse, and the overall VP(I) Survey may have captured feedback from some of the staff leaving UCL at the end of November 2015.
3. The main take-away from the 2015 Staff Survey is that from these statistics, the CLIE must significantly improve on their very low response rate, and address the low satisfaction responses that 17% of their staff gave. It may be that a large part of the CLIE FTE count (below in 54) is made up of the part-time (short-term) staff the CLIE employs, which could distort reality. If this is the case, the CLIE should take steps to try to address this for the 2016 Survey.

GEO – Action plan (completed by November 2016)

4. Engaged the team in this year's results, and explain why it does not give meaningful feedback about GEO yet, in a GEO team meeting, led by Chief of Staff (CoS) in May.
5. GEO held full team away day in June 2016, for team-building purposes and to engage staff in how to make the GEO an even better team, including through McQuaig staff development survey.
6. Through VP(I) line management of CoS and Head of Global Partnerships (HoGP), all staff have regular 1-1s (weekly/fortnightly) with their line manager and clear objectives (whether on probation or not).
7. In autumn term 2016, GEO conducted an in-depth values discussion with GEO colleagues and defined 6 guiding values for the office, aligned with UCL core values.
8. In autumn term 2016, GEO conducted an in-depth discussion with GEO colleagues to define the optimal working conditions that would ensure a high performing, efficient and satisfied team.
9. Induction programme introduction. The GEO has established a rigorous and helpful induction programme to support new staff joining the team. Informal feedback on the strategy has been positive and GEO will look to refine and share the lessons from the strategy in the future.

GEO – Action plan (to be completed by July 2017)

10. **Taking stock of current climate:** Drawing on previous UCL survey and GEO work conditions survey, GEO will design and implement a short staff survey to take stock of current temperature of staff and design relevant interventions to improve knowledge, skill and understanding.
11. **Staff development and learning plans:** Pro-Vice-Provost International (PVPI) planning and implementing a Staff Development plan to ensure all staff feel they are continuously developing their knowledge and skills related to UCL, their roles and their professional goals. This will include blocks of centrally planned 'skills sessions' devised with team feedback, and individual training chosen by the team, delivered in- and outside of UCL.
12. **Staff development and working smarter strategy.** PVP(I) developing an internal GEO strategy to enhance working conditions including 'working smarter' sessions (including how to plan work and manage one's manager in order to not work excessive hours regularly),
13. **Supporting UCL-wide programmes:** Sign up to the UCLU Zero Tolerance Pledge on Sexual Harassment for 2016/17 and send staff to attend relevant workshops.
14. **Staff appraisal strategy:** PVPI developing increasingly robust staff appraisal programme to ensure staff feel supported and have opportunities to provide feedback on their experience and development. Office Manager to ensure (by reminding managers) scheduling of appraisals/end of probation meetings in 2016 with all staff, with paperwork filled out, collated and stored centrally.

UCL Qatar

Actions 2016

What needs to be improved	Actions/How will this be achieved	By Whom	By When	Notes
Increase staff response Rate	<ul style="list-style-type: none"> Staff need to see that we are working and committed to addressing the issues in the survey. This can be done by producing a an internal communications document (which could be as simple as table) which will outline 'What you Said', 'What we Did', 'Improvements Seen' Improve employee response rate from 76% to 85% Ensure that staff who are on long term leave (i.e. maternity, sick leave) are encouraged by their Managers to complete the survey 	Director's team	<p>Ongoing</p> <p>Quarterly?</p> <p>By next staff survey</p>	Line Managers will continue current good practice to alert all staff to any changes in their respective units
48. I would feel able to report bullying and harassment without worrying that it would have a negative impact on me	<ul style="list-style-type: none"> Management continuing to have an open door policy and dealing with issues constructively as soon as they are raised as a concern. Early intervention is crucial Highlighting the policies and procedures that exist to support staff in such matters such as the grievance procedure, dignity at work advisers, Employee assistance programme, Mary Allen's services Have an away day/all staff meeting focussed specifically on bullying and harassment Getting a local Dignity at Work Adviser like those that exist in London which should be a member of staff that does not form part of the management team 	<p>SE to highlight/ reiterate this at staff meetings</p> <p>HB</p> <p>Director's team</p> <p>HB</p>	Ongoing	<p>B&H will be a standing item for Directors' meeting every quarter, and will feature regularly on the internal comms document</p> <p>HB to ask HR Equality team to identify how Dignity at Work Advisers/ Champions are trained so this can be performed Locally by members of staff</p>

	<ul style="list-style-type: none"> Dignity at work policy http://www.ucl.ac.uk/hr/equalities/Dignity/index.php Alerting everyone to its existence, whilst asking for to take on this role locally and to provide relevant training Dignity at work statement is more visible within UCL Qatar Core behaviours document http://www.ucl.ac.uk/hr/od/corebehaviours/behaviours.php Recirculate as a reminder of what is expected, and confirming that Managers are committed to leading by example and will sanction inappropriate behaviours when witnessed and/or reported 	HB		
	<ul style="list-style-type: none"> Encouraging all staff to make pledges committing them to demonstrating appropriate core behaviours by example Improve positive response rate for Q.48 from 63% to 80% Circulate Real world document which discusses workplace incivility 	HB	Completed on 13/11/16	The flyer is now on all 3 HR Office doors. In addition, there is one in each of the copy machine rooms in both corridors, one on the notice board next to the lifts, one on each of the notice boards around the Student Services Office, and one on the notice board on the left of the corridor where academic members of staff offices are
64. UCL is committed to working in an environmentally sustainable way	<ul style="list-style-type: none"> Get ideas from staff on how we can improve in this area and have environmental champion(s) who take this forward 		All	
43. I can meet the requirements of my job without regularly having to work excessive hours/I am able to strike the	<ul style="list-style-type: none"> Use the appraisal process and one to ones as a way of communicating positive messages about individual performance, team meetings for collective praise, with staff having the opportunity to raise concerns regarding their own role and responsibilities Identify where there are training gaps and analyse whether there is scope for others to take on other duties/activities 	All Managers		

<p>right balance between my work and home life/I am optimistic about the future of UCL</p>	<ul style="list-style-type: none"> • Have non-financial rewards in place for those who meet their appraisal objectives i.e. a day off • Continuing to be flexible around time off for those with childcare/carer responsibilities and genuine emergencies • Managers to ensure that staff members working longer hours are taking their time off in lieu. Monthly meetings with HR should help to identify this in order to put necessary measures in place • Ensuring that resource allocation is positioned correctly within each team within UCL Qatar • Change will affect thinking and behaviour – need to ensure there is a positive outlook which will come with constant communication and transparency • Train new Managers who have no line management experience to become more confident in their roles. Training to be identified, either UCL or external providers. Example: http://www.ucl.ac.uk/hr/od/pdp/sdaccm/index.php 			
<p>Create a culture which embeds positivity/Effective Leadership</p>	<ul style="list-style-type: none"> • By specifying the vision and mission and ensuring buy-in from all staff by constant communication and transparency around business plans, inviting staff to comment on proposals • Create a shared values document for everyone to sign up to • Build on a shared vision which should be from the strategy going forward, where staff have opportunity to translate these into team and individual objectives • Continue to invite members of staff to be observers at the Directors’ meetings so they can get a sense of how decisions are made • Constantly acting with integrity • For staff who will form part of the new structure in September 2017, we need to introduce and start to foster a positive culture. In this regard. Invite Rachel and Rebecca back to Qatar. From the outset, everyone should therefore be clear on the organisational objectives, how this cascades down to local objectives for UCL Qatar and how this will 			

	<p>work in practice as individual and team objectives going forward.</p> <ul style="list-style-type: none"> • Being decisive as Managers and not allowing issues to fester • Training to be put in place for Managers where there are management skills gaps. For example, how to handle difficult conversations. http://www.ucl.ac.uk/hr/od/pdp/calendar.php • Showing genuine concern – being available and responsive to staff • Identify where there are staff shortages and put measures in place to address this • Management taking action on issues and actively trying to develop their staff • Leadership team to act as a united front to avoid mixed messages going out to staff • Identify where cooperation is lacking in order for increased staff cooperation • Re-introduce the internal newsletter • Get a coach for each member of the leadership team 	Hamish/Claire		
Action will be taken on problems identified in this survey	<ul style="list-style-type: none"> • Bring up the survey at a staff meeting once we have agreed on areas we need to concentrate on • Provide staff with a copy of the staff survey • Give all staff the opportunity to elaborate on concerns in the areas we choose to focus on to improve 			Circulate the results of the survey and discuss the issues at all staff meeting
51. I am kept well informed about what UCL is doing	<ul style="list-style-type: none"> • VP International or someone delegated by VPI could come once a term to feedback what UCL is doing as a whole, including how we stand as an international UCL activity centre • At staff meetings, different individuals can elaborate on what they have been doing and how it is benefitting UCL Qatar (formal or informal) • A clear strategic narrative will need to be communicated from the top down. This will hopefully show staff that they are involved in the development of UCL Qatar going forward and everyone has a role to play in meeting our objectives. 			GEO to deliver sessions so staff locally feel they are part of UCL and are still aware of what the main activities/pressing issues for UCL are in the short, medium and long term.

	<ul style="list-style-type: none"> • The objectives should therefore be translated into everyone's day to day areas of responsibility so they are clear how their area helps to meet the overall plan; everyone has a role to play in meeting our objectives. • Use the UCL Qatar website (internal to staff only) to post strategic plan and main objectives on the site 			
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- Top 3 Areas to Focus on:**
- 1. Bullying and harassment**
 - 2. Communication**
 - 3. Culture**

Professional Services Divisions

UCL Careers

Overall Aim/Objective	Reduce level of bullying and harassment.	Completion Date	July 2016
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Related Questions from Staff Survey	48	Question Scores	63% positive response to: 'I would feel able to report bullying and harassment without worrying that it would have a negative impact on me'. 20% of staff have witnessed behavior towards others that they consider to be bullying or harassment. 17% of staff have been subject to behavior that they consider to be bullying or harassment.
	49		
	50		

Issue	Initiative / Task	Desired Outcome	Responsibility & Timescale	Update – November 2016
Staff feeling unable to report unacceptable behavior.	All managers to have open discussions with staff regarding barriers to reporting unacceptable behavior.	All staff know how and when to report bullying / harassment. Staff feel comfortable reporting such behavior to their line-manager (or Director).	All managers / staff within UCL Careers July 2016	Training organised with Dignity at Work Adviser – Nov staff meeting. Managers all have 1-to-1s with staff (2-3 weeks).
Staff being subjected to unacceptable behavior.	Managers to establish what incidences of bullying and harassment have occurred (NB: some are known about and have been dealt with). Action taken as necessary / appropriate.	Unacceptable behavior within UCL Careers ceases. Instances that relate to staff outside the department are dealt with appropriately.	All managers / staff within UCL Careers July 2016	Training organised with Dignity at Work Adviser – Nov staff meeting. Managers all have 1-to-1s with staff (2-3 weeks).

				<p>New open plan office and layout helping team dynamics.</p> <p>New 'buddy' system introduced for new staff.</p>
Lack of clarity regarding what constitutes unacceptable behavior and consequences thereof.	<p>All staff to be made aware of HR policy on Bullying & Harassment. Clarity obtained (from HR as necessary) by managers on appropriate way to deal with unacceptable behavior.</p> <p>Team 'Values' and definitions to be agreed.</p>	Shared understanding within the team of what behavior is acceptable within the workplace and all staff exhibit such behaviors.	<p>All UCL Careers staff / UCL Careers managers</p> <p>UCL Careers Values Working Group</p> <p>July 2016</p>	<p>Training organised with Dignity at Work Adviser – Nov staff meeting.</p> <p>Team values agreed and being implemented.</p>

2.

Overall Aim/Objective	Enhance staff satisfaction with workplace infrastructure and environment.	Completion Date	December 2016 (with some elements on-going)
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Related Questions from Staff Survey	7 8 61	Question Scores	<p>10% positive response to: 'where I work we have the resources and equipment we need to work effectively'.</p> <p>27% positive response to: 'I am satisfied with my physical working environment'.</p> <p>10% positive response to: 'I believe that UCL gives sufficient priority to infrastructure & systems (eg: estates; ISD; student services etc)'.</p>
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Issue	Initiative / Task	Desired Outcome	Responsibility & Timescale	Update – November 2016
Lack of resourcing for careers activities. Staffing levels not keeping pace with increase in student numbers.	Discuss additional resource requirements with VP (Education), particularly to enable activities highlighted in Education Strategy to be realised.	Staffing levels adequate to support activities essential to student experience (eg: careers registration; UCL internships Office).	Director, UCL Careers (with support from VP (Education)) Rolling programme from September 2017 to 2021	SIF submitted in 2017/20 planning round for staff to support Careers Registration (ref: learning gain / TEF) and international internships. Benchmarking exercise to be carried out on staffing levels across different functions with Russell Group.
UCL Careers office environment not fit for purpose.	Careers offices to be made open plan. Plans already drawn up, finance agreed. Discussions are on-going with UCL Estates.	Number of staff work-spaces increased from 42 to 59, to allow for planned and future of expansion of UCL Careers.	Director, UCL Careers (with support from VP (Operations) / UCL Estates / UoL Estates) August 2016	Building work undertaken and completed as planned (summer 2016). Review with staff agreed for January 2017.
IT related issues (s-drive virus; slow running PCs; outages)	Discuss how to Improve performance of IT within department with ISD.	All staff migrated onto new 'Desktop Anywhere' system (increased security) and IT functions reliably and efficiently.	UCL Careers Information Manager / ISD Rep. September 2016	Migration to 'Desktop Anywhere' complete. No issues reported to date.

3.

Overall Aim/Objective	Issues relating to poor performance tackled more overtly.	Completion Date	December 2016
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Related Questions from Staff Survey	12	Question Scores	33% positive response to: 'I believe poor performance is dealt with effectively by my manager where I work'.
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Issue	Initiative / Task	Desired Outcome	Responsibility & Timescale	Update – November 2016
Lack of clarity regarding perception and reality with regard to poor behavior being tackled.	Discuss with HR when it is appropriate to disclose actions relating to poor behavior.	All staff trust that poor behavior is (being) dealt with, even if actions are not obvious to all.	All UCL Careers managers December 2016	Communication structure re: behavioral issues agreed with team and implemented as appropriate.
Lack of clear and agreed guidelines for team as to expected performance levels.	All managers already have regular (2-3 weekly) 1-to-1 meetings with staff. Issues relating to positive / negative performance more overtly discussed in such meetings.	All staff are clear about what level of performance is expected. Improvement measures implemented as necessary and appropriate.	All UCL Careers managers December 2016	Performance issues (positive / negative) discussed in manager meetings with staff. 360 degree feedback implemented for all staff in appraisals.

Staff Survey 2015-16 ACTION PLAN – PROGRESS UPDATE NOVEMBER 2016

- Undertaken during Autumn 2015
- Response rate was 46%
- Number of returns submitted was 147 (of 323)

Top 3 areas to focus on:

1. Visibility of, and opportunities for engagement with, senior leadership

2. Recognition and reward

3. Vision, values, conduct and behaviours

Top three things to celebrate:

1. Staff understand how their work contributes to the success of UCL (88% - although down from 93%) and to Divisional objectives (93% - was 92%)

2. My good performance is recognised appropriately (+20)

3. My last appraisal was an accurate reflection of my performance (+11)

Develop and implement Departmental Action Plans

WHAT
needs to be improved?

HOW
will this be achieved?

WHO

WHEN
will this be

		will make it happen?	achieved?
Visibility of senior leadership	<p>Instigate campus walks/regular site visits; ELT attendance at other departmental meetings; 'drop in' sessions; authoring regular pieces in Estates News; ELT objectives to reflect priority; 360 feedback; develop scorecard approach to measure success</p> <p><i>Desired outcome:</i> Staff feel that senior staff (ELT) are more visible</p> <p>Progress Update Nov 16: A range of the above have been initiated particularly in respect of walks/site visits; 'drop in' sessions; attendance at meetings etc. Consistency in participation across the Division to be addressed in Spring 2017.</p>	ELT	30/9/16
Opportunity to engage with senior leadership	<p>Implement consistent messaging and engagement approach across the Division; explore and implement/resurrect channels and opportunities for engagement with ELT and with other senior leaders across UCL</p> <p><i>Desired outcome:</i> Staff feel that their communication with senior leadership is effective</p> <p>Progress Update Nov 16: 'Breakfast with ELT'; monthly socials and the initiatives listed under the above section all introduced and embedded. Consistency in participation across the Division to be addressed in Spring 2017.</p>	ELT	30/9/16
Clarity of vision, values, conduct and behaviours	<p>Clear suite of related documents articulating approach; team engagement led by Heads of Service and Team Leaders to cascade; embed through team and 1-2-1 meetings; appraisal, mid year reviews etc.; reinforcement through visual and verbal media</p> <p><i>Desired outcome:</i> Staff are clear about the vision and values, and expected standards of conduct and behaviours</p> <p>Progress Update Nov 16: Estates Management Framework developed and launched; termly meetings re-introduced with all Managers; Communications Cascade launched. Consistency of approach across the Division to be addressed in Spring 2017.</p>	ELT and HofS	31/12/16
Our approach to recognising and rewarding good performance	<p>Build on ELT annual review of Divisional staff reward (introduced in 2015) to ensure consistent approach; consistent use of reward; use different rewards as appropriate to</p>	Director, EP & BS	31/10/16


	<p>purpose; instigate letters of thanks etc.; celebrate success consistently; promote 'Total Rewards Package' (and work with HR to develop)</p> <p><i>Desired outcome:</i> Staff are well managed and feel valued; staff feel that the criteria for reward and recognition is fair and transparent; staff understand what constitutes outstanding performance; development areas; staff understand all benefits of working at UCL</p> <p>Progress Update Nov 16: Annual performance review embedded; letters of thanks and vouchers introduced.</p>	ELT & HofS	
Our approach to dealing with under-performance	<p>Refreshed awareness campaign of HR policy and practical approach to performance management at UCL; ELT review of staff performance; training provision – for managers and for staff with development needs; clear link to objective setting and constructive feedback/clarity of expectations; communication & consistent reinforcement of standards</p> <p><i>Desired outcome:</i> Staff are well managed; staff understand what constitutes poor performance; under-performance is addressed in an appropriate and timely manner</p> <p>Progress Update Nov 16: Programme to be launched January 2017.</p>	Director, EP & BS	30/9/16
Our approach to appraisal; to constructive feedback and to clarity of goals/objectives	<p>Build on consistent approach and promulgation of best practice for appraisals (introduced in 2015) to include sharing & cascading of objectives, setting team objectives, 360, mid year review, training for appraisers and appraisees, competency assessment & training for managers in providing constructive feedback etc.</p> <p><i>Desired outcome:</i> All staff receive a meaningful appraisal on an annual basis along with a mid year review; staff are clear about goals and objectives (at all levels); individual staff and UCL Estates derive maximum and sustained benefit from personal and professional development</p> <p>Progress Update Nov 16: Training in conducting meaningful appraisal delivered for the 2nd year running for all managers; ELT commitment to Mid-Year Reviews; concerted effort to ensure annual appraisal for all staff. Training and competency programme to be launched January 2017.</p>	Director, EP & BS	31/12/16
Enhancing personal development opportunities for staff	<p>Work with HR OSD to develop tailored programmes; establish meaningful dialogue at appraisal in respect of professional development; systematic review of Divisional opportunities/needs; define career pathways etc.</p>	Director, EP & BS	30/9/16

	<p><i>Desired outcome:</i> Individual staff and UCL Estates derive maximum and sustained benefit from personal and professional development; staff understand what they need to do to progress within UCL Estates or to develop their career elsewhere</p> <p>Progress Update Nov 16: Discussions underway with HR OD. Programme to be developed early in 2017.</p>		
Developing management competencies in our staff	<p>Agree and clarify expectations. Work with HR OSD to develop a framework aligned to project Centre of Excellence development to ensure a holistic approach</p> <p><i>Desired outcome:</i> Staff with line management responsibilities demonstrate best practice in people management</p> <p>Progress Update Nov 16: Discussions underway with HR OD. Programme to be developed early in 2017.</p>	Director, EP & BS	30/6/16
Develop, agree and monitor departmental Action Plans	<p>Engagement at a departmental level to develop Action Plans to address any specific local issues arising; quarterly progress review against plan by ELT</p> <p><i>Desired outcome:</i> action taken to address specific departmental issues identified</p> <p>Progress Update Nov 16: Local Action Plans developed and monitored. Consistency of coverage and approach across the Division to be addressed in 2017.</p>	ELT and/or HofS	31/5/16




EMPLOYEE ENGAGEMENT

UCL
Communications & Marketing


ADDRESSING ENGAGEMENT



UCL 2015 SURVEY

RESPONSE RATE: **63%**

RESPONSES: **35** of 56



Communications & Marketing (Div)

YOUR EMPLOYEE ENGAGEMENT SCORE: 68%


VARIANCE from PREVIOUS SURVEY: **-19**

VARIANCE from PARENT: **-2**

Employee engagement is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the company and in helping it to achieve its goals.


VARIANCE FROM PREVIOUS SURVEY

- 7 questions above
- 22 questions in line
- 27 questions below



VARIANCE FROM PARENT

- 29 questions above
- 26 questions in line
- 11 questions below



WHAT NOW?

1. TAKE THE TIME TO EXPLORE
USE THE COMMENTS AND FEEDBACK FROM THE REPORT
2. DISCUSS THE RESULTS WITH YOUR TEAM
SHARE THE RESULTS TO CELEBRATE STRENGTHS AND IMPROVE ACTION AREAS
3. DEVELOP A PLAN OF ACTION
USE THE SUGGESTED TEMPLATES AT THE BACK OF THE REPORT

TOP 3 MOST IMPROVED QUESTIONS:

- Q48: I am satisfied with my physical working environment. **+31**
- Q45: I can meet the requirements of my job without regularly working excessive hours. **+19**
- Q46: Senior management at UCL actively works to UCL's strategy and their 'Words of Inspiration' (Vision or Drive?). **+14**

TOP 3 HIGHEST SCORING QUESTIONS:

- Q44: I trust UCL supports individual effectiveness (eg. training, coaching, development, career). **97%**
- Q47: I am kept well informed about what UCL is doing. **91%**
- Q49: The company works well together to get the work done. **89%**

2

EE Survey – CAM Executive Summary

- Overall 2015 engagement score is 68%, down 19% from the previous survey (87%).
 - Overall 2015 response rate was 63%.
 - 2015 results are 2% below the UCL overall results
 - 34 questions scores are lower than 2015, 7 higher, and 10 remained the same.
 - Biggest improvement were “I am satisfied with my working environment” (up 31%) and “I can meet the requirements of my job without regularly working excessive hours (up 19%).
 - Biggest drop in scores were “My last appraisal set work objectives...and led to me developing my skills to achieve them” (down 40%) and “There are sufficient opportunities for training & development to improve my skills in my current job” (down 34%).
- The three question categories with the highest favorable scores are Equal Opportunities (82% favorable); and Managing your Workload (73% favorable)
 - Question with highest score was “I think UCL respects individual differences”, 97% favorable. .
- The two question categories with lowest favorable scores for CAM are Taking Action with 29% favorable and Reward & Recognition, with 50% favorable.

SOURCE: ORC International, 2015

Management Team Commitment

CAREER DEVELOPMENT AND RETENTION

- Focus on 2016/17 development goals and plans
- Maximize opportunities for internal and external training
- Renewed focus on reward and recognition for great performance

TOOLS AND RESOURCES CHALLENGES/BUREAUCRACY

- Identify strategies to overcome bureaucracy, tools and resource hurdles that impact delivering quality work
- Focus aggressively on things within our control
- Empower staff to challenge internal division bureaucracy

LEADERSHIP

- Roll out the CAM Strategic Operating Plan and component parts to all staff
- Clarity on top priorities and alignment with UCL 2034
- Openness to ongoing input from staff and a commitment to removing barriers and addressing challenges
- Ensure team meetings are high quality and high value

Tracking Our Progress

Goal: Improve division's employee engagement results to exceed the university's performance in next survey.

	Action Items	Target Date	RAG Rating
Career Development and Retention	100% CAM Leadership holding goals meetings with their teams	01/01/17	
	100% CAM employees to have meaningful development goals entered and approved in appraisals	01/01/17	
	Roll-out of reward and recognition programme – Individual and team awards	TBD	
	Maximise opportunities for internal and external training	01/01/17	
Tools and Resources Challenges/Bureaucracy	Identify appropriate strategies to overcome bureaucracy, tools and resource hurdles that impact delivering quality work	10/12/16	
	Establish CAM engagement group and governance	01/12/16	
Leadership	Share the CAM Strategic Operating Plan	07/12/16	
	Provide clarity and linkages of CAM SOP to UCL 2034	07/12/16	
	Promote collaboration for professional functions across UCL and celebrate success	Quarterly	
	Communicate proactively – Host regular staff meetings and listen to feedback, distribute monthly snapshot of CAM activities	Monthly	

Employee Engagement (EE) Action Group Overview

MISSION: Establish and support engagement committee that identify, prioritize and address areas to enhance employee engagement at CAM.

VISION: To proactively communicate, collaborate, take action and celebrate successes with colleagues throughout CAM.

EE Executive Sponsor: **IVAN ROYLE**

Action Group Role Responsibilities – Validate actions and contribute ideas to the engagement programme

EE ACTION GROUP:

Ben Harris
Jo Turner
Ben Stevens
Mark Skinsley
Ruth Howells
Lydia Harwood
Ruth Brooks
Katie Groot
Ami Thlara
Elizabeth Powell

AREAS OF FOCUS:

- Better Communications
- Goal setting and feedback
- Careers & Culture – Training, knowledge sharing
- Recognition
- Networking/Team building

Finance and Business Affairs

SS questions	Outcome	Priority	Action	Owner	Resources	Target/success measure
I suggest ideas to improve our ways of doing things (66% +ve). I have the opportunity to contribute my views before changes are made which affect my job	10% below parent; 6% below UCL 53% +ve; 22% -ve 7% down from prev survey	Y	Scheme to encourage ideas for improvement with prize for anything implemented? (one-off, periodic, stdg?) Std item on team meeting agendas?	Phil/Liz	Staff time Modest outlay for prizes	SS score > parent/UCL
My good performance is recognised appropriately	29% -ve	Y	Review HR info on how to recognise & reward good performance Collate & announce achievements at all-staff meetings, in exchange, prizes? Improve appraisals (see below)	Snr Team	Staff time Modest outlay for prizes	SS –ve score <10%
Appraisals (Qs 14-17)	Low +ve scores; down from previous survey; below parent/UCL	Y	Improve appraisal completion rate. Make the undertaking of appraisals a standard objective for all managers. Consider an appraisal season/deadline – may vary by unit to suit business cycles. Re-design paperwork & process to suit local needs (TBC)?	Snr Team	Staff time	Completion rate 80% SS scores improve by at least 5% on aver across 4 questions
I am treated with fairness and respect at UCL (76% +ve)	Down 5% from prev survey					
I would recommend UCL as a good place to work (81% +ve)	Down 9% from prev survey (tho still highly +ve)					
I can meet the requirements of my job without regularly working excessive hours	32% -ve					
Considering my duties and responsibilities, I feel my pay is fair. I feel my pay is fair in comparison to people working in similar roles in other organisations.	29% -ve					

Human Resources

Issue	Related survey questions	Agreed Action to be Taken	Lead	Progress Update
To make HR priorities and objectives more visible to all HR staff.	2, 3, 57	<p>a. Clarify 6-8 overall HR priorities/actions and success criteria with clear relevance to all HR staff; involve all HR staff</p> <p>b. Posters outlining key priorities of HR to be placed near photocopiers</p> <p>c. Link HR staff appraisal objectives to overall HR priorities, involving staff as appropriate</p> <p>d. Team workplans to be kept up-to-date on HR intranet, and are easy to understand by all HR staff</p>	Matt Thorne	<ul style="list-style-type: none"> • A “Priorities” Working Group has been set up. • The Working Group formed the view that the wide breadth of priorities and actions across UCL HR would make it difficult to agree 6-8 overall HR priorities/actions from the SOP. Consequently, the Working Group has agreed to develop a small number of high level priorities/actions that would mean something to all UCL HR staff, such as customer focus, providing quality HR support and advice, maintaining professional standards and development. • With regard to the action around team workplans, the Working Group noted that one of the intentions of establishing the HRMT was to improve communication to staff of the priorities/actions of teams across UCLHR. If the views of staff are that the HRMT is not working effectively to cascade that information then the Working Group thought that the reasons for this should be investigated and remedied. There was some scepticism that staff would review Team workplans on the HR intranet and the Working Group discussed whether updates at the Staff Forum would be a more effective way of communicating those priorities.

<p>To reward outstanding performance in HR in a consistent manner.</p>	<p>32</p>	<p>a. Review and communicate HR current practice on additional increments and one-off awards; ensure any awards are applied fairly across HR; and monitored across HR</p> <p>b. Introduce an HR staff recognition scheme</p>	<p>Jon Everard</p>	<ul style="list-style-type: none"> • A “Reward” Working Group has been set up and work is ongoing. • HRMT reminded of policies in place to reward exceptional performance, either through: <ul style="list-style-type: none"> ○ Additional or above the bar increments; ○ Performance related increases for Grade 10 staff; and ○ One off additional awards. • Options for a UCL HR formal staff recognition scheme are currently being developed.
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<p>To address staff concerns about lack of resources to do the job or lack of training/information about resources (where scope within HR to act)</p>	<p>7, 61</p>	<p>a. Recruit to vacant posts as a top priority and provide immediate cover for vacancies where possible</p> <p>b. Carry out a resource / equipment audit and implement improved planning to ensure supplies meet demand</p> <p>c. Produce a guidance note on using equipment effectively (laptop etc.)</p>	<p>Geoff Lang</p>	<ul style="list-style-type: none"> • A “Resources” Working Group has been set up. • Expectations message sent out from HRLT to HRMT to fill vacant posts asap and use temp cover where necessary during interim. • All non-HRLT vacant posts now filled or currently being re-advertised. Deputy HRD post not to be taken forward and Dir OD post on hold, pending new HRD. • Vacancy lists and associated progress reports now sent to HRLT on a monthly basis. • Monthly expenditure against budget reports now sent to HRLT on a monthly basis; any likely underspend to be allocated against agreed priorities for final Quarter. • New HR Business Services team created who are now responsible for planned ordering of equipment; initial audit carried out. Next audit January 2017. • Guidance note for HR staff on using IT equipment/resources being developed by Rachna Kayastha.
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<p>To ensure all HR appraisals include career development discussions</p>	<p>16</p>	<p>a. Communicate this expectation via email to all managers and staff in HR and ensure all appraisals include a discussion and any agreed actions to support career development (in addition to development opportunities outlined in part C of staff appraisal form)</p> <p>b. Offer some generic career development training sessions, and offer specific skills training (CVs, interviews) for HR staff</p> <p>c. Introduce annual HR appraiser guidance sessions (to cover this and other cross HR good practice)</p>	<p>Richard Laughlin</p>	<ul style="list-style-type: none"> • A “Career Development Working Group has been set up. • The group has identified areas to explore to support career development within UCL HR. These are: • HR passport – link to CIPD continued professional development validation • Secondments – to meet knowledge and skills gaps, including external to other London HEI’s? • Assignments – removing silos • Manage expectations – closing the knowledge gap • Career anchors • Develop guidance HR appraisal for appraisers and appraises • Support managers to encourage assignments within HR and secondments across UCL and other external HR departments. • Target gap between grade 6 and 7 within HR and development opportunities to improve the prospects of progression to higher grades
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<p>To address poor responses on effective leadership and openness of management communications</p>	<p>23, 55</p>	<p>a. Working Group to explore why a lack of management openness and honesty has been perceived by a number of HR staff in the period leading up to the staff survey.</p> <p>b. Introduce a regular communications channel to HR staff once the new Communications Manager is in post</p> <p>c. Ensure formal HR management communications have a respectful tone to HR staff at all times.</p>	<p>Max Hill</p>	<ul style="list-style-type: none"> • A “Management Communications” Working Group has been set up and a new HR Senior Communications Advisor (Samantha Pickett) appointed; • Samantha’s has presented an initial review of communications and suggested actions within HR; • The WG has discussed ways senior management could be seen by staff as being more accessible which may increase perceived openness; • The WG has endorsed the creation of an e-newsletter for HR staff as one tool to improve internal communications. • The WG has endorsed the identification of communication champions for each HR team/or sub-team.
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<p>To address the problem of working excessive hours as identified in the survey</p>	<p>43</p>	<p>a. Recruit to vacant posts as a top priority and find cover for vacancies if urgent (as above)</p> <p>b. Provide enhanced agile working protocols, recognising preference of some staff to work, where appropriate, outside normal hours (both in and away from the office)</p> <p>c. Implement HR wellbeing programme</p> <p>d. Ensure SOP takes account of what is achievable in any planning period</p> <p>e. Ensure service standards for 'business as usual' are reviewed and revised to take account of what is achievable within available resources and normal working hours</p> <p>f. Managers to hold 1-1 meetings with staff who work long periods outside core hours to ensure they are supported if they need to be supported, or tasks are reallocated or rescheduled as necessary.</p>	<p>Charles Oboh</p>	<ul style="list-style-type: none"> • A "Workload" Working Group has been set up; • The WG will seek to obtain an accurate measurement of the level of work commitments HR colleagues are undertaking with a view to developing a HR 'wellbeing' work charter to support staff who may be feeling overwhelmed by the amount of work they are expected to do. • The WG has launched a UCL HR questionnaire to evaluate the current workload climate and available resources. A nominated member of the WG will attend HR team meetings to encourage engagement • The WG will evaluate the workload questionnaire and set up a series of focus groups to discuss the findings • The WG will assess UCL HR's current work culture to identify if there is an expectation for staff to work excessive hours • The WG will identify whether there are any practical work/life balance arrangements that can accommodate individual and team commitments • The WG will develop coping and resilience capabilities to manage work pressures and essential work commitments • The WG will develop a HR model to encourage a healthy team working environment • The WG will develop a HR wellbeing work charter.
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Library Services

Update Report November 2016

Overall Aim/Objective	To secure greater engagement from and contentment for UCL Library Services staff, in line with the Library Strategy and relevant Implementation Plan to create “an environment of opportunity, support and encouragement, fostering progression and achievement of personal goals”	Completion Date	31 July 2017
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Issue	Initiative / Task	Desired Outcome	KPI	Timescale	Responsibility
MY JOB I understand how my work contributes to the objectives of my department/division (q1)	Write LibNet Blog to celebrate 88% success rate for Q2 ‘I know how my work contributes to the Library’ in 2015 Staff Survey	All staff feel appreciated by public recognition of their understanding of, and commitment to, the Library Strategy	Blog posting published	End of June 2016	Director

UPDATE

The Director has published LibNet blogs celebrating the 88% success rate and other achievements by Library staff linking to the Library Strategy.

MY JOB I have the opportunity to contribute my views before changes are made which affect my job (q6)	Ensure all Sections in UCL Library Services are represented in the delivery of every Key Performance Area of the Library Strategy	All staff feel consulted and engaged	All sections are represented in each KPA	ASAP	Assistant Director (Support Services) as Strategy Co-Ordinator
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UPDATE

Assistant Director (Support Services) has discussed with KPA Leaders during mid-Strategy review round.

HOW ARE YOU MANAGED? I trust the communication of managers (q21)	Hold Workshops at Staff Conference on Staff Survey	Staff feel their concerns are recognized and being addressed	Workshops held and Director engages with staff attendees	21 July 2016	Director
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UPDATE

The Director held workshops at the Library Services Staff Conference on 21st July 2016 to launch the delivery of the Action Plan for the Staff Survey 2015. As a result a number of suggestions were made by staff as to how scores could be improved in the next Survey. The Director shared these discussions with Library Staff via the Library Services blog.

LEADERSHIP AND CHANGE Senior UCL managers are sufficiently visible (q22)	Invite guest articles/podcasts from senior UCL managers outside the Library for public and Staff Newsletters Ensure that the Library's SMT meets in libraries outside Gower Street during the course of an academic year	Senior UCL managers are more visible	Survey score in next survey is higher. 2015 baseline is 21% positive	October 2016	Newsletter Editorial Team
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UPDATE

This academic year the Library's SMT has been meeting in library sites outside of Gower Street, including the UCL Ear Institute & Action on Hearing Loss Libraries in October 2016.

CAREER DEVELOPMENT I believe I have the opportunity for personal career development (q34)	Management Programme to be launched; training courses supporting needs in recent Training Needs Analysis to be more widely advertised	Staff feel encouraged and enabled to make choices	Survey score in next survey is higher. 2015 baseline is 40% positive	Now	Staff Training and Development Committee
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UPDATE

The Library Services Management Training Programme was launched in October 2016. The Programme details the learning and development to be undertaken by all managers within the next two years and consists of two phases:

- Phase One primarily focuses on mandatory management training such as Leading on Diversity, Best Practice in People Management as well as Appraisal and Health and Safety sessions and is to be completed within a year if not undertaken the session within the last two years (or within three years for Leading on Diversity).
- Phase Two has a focus on professional development and staff well-being. These sessions are to be completed within two years.

Courses and other learning opportunities that support needs identified in a recent Training Needs Analysis, and in continued reviews of training requirements, are / will be advertised via the Library Services staff Blog and email list LibList. This training has been cascaded by participants in the Library Services online staff magazine 'Peer Review', via the Library Services staff blog and through presentations at staff meetings and other learning events.

The successful 2015/16 Bite Sized Programme of events, consisting of short information packed sessions on key topics, will be repeated in 2016/17. This includes a cpd25 Roadshow presented by the Chair of the Library Services Staff Training Committee. In addition the popular Library and Section tours will be repeated and extended to include areas 'new' within UCL Library Services and visits to external Libraries.

A pilot Shadowing Scheme within Library Services will be run from January 2017.

<p>MANAGING YOUR WORKLOAD</p> <p>I am satisfied with the support available if I experience stress or pressure in the workplace (q42)</p>	<p>Support routes and structures are (re-) advertised to staff</p> <p>Training for managers (as referred to above) will aid with supporting staff when experiencing stress</p>	<p>Staff feel more supported</p>	<p>Information feed re Support routes and structures is made</p>	<p>ASAP</p>	<p>Library Personnel Team</p>
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UPDATE

Support routes and structures have been re-advertised via LibList and this will continue. In addition the LibNet pages will be updated and more publicity made via the Library staff blog.

The Library Departmental Equal Opportunities Liaison Officers (DEOLOs) are creating a new web page which will be launched before 31st July 2017. DEOLOs are also being invited to bi-annual meetings with the Director of Library Services, the Assistant Directors, the Departmental Personnel Manager and HR.

The Library Personnel Team have gained the support of UCL Human Resources for a Wellness Week, which will be held in January/February 2017.

As referred to in the Action Issue Update above the Library Services Management Training Programme launched in October 2016 includes sessions that will aid managers in supporting staff when experiencing stress.

<p>COMMUNICATION</p> <p>I would be comfortable to speak up and question the way things are done at UCL (q52)</p>	<p>Managers in Staff meetings to ensure that colleagues have an opportunity to contribute discussion items to the agendas</p> <p>New Customer Services Excellence programme will encourage continuous improvement as part of corporate life of the Library</p>	<p>Staff feel more engaged on the corporate life of the Library</p>	<p>Survey score in next survey is higher. 2015 baseline is 27% positive</p>	<p>October 2016</p>	<p>All managers</p>
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UPDATE

The Action Plan with its associated tasks has been publicized to all managers, indeed all Library Staff, via the LibNet Blog and the 2016 Library Services Staff Conference, so that managers are aware of the need to ensure colleagues have an opportunity to contribute discussion items to agendas. The UCL Library Services Management Training Programme will also highlight this need and provide managers with the skills to facilitate it.

Staff have been and will continue to be encouraged to discuss the corporate life of the Library by managers via LibNet blog posts and other mechanisms.

After extensive consultation with staff and customers a Service Charter was published in August 2016 <https://www.ucl.ac.uk/library/customer-service/charter>. Library Services is also applying for the nationally recognized and Government supported Customer Service Excellence Award and a customer services training programme for all staff began in October 2016.

<p>VISION AND VALUES</p> <p>I believe UCL gives sufficient priority to infrastructure and systems (q61)</p>	<p>Student Centre to deliver 1000 new learning spaces; pan-UCL IT developments currently being planned by UCL Information Services</p>	<p>Staff acknowledge infrastructure improvements; staff experience improves thanks to upgraded IT systems</p>	<p>Survey score in next survey is higher. 2015 baseline is 18% positive</p>	<p>Projects delivered according to project plans</p>	<p>Director and Assistant Directors</p>
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UPDATE

We are dependent on Estates and ISD, respectively, to help achieve these actions. The New Student Centre has broken ground, and the foundations for the building are being laid now. When it opens in early 2019, the Student Centre will provide 1,000 additional learning spaces for UCL students as well as a central Student & Registry Services help point. The building will be managed by Library Services and will reflect UCL's commitment to offer an outstanding student experience, founded on excellence in teaching and research.

Systems issues have also been raised at SMT, including challenges with Explore at the start of term and remedial action which is underway with the suppliers. Other IT systems provided by ISD (such as Desktop@UCL) are being improved as part of UCL's £14M per annum investment in systems described in the Digital Masterplan <http://www.ucl.ac.uk/2034/review/excellent-systems/digital-masterplan>. The Library Services IT equipment budget allows for some older devices to be upgraded on a rolling basis. A replacement programme of issue desk PCs is due to complete by December 2016. The Library Buildings Team will also look into opportunities to provide upgraded IT equipment, subject to available funding, as part of a series of staff office moves between October 2016 and March 2017.

<p>TAKING ACTION</p> <p>I believe that action will be taken on problems identified in this survey</p>	<p>Regular update articles in Staff Newsletters – You said/We did</p>	<p>Staff see improvements via You said/We did reporting</p>	<p>Library Staff Conference 2017 evaluates success of Library's response to 2015 Staff Survey</p>	<p>From Summer 2016</p>	<p>Staff, Equality and Diversity KPA Team</p>
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UPDATE

There have been articles in the Staff Newsletter and via the LibNet Blog and LibList relating to the Initiatives / Tasks in this Action Plan, including around career development, infrastructure and systems, Customer Services Excellence and the Action Plan itself. Further regular updates sign posted 'You Said, we Did' will be posted on LibNet and highlighted via the LibNet blog.

<p>OWNERSHIP OF THIS ACTION PLAN</p>	<p>Leadership Team and UCL Library Services Staff Training Committee</p>				
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PACE

PACE Staff Survey Action Plan				
Issue	Action	Responsible	Measure	Completed
1. Review Survey Data	Invite volunteers for task and finish groups to review survey results and make recommendations	Director	Volunteers recruited	20/04/16
2. Review Survey Data	Three task and finish groups formed to review: <ol style="list-style-type: none"> 1. Appraisals and Communication 2. Recognition and Reward and Communication 3. Leadership and Communication 	Director and T&F Group members	T&F Groups formed	24/05/16
4. Review Survey Data	Task and finish groups report to Management Team	T&F Group members, Management Team	T&F Groups reported back	27/07/16
5. Further Action Planning	T&F group feedback translated to action plan.	Director	Action plan produced	12/07/16
6. Communication	a. Monthly email update to include opportunity to highlight areas of individuals across the department.	Comms and Marketing Manager	Monthly email issued. No of highlights in 12 months.	Launched June 2016.
	b. Director to attend all department team meetings at least once annually	Executive Assistant to the Director	Director attends meetings.	SC has attended M&C, BT and PEU all staff meetings in Oct/Nov.

	c. Encourage a more representative voices at Staff Forums: Previous schedule reviewed. Future schedule planned with one dedicated to the 'department choice'.	Management Team.	Record number of voices presenting at Staff Forums	Jack Ashby nominated to speak about Museum = Lab element of Manifesto at Nov staff forum.
	d. Create opportunities for managers and others to report to Management Team.	Heads of Department / Managers through Head of Finance and Administration	Number of reports to Management Team	Programmers presented idea for Term 3 programme to SMT in November; Jenny Wedgbury presented East London plan and activity results in October. Gemma Moore and Jack Ashby scheduled to attend Spring term SMT meeting to discuss KPIs/evaluation.
	e. Core brief to cascade from Management Team	Heads of Department / Managers	Core Brief produced and cascaded	Commence September 2016
	f. Create department Share Point space	IT & Box office manager	Share Point space created and used	January 2017

7. Appraisal	a. Agree and implement top down timetable for Appraisal process. Cascading from Director	Head of Finance and Administration / Management Team / Managers	Timetable produced and process delivered	Starting with 2017/18 Appraisals
	b. Internal training/workshops to share knowledge and experience	Head of Finance and Administration	Number of workshops / events delivered	Starting with 2017/18 Appraisals
	c. Create 'core' objectives for inclusion in all Appraisals	Director	Core objectives included in all Appraisals	Starting with 2017/18 Appraisals
	d. Use UCL Behaviours as part of Appraisal process	Management Team	UCL Behaviours part of all Appraisals	Starting with 2017/18 Appraisals
	e. Internal training application process	Head of Finance and Administration/ Management Team	Process functions. Number of forms received and approved	September 2016 In operation. To date £7k of funding has been allocated to staff training & conference attendance from the C23 core budget
8. Recognition and Reward	a. Acknowledge core offer not just 'high profile projects' through staff forums, internal news email, web page, Social Media 'shout outs'.	Director / Heads of Dept / Comms and Marketing Manager, Managers	Number of mentions and shout outs over 12 months	September 2016 Social media 'shout outs' and promotion of team's work from

				HoM's social media accounts.
	b. Encourage peer recognition	Director / Heads of Dept / Managers	?	September 2016 M&C annual performance review session gives all staff a chance recognise work of informal teams and colleagues. Regular recognition of colleagues' work within PEU team meetings
	c. Encourage individuals and teams to enter awards	Heads of Dept / Managers	Number of awards entered	September 2016 M&C team aiming for best volunteer programming award in 2017. PEU submitted 3 entries to NCCPE Engage Awards 2016/17
	d. Annual Winter Quiz and Staff Summer Party	Volunteers to organise	Events organised and delivered	December 2015, June / July 2017 M&C winter quiz organised. Xmas party for whole department booked for

				January 2017. BT staff winter outing organised. PEU team Xmas party organised.
9. Leadership	a. Regular communication from Management Team	Director, Heads of Dept, Comms and Marketing Manager	Number of communications	July 2016(Starting with Management Team away day feedback). Thank you emails sent to staff after major projects undertaken (HEFCE submission; Bloomsbury Festival; ACE accreditation) where individual contributions credited. East London update email providing 'direction of travel' and next steps info.
	b. Celebrate high levels of job satisfaction	Director, Heads of Dept, Managers, Comms and Marketing Manager	Mentions made	News Email, Winter Quiz and Summer Party

	c. Director to attend all department meetings at least once annually.	Directors EA	Meetings attended	September 2016
	d. Consider use of 360 feedback process for Managers, Heads of Dept and Director	Director, HR Consultant	Options investigated and costed	Decision August 2017
	e. Consider rolling out change programme – model of dispersed leadership	Director Management Team	Options investigated and costed	Decision August 2017
	f. Annual Directors lunch with each dept / team	Director, Management Team, Managers, Directors EA	Number of Lunches held	September 2017

UCLU Staff Survey Action Plan					
No:	Target	Related question set	Action	Responsible	Update
1	Improving the management of performance throughout the employee lifecycle	All	Through effective people management practices including recruitment, probation, appraisals, one to ones and communication	HR/All	Review of recruitment and induction including the creation of an induction portal, giving potential candidates and new starters full detail of UCLU. A strong focus on ensuring consistency throughout the recruitment process by standardising the type and style of communication, candidate contact pre and post interview. This consistency and setting of minimum standards

					continues through the induction process, with a new plan in place from January 17.
2	To develop the understanding, training and practical application of the annual appraisal process	16, 34, 57	To host regular (quarterly) appraisal and feedback knowledge sharing sessions which include time for staff to share best practice and experiences	HR Advisor	HR arranged drop in sessions for staff who are undertaking appraisals for student staff. Same to follow for professional staff
			Appraisal training (to give and receive) to be included on all inductions	HR Advisor	Appraisal workshops being held for both managers of professional staff and student staff
			To carry out appraisals between June/July to link with annual Operating Plan	Head of Ops/HR Advisor	Introduced in July 2016. To improve quality and timing for 2017 appraisals
3	To ensure that appraisals are used to set objectives which are linked to the Strategic Plan 2015-18	14	UCLU to introduce balanced scorecard Operating Plan	CEO	
			Appraisals to be linked directly to annual Operating Plan	Operations Group	Appraisals to contribute to UCLU 125.
			Embed a values led approach into UCLU through objective setting and appraisals	HR Advisor/Leadership team	Commitment to review values as part of UCLU 125, and provide continuous communication

					to all staff regarding strategic objectives and progress.
4	To improve the realistic setting of deadline and targets	39	Project Management Training Utilisation of SMART and Stretch targets	HR Advisor/Leadership team	Assessing project management training options. Appraisal training provided to ensure SMART objectives are set
5	To recognise good performance	32	Department managers to be encouraged to recognise and reward staff (non financial rewards)	CEO/Operations Group	Introduction of vouchers to recognise the contribution of staff. We will also look at manager familiarisation of UCL's reward policy to ensure consistency.
			Deliver effective development support for managers to improve:objective setting/applying competencies to improve performance/holding difficult conversations/managing poor performers	Head of Ops/HR Advisor	Appraisal training has been provided. We are also reviewing ILM for all staff with people management responsibilities. People managers are also encouraged to

					develop their skills by accessing UCL training. We will continue to encourage this through the appraisal process, and in less formal settings e.g. team meetings and 1:1 catch up sessions.
Communication					
6	To increase opportunities for staff to contribute to changes which affect their job/department	6	All change consultations to be informally consulted prior to formal process	Leadership team	Senior management commitment to this – currently being demonstrated in the modernising UCLU project
			Develop and support two way conversation at UCLU Staff Forum	HR Advisor	Continuous review of the effectiveness of the staff forum. We are also currently working to improve the forum by encouraging all staff to fully represent their department (i.e. ensure they ask for comments

					prior to the meeting), and to also approach the meeting with a positive and pro-active approach, where possible, so that we are aiming to move any issues forward to a point of resolution.
			Staff networking events to continue, formal and informal	HR Advisor	8 informal get togethers and 2 formal meetings held annually, along with a twice monthly staff briefing. We are also implementing staff volunteering opportunities with the key objective being to develop team working and cross department relationships.
7	To ensure that staff are informed about future change to support job security concerns	9	Staff communication to include information relating to finances, future change and staff updates	Leadership team	Provided on a twice monthly basis. Effort to include more information on finances in a

					palatable format, with open communication to encourage questions.
			CEO to host "town hall" style all staff meetings at least twice a year to discuss specific areas of change	CEO	This is taking place, where feedback and questions are actively encouraged.
8	To develop positive trust based communication between staff and managers/leaders	21	Invest in training focused on communication and include in reviewed induction programme	HR Advisor	We will review this area as part of the Investor's in People process (from January 2017 onwards), as open communication is such a key requirement.
			Informal training provided to Staff Forum members to agree their role and the objectives of the staff forum	Staff forum/HR Advisor	Training provided in August 2016
9	To keep staff regularly up to date with union news that affects their role or department	24	Invest in UCLU's staff intranet, creating a platform for discussion, sharing best practice and a practical operational hub	Research Coordinator/HR Advisor	Slack has been implemented in place of intranet to encourage communication across teams and departments
			CEO to continue to send monthly update to all staff	CEO	Leadership emails with updates sent

					to staff each month
			Leadership team to attend department meetings to discuss plans and hear feedback	Leadership team	This is ongoing.
Training and development					
10	To create opportunities for the training and development and growth of UCLU people	34, 35	To develop an annual training and development plan linked to UCLU's budget and Operating Plan	Head of Ops/HR Advisor	Appraisal training has been provided to all staff with people management responsibility. We will encourage all managers to use the appraisal process as a key element in the identification of training needs.
11	To encourage staff to show initiative and be proactive at UCL, questioning direction and approach	36, 52	To promote and support understanding and delivery of UCLU's Management Charter	CEO	Review of UCLU values to ensure consistency
			Develop a culture (through communication, forums, appraisals, one to ones, values) where positive challenge and questioning are supported	Leadership team	Questions and alternative ideas are actively encouraged at informal and

					formal meetings. We will also review this area as part of IIP.
12	To increase the awareness of the range of training available as a member of UCL staff	NA	Communication aimed across the year to make staff and managers aware of opportunities within UCL	HR Advisor	HR notify managers of training that is available to their teams
13	To continue to develop and advance equal opportunities/respect individuals differences	46, 47	To continue to include Unconscious Bias training for all new starters	HR Advisor	Delivered three times a year and including student staff
			To continue to use anonymous recruitment process	HR/All	All applications for UCLU vacancies are anonymised to ensure equal opportunity.
			Promotion of events celebrating equality and diversity	Sabbatical officers/HR Advisor	Zero tolerance training provided to front facing staff.
Relationship with leaders, manager and colleagues					
14	To develop a broader organisational competency in regards to leadership and management skills	18, 23	Launch an annual programme of supervisor and management qualifications across UCLU (level 5 and 7) – link to programme to support succession and people development	Head of Ops/CEO/HR Advisor	HR Advisor working with Head of Operations to look at what options are available for ILM accreditation
15	To create a culture where staff can strike the right balance between work and home life	44, 43	Review and raise awareness of work-life balance, including UCLU's TOIL scheme, ensuring that staff are aware of its purpose	HR Advisor	Undertake review of the practicality of taking TOIL during busy

					periods. HR Advisor is also reviewing TOIL with each department, so that we are able to develop a workable TOIL policy.
			Encourage staff to get active via UCLU's Project Active and volunteering opportunities	Project Active Coordinator	
16	To ensure staff understand the support available and access it if experiencing stress or pressure	42	Raise awareness of resources available across UCL via meetings and electronic communication	HR Advisor	Regular HR updates concerning training opportunities
			Develop the support available for non UCL contracted UCLU staff (student and elected)	Head of Ops/HR Advisor	Provide UCLU staff with inductions
			Include on the UCLU staff intranet a section on support available for staff, including Employees Assistance Programme.	Research Coordinator/HR Advisor	Intranet has been put on hold until its effectiveness has been assessed. Employee Assistance Programme is promoted to all staff, and when the UCLU HR portal is completed, this will also promote

					staff welfare services.
General					
17	To increase the response rate to future UCLU/UCL staff surveys	NA	Ideas to increase response rate could include; incentivising responses, giving staff time to fill out future surveys and/or ensuring that point 18 is achieved	Leadership team	Launching another staff survey in December 2016 and ensuring that questions are focused on UCLU. Students to complete survey during work time. Managers will be asked to encourage all staff to take part in the survey, with the assurance that it is confidential, and that feedback will be acted upon.
18	To ensure that confusion from UCL elements of survey are clearer to UCLU members of staff	NA	UCLU to trial an in-house survey focused on UCLU people, both student and career, by July 2016	Head of Ops/HR Advisor	Launching another staff survey in December 2016 and ensuring that questions are focused on UCLU
19	To significantly improve the feelings amongst staff that action will be taken based on survey feedback	71	Share and discuss the results and draft action plan with all staff, at department meetings, all staff events and send electronically	CEO and Leadership team	*Full plan to be developed to ensure that staff can quickly see a

					pro-active and effective approach to all feedback.
			Use the Staff Forum as a channel to track progress and ensure action plan if updated and relevant	HR Advisor	Staff forum reviews the action plan twice a year
			Update staff on action plan progress mid year	Leadership team	See * above
			Actions being taken forward evidence of commitment to action plan and making UCLU a great place to work	ALL	See * above