

## What you said!

### Summary of findings from UCL Staff Survey

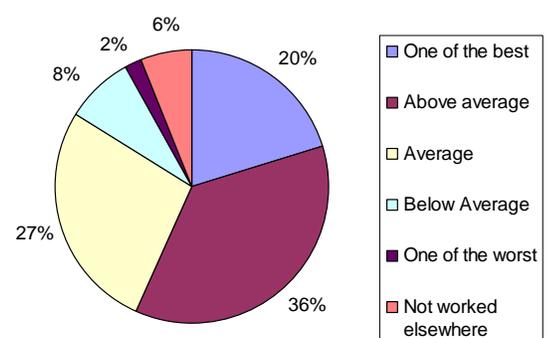
UCL's first all-staff attitude survey was conducted at the end of 2004 / early 2005, focussing on staff perceptions of UCL as a place to work and the extent to which its equal opportunity policies have made a difference in practice. This document summarises the key findings. The full report and action plan in response to the survey findings can be found at: [www.ucl.ac.uk/staff\\_survey/report/survey\\_findingsfinal\\_report.pdf](http://www.ucl.ac.uk/staff_survey/report/survey_findingsfinal_report.pdf)  
[www.ucl.ac.uk/staff\\_survey/action/actionplansurvey.pdf](http://www.ucl.ac.uk/staff_survey/action/actionplansurvey.pdf)

2380 staff participated, a 31% response rate and the sample was broadly representative of UCL's staff profile. Some of the survey findings confirm areas where UCL has already identified the need for change and is taking action. There are also additional areas where staff highlighted priorities for further improvement.

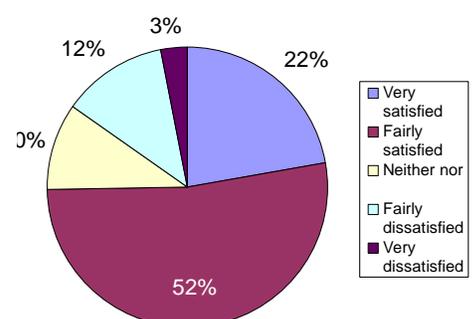
All of these have been incorporated into an action plan, the implementation of which will be overseen by the Provost's Senior Management Team, the Committee for Equal Opportunities and UCL's Race Equality Review Group Employment Issues. The aim is to integrate actions arising from the staff survey with UCL's key major strategic initiatives to embed equalities issues, build on good management practice, increase commitment to equal opportunities and raise awareness of equality issues and the support available, promote UCL's revised harassment and bullying policy and process, and better facilitate career development for women, black and minority ethnic and disabled academic and support staff and develop closer relations between support and academic staff.

#### UCL as a place to work

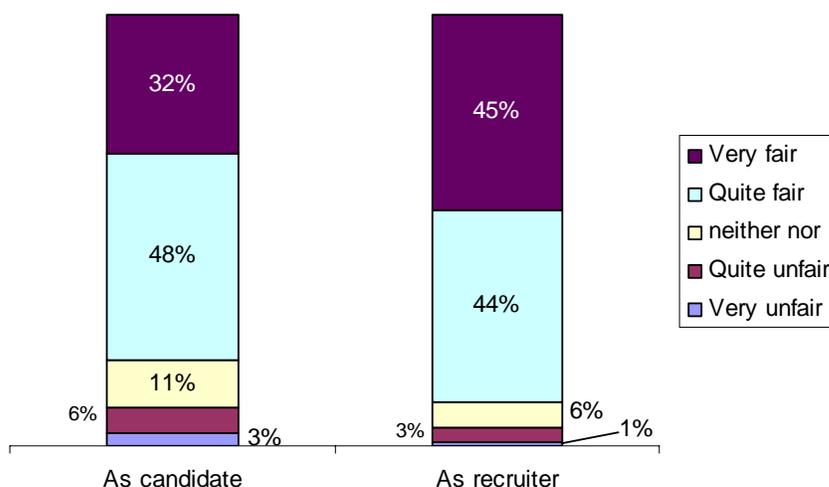
There were many things in the survey results that UCL can be proud of. Additionally the results are broadly in line with or better than a similar, recent HEFCE survey of staff working in 10 universities. UCL has a satisfied body of staff with high job satisfaction scores and positive attitudes towards UCL's working environment. 56% of staff said that UCL was either the best place they'd ever worked or above average. This compares very favourably to the private sector norm of 39%. However, only 44% of disabled respondents rated UCL in the top two categories. 75% of academic respondents and 70% of support staff respondents were satisfied with their jobs. The vast majority of respondents felt supported (82%) and that they are working in a friendly atmosphere (81%). Respondents' views on career development were slightly less favourable than job satisfaction, although the findings overall were positive, with academic staff slightly more likely to feel they had sufficient opportunities to develop their skills than support staff.



#### Satisfaction Rates



# Recruitment, promotion and regrading

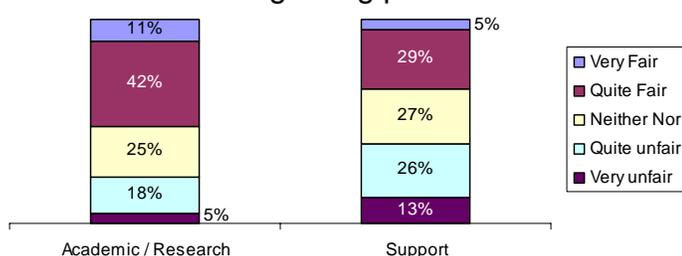


## Recruitment process

N.B. Recruiters more likely to be white and over 50. Younger & black and minority ethnic (BME) staff more likely to be candidates

The majority of respondents (80%) who had had experience of UCL's recruitment and selection process as a candidate in the last 3 years felt it to be fair. This rose to 88% of respondents who had been recruiters. Of those who felt the process to be unfair (9% as candidates, 4% as recruiters) black and minority ethnic (BME) candidates (24%), older candidates (21%) and women (14%) were the groups perceived to be treated less fairly. Most disabled staff had not made their disability known at recruitment. Of the respondents who cited the process as unfair, issues highlighted were the underrepresentation of women and BME staff at a senior level, the impact of career breaks, part time working and that it was perceived that not all groups are equally encouraged to apply for promotion.

## Promotion / regrading process

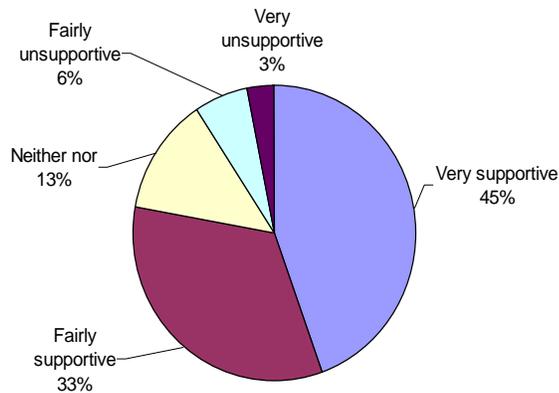


The majority of academic and research respondents thought the promotion process was fair, 23% of respondents that it was unfair. A third of support staff respondents thought the regrading process was fair but a larger proportion, 39% felt it was unfair.

**Actions in response** The process for regrading support staff is currently changing and is designed to ensure equal pay for work of equal value. UCL is proposing: increased training take up across all staff groups, to ensure better awareness of academic promotion criteria and procedures, and to monitor the diversity of appointment committees, and promotion and regradings.

# Staff Management

How would you describe your manager's support?



A large majority of respondents (77%) felt that their manager was supportive of them. Only one in ten said their line manager was unsupportive.

A key issue was communication, which was thought to become more fragmented once outside the department or faculty. Half the respondents thought there were adequate opportunities to get ideas passed up to senior management but only 35% felt informed about the reasons behind decisions.

The survey highlighted a wide variety of effective management, from the very good to the poor.

Further 46% of respondents thought UCL has a real commitment to EO from senior managers.

**Actions in response** UCL is developing management competencies which will emphasise the need for an understanding of EO issues and reinforce the commitment of senior managers to promoting EO issues. Other initiatives include increasing the proportion of managers undertaking management training, ensuring a consistent commitment to the staff review process & developing a target for more diverse representation at a senior management level.

UCL is also implementing an action plan to improve internal communications at all levels.

## Perceived treatment of specific groups

While many departments and their Heads were praised, where there were perceptions of unfair treatment, the most common perception was that this was due to poor staff management rather than discrimination; a failure to 'nip things in the bud', or to deal with bad practice at the outset. Perceptions of unfair treatment at UCL varied enormously by group and by department. Women, minority ethnic and disabled staff were perceived to be most affected.

Women were more likely to perceive unfair treatment and that this was on the basis of sex. This perception was stronger among women (38%), particularly academics and researchers (44%). Examples cited were the impact of pregnancy, childcare and part time working on women's careers and the under-representation of women academics and managers at a senior level within UCL.

18% of respondents rising to 46% and 35% among black and Asian respondents respectively thought BME staff were treated less fairly and that race was a reason. Many felt this was about 'fit' rather than overt discrimination, though BME respondents were more concerned than other groups about how they are treated in the recruitment and selection process. It was also generally perceived that there is an under representation of minority ethnic groups at UCL at senior academic and senior manager level.

Disabled staff were much more likely than other groups to be less satisfied with their job and felt less valued and acknowledged for their work. 39% of disabled staff who felt unfairly treated thought their disability was the cause. (While the number of disabled respondents was low, this was a significant proportion of all disabled members of staff known to UCL). In the focus groups, disabled staff felt they had to fight to get what they were entitled to, and that they weren't supported by UCL as much as they'd like.

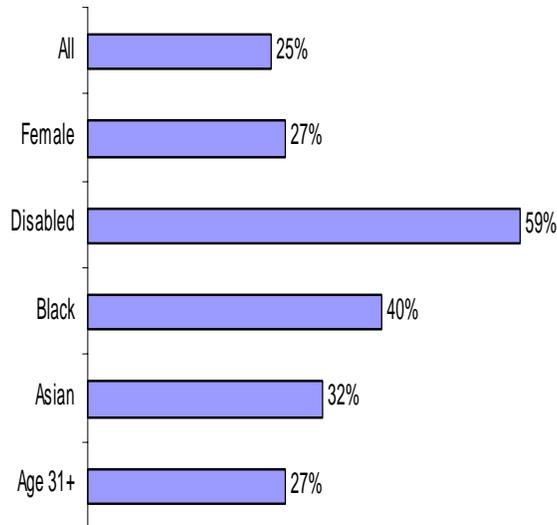
24% of older respondents felt that older respondents were unfairly treated. Only 6% of respondents felt there was unfair treatment due to religion or belief or sexual orientation. A key issue which arose in each focus group was the divide between academic and support staff.

**Actions in response** UCL is undertaking a number of initiatives which include: consideration of workforce equality targets in relation to senior academic women and black and minority ethnic academics in 2005-6, harmonisation of key terms and conditions across grades, addressing inequalities and unequal representation of women in science, engineering and technology and the development of a disability strategy and action plan with the full involvement of disabled staff.

## Harassment and Bullying

It was obvious from the survey the term 'harassment' was widely interpreted. The qualitative follow up in focus groups explored specific examples. While only 9% of all respondents thought there was a bullying culture at UCL, 25% of respondents said they had experienced harassment and bullying whilst at UCL, 10% in the last year. The largest group was disabled respondents, 59% of whom said they had experienced discrimination, harassment and bullying. (In the HEFCE staff survey, 17% of respondents said they had experienced some form of harassment in the last 12 months.)

Personally experienced harassment, discrimination or bullying



The main reason given was being more junior (32%). Only 31% reported the incident and only 32% of respondents were satisfied with the outcomes. Where respondents had experienced harassment and bullying and reported this 71% were most likely to have reported this to their line manager, although 49% were dissatisfied with the outcome of their complaint, the most common reason being that they felt their line manager was either unwilling or unable to affect a resolution.

Of the respondents experiencing harassment who did not complain, 43% thought nothing would happen if they did. A range of other reasons were identified for not complaining. All these will be addressed in the the harassment and bullying policy review.

**Actions in response** UCL will incorporate the survey findings into the review of the harassment and bullying and process, promote widely to all staff the revised policy and the help and support available, will speed up the formal process, emphasise confidentiality, tackle fear of repercussions and better promote data on cases and outcomes.

# Commitment to Equal Opportunities

While most respondents agreed there should be a real commitment to implementing equal opportunity (EO) issues and this was important (92%), and there should be a real commitment to EO from senior managers, (93%), only 47% said that UCL always implemented its EO policies.

A third of respondents were not aware of the sources of help and advice available on EO issues at UCL. Half of all respondents were aware of UCL's Equal Opportunities Coordinator and Disability Coordinator, 44% of Departmental Equal Opportunity Liaison Officers (DEOLOS) and only a third knew of the existence of Harassment Advisors. The majority of those who had approached a DEOLO and/or harassment advisor felt that the matter had been dealt with effectively.

**Actions in response** UCL will better promote the advice and assistance available to staff, including the Employee Assistance Programme, a confidential hotline available to staff to talk through issues of concern. Further actions arising from the staff survey will be integrated into corporate, faculty and departmental strategies. Core management competencies will emphasise the need for understanding of EO issues, an understanding of EO will be built into job descriptions and there will be mandatory on-line diversity training for all new staff.

## Other Issues:

Another issue raised was the need to review the Human Resources (HR) Division's role and remit and to increase the accessibility and approachability of HR to all staff and clarify who to contact for what.

**Actions in response**, UCL will review and clarify the role and remit of HR and this will be taken on board along with the implementation of the recommendations from the current Admin Review Project, set up to improve efficiency and links between departments and the administrative divisions, including HR.

Some staff were unaware of UCL's current equality monitoring arrangements, what data was available and how to access this.

**Actions in response** UCL will improve internal communication of its equality monitoring data and benchmarks and make additional monitoring data available to departments and faculties.

Thank you for taking part in the survey and for giving us your views.

We will keep you updated on the actions taken in response to the survey results and hope you will help us monitor progress.