

Staff Survey Action Plans June 2016

UCL-Wide Corporate Actions	3
Faculty of Arts and Humanities.....	5
The Bartlett, Faculty of the Built Environment	7
Faculty of Engineering Sciences	10
Institute of Education	13
Faculty of Life Sciences	18
Division of Biosciences	18
Gatsby Computational Neuroscience Unit	23
MRC Laboratory for Molecular Cell Biology.....	24
School of Pharmacy.....	30
Faculty of Mathematical and Physical Sciences.....	34
Faculty of Medical Sciences (Draft).....	37
Faculty of Population Health Sciences.....	39
Faculty of Social and Historical Sciences:.....	43
Office of the Vice-Provost (Education & Student Affairs).....	46
Office of the Vice-Provost (Health).....	51
Office of the Vice-Provost (International).....	53
Professional Services Divisions	56
UCL Careers.....	56
Communications and Marketing.....	59
Development & Alumni Relations Office	61

Estates.....	66
Finance and Business Affairs.....	69
Human Resources	71
Information Service Division	74
Library Services (Draft).....	75
Student and Registry Services (Draft)	78
UCLU.....	81

UCL-Wide Corporate Actions

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Decrease in satisfaction with the appraisal process.	Enhanced access to training for appraisers and appraisees; Review appraisal scheme and guidance to ensure personal and career development needs are discussed with staff and to ensure appropriate objectives are always set for the year ahead.	Improved appraisal guidance and training. Improved appraisal scheme. New online appraisal system for all staff – subject to funds (likely to be longer timescale)	October 2017	SMT UCL HR
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	More transparent grading process for professional services staff; Enhanced academic promotions framework to be introduced	October 2017	SMT UCL HR
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; Communicate regularly to all UCL staff on the 2034 strategy's implementation	Improved understanding of 2034 strategy with an increased 2034 engagement Index in the next staff survey.	October 2017	SMT UCL Planning
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.	October 2017	SMT UCL Estates

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.	Ongoing	SMT UCL Estates
	Continued focus on improving compliance, safety and facilities and infrastructure quality delivered through the Estate Strategic Maintenance Programme.	Maintained or increased funding for the programme.	Ongoing	SMT UCL Estates
	Work across Estates, SRS, VP Ed & SA and Faculties to improve timetabling, teaching space and rooming of the teaching programme.	Improved teaching infrastructure and experience.	Ongoing	SMT UCL Estates
	Continue to seek sufficient investment funding. Ensure IT infrastructure and other IT systems are modern and performant.	Modern and efficient IT infrastructure and other IT systems. (Availability of investment funding depends upon UCL meeting its budget and surplus targets)	Ongoing	SMT UCL ISD
	To sustain recent improvements in the quality and performance of the IT service desk.	Better user experience.	Ongoing	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

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 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
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 Encourage departments to submit initiatives under Estates "Small Projects" Share information more widely with regard to long term institutional infrastructure plans 	<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	December 2016	Faculty Manager

	<ul style="list-style-type: none"> Communicate more effectively when resources and equipment are upgraded 	as possible over departmental resources		Heads of Department Departmental Managers
Not able to strike the right balance between work and home life	<ul style="list-style-type: none"> Meetings held in family friendly hours Email communication kept to a minimum at weekends Staff informed of flexible working policies; all requests are considered carefully 	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 2034 is a standing item at Faculty Management Team meetings once per term 	Staff have a better understanding of 2034 objectives, and how they can contribute	July 2017	Dean Faculty Manager Heads of Department
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 	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

Issue	Initiative/Task	Desired Outcome	Timescale	Responsibility
<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>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>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>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>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>Female staff feel less able to speak up and put forward suggestions to senior management</p>	<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>	<p>More female staff say they feel able to speak up and put forward suggestions.</p>	<p>June 2016 to September 2017</p>	<p>Faculty Manager</p>
<p>BME academic staff are less likely to feel that their appraisal helped identify opportunities for career development [I think numbers are too small...]</p>	<p>A task group will be formed to review in detail existing practice for appraisals, identify and agree on areas for improvement.</p> <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, and appraisals.</p>	<p>BME staff report that appraisals are more helpful in career development planning.</p>	<p>May 2016 to July 2017</p>	<p>Dean, Faculty Manager</p>

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
Common theme: Bullying and Harassment/Fairness and respect	<p>Promote 'zero tolerance' of behaviour 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 behaviour 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> <p>Integration as a standard induction tool for new staff.</p> <p>Measure: (i) Ideally no reported incidents and no staff indicating they felt unable to report incidences of bullying or harassment. (ii) All new staff undertaking unconscious bias training as part of their induction.</p>	By next staff survey (action commencing immediately)	Dean and E&D Champion; all staff
Common theme: Meaningful appraisals and objective setting	Departments to identify multiple appraisers.	Limit the number of appraisees per appraiser to a maximum of eight wherever possible. This assists with training appraisers.	Within two years	Heads of Department

	<p>Identify and promote training and refresher training opportunities for appraisers.</p> <p>Ensure meaningful appraisals are conducted.</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, 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%. (ii) Zero accelerated increment requests returned due to lack of stretching objectives being set at appraisal.</p>		<p>All staff with management responsibility</p> <p>HoDs</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 Education, Outreach, Enterprise etc.).</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>

	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.			
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 promotions criteria (applicable to academic, teaching fellow and research staff only) on HR website.</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 be sought and promoted.</p> <p>Measure: 20% improvement in this measure in the next staff survey.</p>	By next staff survey (action commencing immediately)	Faculty leadership team

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 Administration 	<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</p>	<p>New roles and structures in place for January 2017</p> <p>New intranet in place for Autumn 2016</p>	<p>Director of Operations</p> <p>Head of Marketing and Communications</p>

	<ul style="list-style-type: none"> • HR. <p>(ii) New IOE Intranet, which will have professional services team functions and key contacts.</p> <p>(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.</p>	<p>communications, as set out below.</p> <p>(ii) Much more easily accessible information on systems, processes, policies, roles and responsibilities – something that has been a particular source of frustration for IOE colleagues post-merger.</p> <p>(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.</p>		
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Hard to align personal objectives with UCL strategy	<p>(i) Internal publication of IOE faculty plan for 2016-21, which clearly signposts links to <i>UCL 2034</i>, and related communications.</p> <p>(ii) We would welcome more direct engagement from the UCL senior team with IOE colleagues.</p>	<p>(i) Clear central messaging about priorities and their link back to <i>UCL 2034</i>.</p> <p>(ii) To help IOE colleagues to feel more a part of UCL and a valued part of the university.</p>	<p>July 2016</p> <p>As early and regularly as possible</p>	<p>Directorate</p> <p>Director</p> <p>Pro-Directors</p>
Lack of clarity about goals and objectives of own department/division	<p>(i) Using the faculty plan and related communications to prompt /support department heads in communicating clear messages about department-level goals.</p>	<p>(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.</p>	<p>From Summer 2016 throughout the 16/17 academic year</p>	<p>Director</p> <p>Director of Operations</p> <p>Pro-Directors</p> <p>Heads of Academic Departments and</p>

	<ul style="list-style-type: none"> (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 take-up of appraisals, and, for the longer-term, improving the design of the appraisal process. 	(iii) Improved annual appraisal process, supporting clearer alignment between individual and departmental/faculty objectives.	Summer /Autumn 2017	Professional Services
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	<ul style="list-style-type: none"> (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. 	<ul style="list-style-type: none"> (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. 	<p>June 2016</p> <p>July 2016</p> <p>Spring 2017</p>	<p>Directorate</p> <p>Marketing and Communications</p>

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Not feeling valued or treated with fairness or respect	<ul style="list-style-type: none"> (i) New IOE Equality & Diversity Group and related communications. 	<ul style="list-style-type: none"> (i) A clearer and higher profile agenda for E&D at the IOE. (ii) Improved engagement with the annual review process, 	Spring 2017	<p>Director of Operations</p> <p>Pro-Directors</p>

	<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"> 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>From Autumn 2017</p> <p>Summer 2017</p> <p>Autumn 2016</p>	<p>Heads of Academic Departments and Professional Services</p>
Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
<p>Estates and infrastructure – lack of investment and impact on working conditions</p>	<ul style="list-style-type: none"> (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. (ii) We are working closely with UCL Estates to push forward on our Estates Masterplan, which will overhaul our teaching, social and 	<p>Progress on estates matters can provide some important 'quick wins' in terms of improving colleagues' experience of working at the IOE.</p>	<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>Director of Operations</p>

	<p>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 UCL systems on email, a/v facilities in our teaching rooms, etc.</p>			
Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Working excessive hours	<p>(i) Review of professional services JDs.</p> <p>(ii) Improved annual appraisal system.</p> <p>(iii) Bedding-in of realigned professional services structures, systems and processes, etc.</p>	As outlined above	Spring /Summer 2017	<p>Director of Operations</p> <p>Heads of Academic Departments and Professional Services</p>

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	<ul style="list-style-type: none"> - 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
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
"Rumour 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
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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.	- Development of a plan to tackle issues at every level	All staff demonstrate core competencies and behaviours and feel confident raising issues	Early 2018	DD/DM

	<ul style="list-style-type: none"> - 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. 			
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

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Lack of understanding of acceptable behaviour 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 behaviours 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

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 	<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 	Jan 2018	DM/DSM

	- Annual high-level review of staff in division.	due to maternity leave/sabbatical etc.)		
Strong variance in the levels of satisfaction across the board for staff	Further work to identify issues and opportunities: - 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 endeavour.	By the end of July 2016	Director and Management

MRC Laboratory for Molecular Cell Biology

Action Plan

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
Managing Workload:	My Job and Career Development and Managing Workload:

<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>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>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>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>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>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>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>Q5: 72% are effectively supported by colleagues (21% neutral/7% not supported)</p>
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WHAT needs to be improved	HOW will this be achieved	WHO is going to take this forward	WHEN will this be achieved
<p>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>	<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>

	<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 and Athena Steering Group</p> <p>Athena Swan leads (Sara Mole/Rob de Bruin)</p> <p>Athena Swan leads (Sara Mole/Rob de Bruin)</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> <p>As above</p>
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	Contacts for help with bullying and harassment to be circulated	Claire Hebblethwaite	In next two months

<p>experiences of bullying and harassment</p>	<p>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>To look into an appropriate workshop for managers to reinforce expected behaviours, impact of different management approaches etc.</p>	<p>Claire Hebblethwaite</p> <p>Mark Marsh</p> <p>Claire Hebblethwaite and Sara Mole</p> <p>Claire Hebblethwaite / Ione Karney</p>	<p>In next two months</p> <p>In next five months</p> <p>In next 12 months</p> <p>In next six months</p>
<p>Excessive working hours</p>	<p>To be tackled as part of the Athena Swan contribution load project</p>	<p>Athena Swan committee</p>	<p>See earlier entry on 5-stage action</p>
<p>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</p>	<p>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.</p>	<p>Claire Hebblethwaite and Athena Steering Group</p>	<p>In next six to 12 months</p>
<p>Objectives not set during appraisals</p> <p>Lack of regular and constructive feedback from managers on performance and staff distrustful of communications of managers</p>	<p>Reinforce use of new appraisal checklist</p> <p>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</p>	<p>Claire Hebblethwaite and Athena Steering Group</p> <p>Claire Hebblethwaite to initiate initial enquiries, but to be discussed further in terms of</p>	<p>In next month and also at start of next appraisal cycle</p> <p>In next four months</p>

<p>Lack of support during times of change and lack of reasons behind change plus no opportunity to contribute views</p>	<p>issue of communications from managers</p> <p>It was felt that this could have been prompted by the move to the university unit as the most recent period of significant change.</p> <p>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.</p>	<p>whether working group should be formed to discuss further</p> <p>Claire Hebblethwaite and the LTUS group, in particular Jemima Burden as Chair</p>	<p>This will take place over the next 12 months</p>
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School of Pharmacy

Action Plan

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
<p>Understanding of Staff Survey</p> <p>General need to gain greater understanding of issues beneath staff survey results.</p>	<p>Hold in depth focus groups with staff on communication, work-life balance, people management, infrastructure and bullying/harassment.</p>	<p>To provide greater focus for the Staff Survey Action plan and ensure progress is made in these areas.</p>	<p>Summer 2016</p>	<p>DM and Staffing Office</p>

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 appraisal checklists and staffing surgeries.	Staff to feel confident that they know how good performance is rewarded.	March 2017	Staffing Office/HoRDs
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

	<ol style="list-style-type: none"> 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. 	Dean/FM/HoDs – working with Business Partners	June 2017
<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>	<ol style="list-style-type: none"> 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. 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. 3. Work closely with Professional Services Business Partners and ensure that from an early stage, they are included and involved in planning and implementation. 	<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>
Regular working of excessive working hours	<ol style="list-style-type: none"> 1. Review of professional Services support structure across the Faculty, in line with TOPS 	Dean/FM – working with HR and OD Consultants	May 2016

	<p>(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>	Dean/FM/HoDs	Ongoing
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Faculty of Medical Sciences (Draft)

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
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
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
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
High neutral scores for lack of support for stress in the workplace (Q42)				

High negative / variance from benchmark on having resources to do the job (Q7)				
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

Faculty of Population Health Sciences

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.	For discussion by the Faculty Executive Team and Institute Managers meetings in Autumn 2016.	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 Autumn 2016 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
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.	To be delivered in September 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 focus groups to be run in Summer 2016, followed up after the training in Autumn 2016.	HR Business Partner with support from 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. Re-circulate guidance in Summer 2016	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

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.

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.	By Autumn 2016	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.	By Autumn 2016	Faculty Officer
	Evaluate engagement with the Institute and Faculty careers advice surgeries and invite feedback from	Invite feedback in Spring 2016 to be discussed with Institute	Faculty Manager

	participants, for presentation to Institute Managers and Directors.	Managers and Faculty Executive in Autumn 2016.	
	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	Faculty Manager working with UCL Finance
5. Sense of belonging to UCL			
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.			
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.	Undertake a review during the Summer of 2016	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. Evaluate the impact of the event and, if found to be successful, repeat annually.	First event held and evaluated during the Summer of 2016.	Faculty Manager
6. Enterprise			

Analysis of staff survey data 2015: 61% academics and 38% research staff responded positively to the following question:
Q10. Knowledge Exchange and Enterprise activities, including activities generating impact from research, are relevant to my role. There were high levels of neutrality amongst research and academic staff, most of whom may be eligible to undertake consultancy, which should be addressed.

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.	Autumn 2016 or Spring 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.	With immediate effect	Guidelines revised by Faculty Manager and implementation the responsibility of Institute Directors

Faculty of Social and Historical Sciences:

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 Workshops on time management Workshops on wellbeing at work 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
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 Encourage departments to submit initiatives under Estates "Small Projects" Share information more widely with regard to long term institutional infrastructure plans 	<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 • Communicate more effectively when resources and equipment are upgraded 	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
Not able to strike the right balance between work and home life	<ul style="list-style-type: none"> • Meetings held in family friendly hours • Email communication kept to a minimum at weekends • Staff informed of flexible working policies; all requests are considered carefully 	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 • 2034 is a standing item at Faculty Management Team meetings once per term 	Staff have a better understanding of 2034 objectives, and how they can contribute	July 2017	Dean Faculty Manager Heads of Department
Dissatisfaction with career development and career prospects	<ul style="list-style-type: none"> • Dean holds briefing meetings on UCL's academic promotions criteria • 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	Dean Faculty Manager HR business partner

Lack of understanding about what UCL is doing	<ul style="list-style-type: none">• Regular briefing sessions from Faculty Manager to departmental administrative teams (actioned)• Newsletter from Dean	Staff feel ownership of UCL's objectives and initiatives	December 2016	Dean Faculty Manager
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Office of the Vice-Provost (Education & Student Affairs)

Staff Survey Action Plan – April 2016

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
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
	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
	Discussion with heads of teams about staffing resource	Clarity about the level of need	end April 2016	Clare Goudy
	Collate input from all sources above	Develop costed proposal for action	end April 2016	Clare Goudy

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
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
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
	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
	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

	Confirm new template	New template in regular use	end September	All staff
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Overall Aim/Objective	To improve opportunities for sharing knowledge and organisation within the team and across the organisation	Completion Date	August 2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Staff do not feel they have sufficient opportunity to share knowledge	Continue to invite external speakers to team meetings	Continued opportunities for staff to learn about activities in other parts of the institution	Ongoing	Team members
	Trial team breakfasts out of the office on specific themes	Additional opportunities for staff to talk about how their areas of responsibility within the team overlap	Trial period May-August 2016	Heads of teams
	Ensure that appraisals consider opportunities for staff to attend internal networking and other events, or to make contacts across the institution in other ways	This becomes an explicit outcome of the appraisal process	Ongoing	Heads of teams

Overall Aim/Objective	To improve clarity amongst all colleagues about our collective goals as a team in relation to UCL 2034 and the Education Strategy	Completion Date	31 October 2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Staff feel that they do not have sufficient clarity about collective goals	Discuss ways of mitigating this with heads of teams	Clarity about the scale of the problem	end April 2016	Clare Goudy
	Design away day in late summer / early August to focus on clarity around overarching goals and our team's function	Greater clarity amongst all team members about our collective objectives	end October 2016	Clare Goudy

Overall Aim/Objective	To address staff concerns about work-life balance issues	Completion Date	1 November 2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
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Staff survey identified that a significant proportion of staff report concerns about work-life balance	Discuss the extent of the issue with heads of teams	Clarity about the level of need	end April 2016	Clare Goudy
	Heads of teams to raise issue with their direct reports	Reiteration of team policy on work-life balance and the need for individuals to take personal responsibility for managing their workloads and reporting bottlenecks or under-capacity upwards	end May 2016	Jess Shepherd, Judith Hillmore, Sally MacKenzie
	Consideration of feasibility of additional staffing resource in key areas	Identification of support needs and clarity on whether this will address issues in Communications team	end May 2016	Clare Goudy

Office of the Vice-Provost (Health)

Staff Survey Action Planning

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

Ensuring a sense of belonging to OVPH	Build OVPH team building programme (currently 1 session per year), for example to include an end of term celebration hosted by the VPH. Encourage greater emphasis on and communication of team goals.	Staff develop a greater sense of department objectives and feel part of a supportive and collaborative team.	End 2016	Team leads, VPH
Physical working environment and infrastructure/ systems available	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. Further improvements within OVPH control include: - Implement Print@UCL - Re-carpet communal areas - Encourage use of docking stations to encourage desk-flexibility	Improve printing availability and accessibility for staff across Maple House Encourage more flexible use of desk space where possible.	Autumn 2016	Office Manager
Improve use of appraisal for identification of career development opportunities	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. 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).	Secondments provide greater opportunity for staff to gain experience in other areas.	Immediate	Team leads, all appraisers

Office of the Vice-Provost (International)

Analysis and action plan for VP (international) Staff Survey 2015 *Rebecca Reiner, Global Engagement Office (GEO), last updated 22 April 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.

Summary analysis: Full Survey available separately – the below is a short analysis:

4. Only 78 people of 267 (29%) staff in the GEO, the CLIE, and Qatar responded to the Survey.
 - 6 of 7 GEO staff (GEO only opened on 2 November with 7 out of 18 staff in post) – 86%
 - 35 of 46 Qatar staff – 76%
 - 37 of 214 CLIE staff – 17% (see potential caveat in 3 above)
5. Our total response rate, of 29%, is close to the 20% 'cut-off' which OCR considers too low to provide meaningful results.
6. 65% of the 78 staff in the VP (I) unit who responded are 'engaged'; this is lower than our 'parent unit' (= all Provost and VP offices) and it is lower than in the 2014 Survey. It seems that it is the CLIE which pulls down this score (see 11).
7. The areas in which the VP(I) unit as a whole have the **highest scores**, and the **most improved** areas, are:
 - *Performance management – seen as well managed for both good and poor performance*
 - *Independent working – staff feel they have control over how they work*
 - *Staff benefits – seen as good*
 - *Diversity and individual differences – seen as respected*
 - *Values of UCL – understood by staff*
 - *Suggesting ideas to improve ways of working – a lot of staff feel they do this*
 - *How own work contributes to the unit's work – staff feel they understand this*

8. Interestingly, the areas where the VP(I) unit **perform higher** (over 10 points) **than comparators** (= UCL, parent unit, previous survey, benchmark) are all about infrastructure and resources, suggesting GEO, Qatar and CLIE are providing staff with the right level of physical resources.
9. Areas in which the VP(I) unit have **lowest scores**, are:
 - *Not feeling 'close to UCL'*
 - *Not optimistic about the future of UCL*
 - *Unhappy about appraisals/appraisal process*
 - *Not having a good work/life balance with excessive hours common*
 - *Feeling job is insecure, that changes are made to jobs without staff input and that reasons for job changes are not communicated clearly*
10. Unfortunately, the VP (I) unit **perform lower than comparators** on too many questions to summarise here. On the following questions, the VP(I) unit has less than a 40% positive score, suggesting staff are not satisfied:
 - *'I have a clear understanding of 2034 and how it impacts on my Dept.'*
 - *'I think UCK promotions criteria and process are fair / clear'*
 - *'I can regularly meet requirements of my job without regularly working excessive hours / I can strike right balance between my work and home life'*
 - *'There are good opportunities at UCL to learn and share knowledge between parts of UCL'*
 - *'I believe action will be taken as result of survey'*
 - *'Knowledge Exchange and Enterprise activities including activities generating impact from research, are relevant to my role / UCL prioritises KE activities sufficiently'*
11. The VP(I) unit performs worse than all four comparators on all, or most, of the Survey's top 'Key Questions' and 'Employee Engagement questions'. Upon analysis, it is the CLIE which pulls down the VP (I) unit on 6/10 questions, and Qatar on 1/10 questions, and both on 1/10 questions. It may be that it is only the small number of CLIE staff responding who feel this way, but in any case, the CLIE must increase both its staff response rate and its staff satisfaction and engagement.
12. Of the survey responders, the majority of which spread across the CLIE and UCL Q, less than half feel positive about: 'feeling close to UCL' and 'feeling UCL has a bright future'.
13. The responders feel their managers are fairly/very supportive. However, over 50% of staff find work stressful most or all of the time.
14. 1/3rd of staff have witnessed harassment/bullying, and 1/4th have themselves experienced it. It mostly takes the form of excessive criticism, hostility or patronising language; is seen as arising from personality differences; mostly comes from colleagues at same grade, or other managers; but 1/3rd of it comes from line manager. Most of it has not been reported for 'other' reasons.
15. In the final breakdown of CLIE vs Qatar, on the 'Employee Engagement Index', CLIE has lower satisfaction rates (at least 5 points lower than the VP (I) unit) in 57 of 71 questions. Qatar only have 4/71 questions below unit score.

- 15.1. UCL Qatar under-performs in the following four areas: 'I am satisfied with my job security'; 'I am optimistic about the future of UCL'; 'I can meet the requirements of my job without regularly working excessive hours'; and 'I feel a strong sense of belonging at UCL'. Three of these seem closely connected to effects from the on-going UCL Qatar Review.

CLIE and UCL Qatar - Action plan:

16. CLIE: VP (I) share this Survey and analysis with Christine Hoffmann, Director, CLIE, on 18/3 (**done**). CLIE to develop a plan by end of summer term for increasing CLIE's response rate in 2017 Survey, including clarifying with HR how short-term staff should be counted/shown in the Survey. CLIE work with HR to devise a plan for improving the low engagement scores the CLIE receive in this Survey, in particular addressing the bullying/harassment feedback (see 11). As part of this, CLIE are exploring with HR possibility of re-running the Staff Survey for just CLIE in 2016, to enable CLIE to identify possible areas of concern and decide on a meaningful action plan.
17. QATAR: Piera to share the Survey and this analysis, with new UCL Qatar Director when he starts as part of induction pack (**done**), so he can develop a plan by end of year to maintain the staff response rate and engagement score and tackle the under-performing areas for UCL Q, with particular attention on addressing the bullying/harassment feedback (see 11).
18. CLIE & QATAR: sign up to the UCLU Zero Tolerance Pledge on Sexual Harassment for 2016/17 and send staff to attend relevant workshops.
19. CLIE & QATAR: In autumn term 2016, VP(I) consider if CLIE and Qatar should be included in the GEO-designed staff survey, as an indication of whether we're going in the right direction. VP(I) to discuss the 2017 Survey with Dr Hoffmann and new Director Qatar to emphasise importance of staff taking part, and her expectation that each unit has over 50% response rate.

GEO – Action plan:

20. PVP(I) and Cos are planning and implementing a Staff Development plan including internal 'working smarter' sessions (including how to plan work and manage one's manager in order to not work excessive hours regularly), blocks of centrally planned 'skills sessions' devised with team feedback, and individual training chosen by the team, delivered in- and outside of UCL.
21. Engage 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 CoS in May.
22. GEO to have 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.
23. Through VP (I) line management of CoS and HoGP, ensure that all staff have regular 1-1s (weekly/fortnightly) with their line manager and clear objectives (whether on probation or not).
24. Sign up to the UCLU Zero Tolerance Pledge on Sexual Harassment for 2016/17 and send staff to attend relevant workshops.
25. 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.

26. In autumn term 2016, GEO consider designing short staff survey in-house and run for the team, to take stock of end of 'Year 1'. Goal for 2017 Survey is at least 50% response rate across all VP (I) units.

Professional Services Divisions

UCL Careers

Action Plan

1.

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 behaviour towards others that they consider to be bullying or harassment. 17% of staff have been subject to behaviour that they consider to be bullying or harassment.
	49		
	50		

Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Staff feeling unable to report unacceptable behaviour.	All managers to have open discussions with staff regarding barriers to reporting unacceptable behaviour.	All staff know how and when to report bullying / harassment. Staff feel comfortable reporting such behaviour to their line-manager (or Director).	July 2016	All managers / staff within UCL Careers
Staff being subjected to unacceptable behaviour.	Managers to establish what incidences of bullying and harassment have occurred (NB:	Unacceptable behaviour within UCL Careers ceases. Instances that relate to staff outside the	July 2016	All managers within UCL Careers

	some are known about and have been dealt with). Action taken as necessary / appropriate.	department are dealt with appropriately.		
Lack of clarity regarding what constitutes unacceptable behaviour and consequences thereof.	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 behaviour. Team 'Values' and definitions to be agreed.	Shared understanding within the team of what behaviour is acceptable within the workplace and all staff exhibit such behaviours.	July 2016	All UCL Careers staff / UCL Careers managers UCL Careers Values Working Group

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	10% positive response to: 'where I work we have the resources and equipment we need to work effectively'. 27% positive response to: 'I am satisfied with my physical working environment'. 10% positive response to: 'I believe that UCL gives sufficient priority to infrastructure & systems (e.g.: estates; ISD; student services etc.)'.
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
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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 (e.g.: careers registration; UCL internships Office).	Rolling programme from September 2017 to 2021	Director, UCL Careers (with support from VP (Education))
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.	August 2016	Director, UCL Careers (with support from VP (Operations) / UCL Estates / UoL Estates)
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.	September 2016	UCL Careers Information Manager / ISD Rep.

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	Timescale	Responsibility
Lack of clarity regarding perception and reality with regard to poor behaviour being tackled.	Discuss with HR when it is appropriate to disclose actions relating to poor behaviour.	All staff trust that poor behaviour is (being) dealt with, even if actions are not obvious to all.	December 2016	All UCL Careers managers

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.	December 2016	All UCL Careers managers
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Communications and Marketing

Overall Aim/Objective	Addressing issues raised in UCL Staff Survey 2016	Completion Date	Various – see below
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Issue	Initiative / Task	Desired Outcome	Timescale	Responsibility
Decline in staff being clear about CAM goals and objectives	Initial all staff meeting to share and discuss the issue and possible remedies	Enhanced cross-Division communications	May 2016	CAM Senior Leadership Team
	Reinvigorate programme of engagement with CAM Yammer site	Regular flow of communications and encourage dialogue	May 2016	CAM Senior Leadership Team, (input from Internal Comms colleagues)
	Re-establish regular programme of All Staff meetings	Enhanced cross-Division communications	Summer Term 2016	CAM Senior Leadership Team
	Finalise the long-planned CAM restructure	Provide staff with clarity about their role within the structure and a better sense of purpose and ownership	Autumn 2016, to be completed by	CAM Senior Leadership Team, (MS)

			December 2016	
Decline in work giving a sense of personal accomplishment	All-staff meeting on UCL Strategic context / 2034	Staff understand better the part they personally play in helping UCL to achieve its aims and objectives	June 2016	CAM Senior Leadership Team
	Establish mechanisms for engaging staff through team meetings and working groups	Staff have regular opportunities to be involved in developing divisional strategy	Summer 2016	CAM Senior Leadership Team
	Involve staff in development of CAM Strategic Operating Plan 2017-20	Staff gain understanding of how divisional strategy is developed and how it fits into wider UCL context	September 2016	CAM Senior Leadership Team
One third of staff indicate that appraisals do not identify career development opportunities	Review of current appraisal records, identify individuals who are overdue. Managers of such individuals to be given clear instruction to arrange an appraisal as soon as possible	Back log of overdue appraisals cleared.	May 2016	CAM Senior Leadership Team
	Establish a regular review of appraisal rates, including reminders to managers as appropriate.	Appraisals to be up to date and carried out regularly	By end of summer term 2016	CAM Senior Leadership Team
	Refresh divisional guidelines and processes around training and development. Provide clear guidance to all staff on opportunities (including for funding) and how to take advantage of them.	Clarity for all, whether manager or not. Transparency around funding opportunities, with all staff having equal opportunity to access such funds.	August 2016	CAM Senior Leadership Team

	<p>Investigate possibility of OD putting on a session dedicated to appraisals for CAM managers to cover:</p> <ul style="list-style-type: none"> - general refresher on best practice - how to identify development needs and address them - linking individual performance to departmental goals 	Managers are better equipped to carry out appraisals and will operate with more consistency across the division.	By end of summer term 2016	CAM Senior Leadership Team (RA)
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Development & Alumni Relations Office

Initiative	DARO Staff Survey themes addressed	Related survey questions	Target/Success Measure	Owner	Timescale	Resources Required	Status
Introduce a consistent DARO approach to people management, including baseline expectations and tools	People & Performance Management Communication	11, 12, 13, 16, 17, 19, 23, 31, 32, 45, 49, 50	All DARO people managers attend a session introducing the DARO 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 December 2016	Resource from Talent Manager, plus budget for external facilitation of learning activities. Drawing on planned OD learning offerings. (Time commitment and buy-in from DARO people managers)	In progress

Rollout a management development programme to all people managers, including in depth coverage of topics such as 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 DARO people managers, in line with UCL HR policies. All managers to begin the management training during 2016.	Martin Wedlake	By December 2016	Resource from Talent Manager, plus budget for external facilitation of learning activities. (Time commitment and buy-in from DARO people managers)	Not started
Establish the DARO Management team as an effective and empowered community of operational managers with a defined remit and establish ways of working	People & Performance Management Communication	11, 12, 13 16,17, 19, 23, 31, 32, 45, 49, 50	Increased delegation of authority from the DARO Leadership team to the DARO Management team. Management team empowered to make planning and budgeting decisions for their area. DARO Planning and budgeting processes become more participatory and bottom-up.	Martin Wedlake	By August 2016	Resource from Talent Manager, plus budget for external facilitation of learning activities. Drawing on planned OD learning offerings. (Time commitment and buy-in from DARO people managers)	In progress

Development and implementation of a DARO staff development programme	Staff Development People & Performance Management	34, 35	Decrease in staff turnover Increase in internal moves within DARO Increased staff satisfaction (measured regularly by DARO) Staff development becomes an established part of everyday people management, and strongly linked to the appraisal process.	Martin Wedlake	By December 2016	Resource from Talent Manager, plus budget for external facilitation of learning activities. Drawing on planned OD learning offerings.	In progress
Take steps to monitor resilience and wellbeing and reduce stress, with a particular focus around launch activity for the Campaign launch.	Resilience Staff Development	39, 42, 43, 44	Rollout a resilience and resourcefulness session for all DARO staff. Incorporate a stress check-in into DARO 1:1s	Martin Wedlake	By August 2016	Resource from Talent Manager and external facilitator	Not started

<p>Develop and implement a DARO annual planning cycle, incorporating an annual appraisal 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 DARO colleagues understand their role in the process. Ensure the development of the planning process is participatory and that all DARO 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 DARO plan and UCL's plans and priorities</p>	<p>Martin Wedlake</p>	<p>By August 2016</p>	<p>Resource from Planning Manager Seconded, DARO Resources team and the active participation of the DARO 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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Review and sustain DARO's staff onboarding programme, Destination DARO	Communication & Engagement	21, 24, 51, 56, 57, 67	Review programme during Spring/Summer 2016. Continue with a blended programme of welcome and engagement activities for new starters, including: <ul style="list-style-type: none"> - Buddy system - Welcome meetings with members of the leadership team - Campus tour - Taster sessions including prospect meetings, student calling, and event attendance. 	Martin Wedlake	By July 2016	Coordination from the DARO Resources team and recruiting managers. Comms support from DARO Supporter Communications team.	In progress
Continue programme of DARO-wide communication and engagement activities	Communication & Engagement	21, 24, 45, 51, 56, 57, 67, 71	Continue the programme of DARO-wide communication and engagement activities, including: <ul style="list-style-type: none"> - Monthly DARO all staff meetings, plus social activity - Leadership team lunches - Campaign drop-in sessions - DARO staff feedback group Review effectiveness of communication and engagement activities in early 2016/17	Lori Houlihan	Review by December 2016	Continued provision of engaging content, particularly from DARO Leadership and Management Teams. Comms support from DARO Supporter Communications team.	In progress

Estates

Action Plan

- 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 will make it happen?	WHEN will this be 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>	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 they communication with senior leadership is effective</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, midyear 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>	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 purpose; instigate letters of thanks etc.; celebrate success consistently; promote 'Total Rewards Package' (and work with HR to develop)</p>	<p>Director, EP & BS</p> <p>ELT & HofS</p>	31/10/16

	<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>		
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>	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 appraises, 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>	Director, EP & BS	31/12/16
Enhancing personal development opportunities for staff	<p>Work with HR OSD to developed 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

	<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		
Developing management competencies in our staff	Agree and clarify expectations. Work with HR OSD to develop a framework aligned to project Centre of Excellence development to ensure a holistic approach <i>Desired outcome:</i> Staff with line management responsibilities demonstrate best practice in people management	Director, EP & BS	30/6/16
Develop, agree and monitor departmental Action Plans	Engagement at a departmental level to develop Action Plans to address any specific local issues arising; quarterly progress review against plan by ELT <i>Desired outcome:</i> action taken to address specific departmental issues identified	ELT and/or HofS	31/5/16

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	Action to be Taken	Owner	Timescale	Resources Required	Status
To make HR priorities and objectives more visible to all HR staff.	2, 3, 57	<ul style="list-style-type: none"> a. Clarify 6-8 overall HR priorities/actions and success criteria with clear relevance to <u>all</u> HR staff; involve all HR staff b. Posters outlining key priorities of HR to be placed near photocopiers c. Link HR staff appraisal objectives to overall HR priorities, involving staff as appropriate d. Team workplans to be kept up-to-date on HR intranet, and are easy to understand by all HR staff 	HRMT	By October 2016	Budget for Posters.	In progress
To reward outstanding performance in HR in a consistent manner.	32	<ul style="list-style-type: none"> 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 b. Introduce an HR staff recognition scheme 	HRMT	By March 2017	Budget for awards and recognition scheme to be set aside and fairly allocated across HR.	In progress

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)	7, 61	<ul style="list-style-type: none"> a. Recruit to vacant posts as a top priority and provide immediate cover for vacancies where possible b. Carry out a resource/equipment and software audit and implement improved planning to ensure supplies meet demand c. Produce a guidance note on using equipment effectively (laptop etc.) 	HRMT	By March 2017 (recruitment ongoing)	Some re-allocated budgets may be required as appropriate. Bids to be submitted as appropriate.	In progress
To ensure all HR appraisals include career development discussions	16	<ul style="list-style-type: none"> 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) b. Offer some generic career development training sessions, and offer specific skills training (CVs, interviews) for HR staff c. Introduce annual HR appraiser guidance sessions (to cover this and other cross HR good practice) 	HRMT	By March 2017 (and appraisals ongoing)	Budget and staff time reallocation for training sessions, as appropriate.	In progress

To address poor responses on effective leadership and openness of management communications	23, 55	<ul style="list-style-type: none"> 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. b. Introduce a regular communications channel to HR staff once the new Communications Manager is in post c. Ensure formal HR management communications have a respectful tone to HR staff at all times. 	HRMT	By March 2017		In progress
To address the problem of working excessive hours as identified in the survey	43	<ul style="list-style-type: none"> a. Recruit to vacant posts as a top priority and find cover for vacancies if urgent (as above) 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) c. Implement HR wellbeing programme d. Ensure SOP takes account of what is achievable in any planning period 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 f. Managers to hold 1-1 meetings with staff who work long periods outside core 	HRMT	By March 2017	Budgets need to be available for adverts and cover. May need some reallocation as required.	In progress

		hours to ensure they are supported if they need to be supported, or tasks are re-allocated or re-scheduled as necessary				
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Information Service Division

Please see <http://www.ucl.ac.uk/hr/docs/ISDStaffSurveyActionPlan.pdf>

Library Services (Draft)

Action plan

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
<p>MY JOB</p> <p>I understand how my work contributes to the objectives of my department/division (q1)</p>	Write LibNet Blog to celebrate 88% success rate	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
<p>MY JOB</p> <p>I have the opportunity to contribute my views before changes are made which affect my job (q6)</p>	<u>Ensure all Sections in UCL Library Services are represented in the delivery of every Key Performance Area of the Library Strategy.</u>	All staff feel consulted and engaged	Information feed re Organisational Change procedure is made	ASAP	Assistant Director (Support Services) as Strategy Co-Ordinator
<p>HOW ARE YOU MANAGED?</p> <p>I trust the communication of managers (q21)</p>	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
<p>LEADERSHIP AND CHANGE</p> <p>Senior UCL managers are sufficiently visible (q22)</p>	Invite guest articles/podcasts from senior UCL managers outside the Library for public and Staff Newsletters	Senior UCL managers are more visible	Survey score in next survey is higher. 2015 baseline is 21% positive	October 2016	Newsletter Editorial Team

	Ensure that the Library's SMT meets in libraries outside Gower Street during the course of an academic year				
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
MANAGING YOUR WORKLOAD I am satisfied with the support available if I experience stress or pressure in the workplace (q42)	Support routes and structures are (re-) advertised to staff. Training for managers (as referred to above) will aid with supporting staff when experiencing stress.	Staff feel more supported	Information feed re Support routes and structures is made	ASAP	Library Personnel Team
COMMUNICATION I would be comfortable to speak up and question the way things are done at UCL (q52)	Managers in Staff meetings to ensure that colleagues have an opportunity to contribute discussion items to the agendas New Customer Services Excellence programme will encourage continuous improvement as part of corporate life of the Library	Staff feel more engaged on the corporate life of the Library	Survey score in next survey is higher. 2015 baseline is 27% positive	October 2016	All managers
VISION AND VALUES	Student Centre to deliver 1000 new learning spaces; pan-UCL IT developments	Staff acknowledge infrastructure improvements; staff	Survey score in next survey is higher. 2015	Projects delivered	Director and Assistant Directors

I believe UCL gives sufficient priority to infrastructure and systems (q61)	currently being planned by UCL Information Services	experience improves thanks to upgraded IT systems	baseline is 18% positive	according to project plans	
TAKING ACTION I believe that action will be taken on problems identified in this survey	Regular update articles in Staff Newsletters – You said/We did	Staff see improvements via You said/We did reporting	Library Staff Conference 2017 evaluates success of Library's response to 2015 Staff Survey	From Summer 2016	Staff, Equality and Diversity KPA Team
OWNERSHIP OF THIS ACTION PLAN	To be discussed at Library's SMT				

Student and Registry Services (Draft)

Staff Survey Action Planning: Phase 1 – April to June 2016

Overall Aim/Objective	Creation of Action Plan to address 2015 Staff Survey Outcomes within UCL Student and Registry Services (SRS)	Completion Date	June 2016
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Current Position	<ul style="list-style-type: none"> • Staff Survey results received and reviewed by SRS Management Team (SRSMT) • SRSMT discussion of results held and agreement to move forward with local action group approach to further planning • Key areas eliciting significant responses in survey results identified and proposed remit of local action groups determined around these: <ul style="list-style-type: none"> - Induction and Development - Performance and Recognition - Resilience and Resourcefulness - Equality and Diversity • Divisional summary of results published on SRS intranet and publicised to all SRS staff in divisional newsletter with call for volunteer for local action group • SRS Directors approached to facilitate identification of local action group volunteers 	April 2016
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Issue	Initiative / Task	Desired Outcome	Timescale	Lead
Key themes of significant response in survey outcomes	Local Action Group (LAPG) to be convened comprising representatives of all SRS departments + SRS DEOLO	Group members confirmed, facilitator/Chair identified, meetings scheduled and any required resources secured	May 2016	BF

Issue	Initiative / Task	Desired Outcome	Timescale	Lead
<ul style="list-style-type: none"> - Induction and Development - Performance and Recognition - Resilience and Resourcefulness - Equality and Diversity 	<p>LAPG to have met and identified observations and recommendations for short (1-3 month) and medium (3-9 month) term actions in response to survey results, within the framework of the four key themes identified</p>	<p>LAPG to have identified five or more recommendations under each theme, of which at least three to be actions relating to areas for improvement and two relating to areas for celebration or further investigation</p> <p>LAPG to rank recommendations by priority, suggest timeframes for completion, estimate likely resource requirements and propose associated measures/targets</p>	<p>May/June 2016</p>	<p>LAPG</p>
	<p>LAPG to report to their recommendations to SRSMT</p>	<p>LAPG to present to SRSMT their recommendations by priority, along with the suggested timeframes for completion, likely resource requirements and proposed measures/targets</p>	<p>Mid-June 2016</p>	<p>LAPG</p>
	<p>SRSMT to consider recommendations of LAPG and confirm subsequent SRS Staff Survey Action Plan (SSAP)</p>	<p>SRSMT to endorse LAPG recommendations in full or in part and to relay the confirmed SSAP back to LAPG</p>	<p>Mid-June 2016</p>	<p>SRSMT/BF</p>
	<p>Endorsed recommendations and confirmed SSAP to be communicated to all SRS staff</p>	<p>SRSMT/LAPG representatives to present endorsed recommendations and SSAP at all-SRS Staff Event</p> <p>SSAP to be published on SRS intranet and publicised in SRS staff newsletter</p>	<p>Mid-June to Early July 2016</p>	<p>SRSMT/ LAPG</p>

Issue	Initiative / Task	Desired Outcome	Timescale	Lead
Staff Survey Action Planning: Phase 2	SSAP Implementation	Refer to SSAP at end of Phase 1	June 2016 onwards	WA/BF

UCLU Staff Survey Action Plan				
No:	Target	Related question set	Action	Responsible
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
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
			Appraisal training (to give and receive) to be included on all inductions	HR Advisor
			To carry out appraisals between June/July to link with annual Operating Plan	Head of Ops/HR Advisor
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
			Embed a values led approach into UCLU through objective setting and appraisals	HR Advisor/Leadership team
4	To improve the realistic setting of deadline and targets	39	Project Management Training Utilisation of SMART and Stretch targets	HR Advisor/Leadership team
5	To recognise good performance	32	Department managers to be encouraged to recognise and reward staff (non financial rewards)	CEO/Operations Group
			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

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
			Develop and support two way conversation at UCLU Staff Forum	HR Advisor
			Staff networking events to continue, formal and informal	HR Advisor
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
			CEO to host "town hall" style all staff meetings at least twice a year to discuss specific areas of change	CEO
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
			Informal training provided to Staff Forum members to agree their role and the objectives of the staff forum	Staff forum/HR Advisor
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
			CEO to continue to send monthly update to all staff	CEO
			Leadership team to attend department meetings to discuss plans and hear feedback	Leadership team

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
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	HR Advisor
			Develop a culture (through communication, forums, appraisals, one to ones, values) where positive challenge and questioning are supported	Leadership team
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
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
			To continue to use anonymous recruitment process	HR/All
			Promotion of events celebrating equality and diversity	Sabbatical officers/HR Advisor
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
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
			Encourage staff to get active via UCLU's Project Active and volunteering opportunities	Student Activities Manager
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
			Develop the support available for non UCL contracted UCLU staff (student and elected)	Head of Ops/HR Advisor

			Include on the UCLU staff intranet a section on support available for staff, including Employees Assistance Programme.	Research Coordinator/HR Advisor
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
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
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
			Use the Staff Forum as a channel to track progress and ensure action plan if updated and relevant	HR Advisor
			Update staff on action plan progress mid year	Leadership team
			Actions being taken forward evidence of commitment to action plan and making UCLU a great place to work	ALL