Staff Survey
Roadshows - 2019

Professor Ian Walmsley – Provost
Louise Lindsay – Director of HR and Organisational Change
• Welcome and Introductions
• 2017 Staff Survey Actions
• Summary of overall results
• Highlighting some areas for focus
• Discussion
Staff Survey Action planning – why your feedback is important
Action following the Staff Survey

- **51%** Believe that meaningful action will be taken following the survey
  - (-2 vs. 2017)

- **31%** Are unsure about whether action will be taken
  - (+11 vs. BM)

- **19%** Believe that no meaningful action will be taken following the survey
We reacted – selection of outcomes from the 2017 Staff Survey

• We introduced two new career progression pathways for staff in the learning and teaching job family
• 2018 Pay and Benefits Review – repeated in 2019
• The Faculty of Natural Sciences introduced training sessions on managing mental health at work
• We launched bespoke professional development support for clinical research fellows in the Faculty of Medicine
• The Faculty of Engineering introduced active bystander training, which gives staff and students the tools and confidence to challenge poor behaviour, and it’s now being rolled out more widely
• We extended the Lead-Engage-Apply-Perform (LEAP) training programme to supervisors as well as managers within Finance, Campus Services, Estates and ICT
Senior Leadership Training following 2017 Staff Survey:

• Values and Behaviours
• Leaders, Managers and Supervisors Responsibilities
• Leadership Development
• Training
• Mentoring
• Recruitment
• Senior Leadership proactive accountability
• Communications and awareness
All College Results Reports are available on the Staff Survey webpage

https://www.imperial.ac.uk/human-resources/working-at-imperial/staff-survey/
Summary of Overall Results

**Response Rate**
- 57% (↓7 from '17)

**Employee Engagement**
- 74% (In line with '17)

**Comparison to 2017**
- 1 question improved (+5)
- 47 questions are in line
- 1 question declined (-5)

**Comparison to BM**
- 10 questions improved (+5)
- 23 questions are in line
- 3 questions declined (-5)
Employee Engagement continues to be strong

<table>
<thead>
<tr>
<th>SAY</th>
<th>I am proud to work for the College</th>
<th>'19</th>
<th>Vs. '17</th>
<th>Vs. BM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>85</td>
<td>-2</td>
<td>+8</td>
</tr>
<tr>
<td></td>
<td>I would recommend Imperial as a good organisation to work for</td>
<td>75</td>
<td>-1</td>
<td>+9</td>
</tr>
<tr>
<td></td>
<td>I would recommend the College as a great place to study</td>
<td>70</td>
<td>-2</td>
<td>+2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STAY</th>
<th>I feel a strong sense of belonging to the College</th>
<th>'19</th>
<th>Vs. '17</th>
<th>Vs. BM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>59</td>
<td>0</td>
<td>+2</td>
</tr>
<tr>
<td></td>
<td>I am committed to helping the College achieve its strategic aims</td>
<td>80</td>
<td>+3</td>
<td>+3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRIVE</th>
<th>Working here makes me want to do the best work I can</th>
<th>'19</th>
<th>Vs. '17</th>
<th>Vs. BM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>75</td>
<td>0</td>
<td>+7</td>
</tr>
</tbody>
</table>
Engagement varies internally

<table>
<thead>
<tr>
<th>Role (main groups shown)</th>
<th>Length of service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td>0-11 months</td>
</tr>
<tr>
<td>(n=2077)</td>
<td>(n=603)</td>
</tr>
<tr>
<td>Academic</td>
<td>1-2 years</td>
</tr>
<tr>
<td>(n=696)</td>
<td>(n=941)</td>
</tr>
<tr>
<td>Research</td>
<td>3-5 years</td>
</tr>
<tr>
<td>(n=669)</td>
<td>(n=812)</td>
</tr>
<tr>
<td></td>
<td>6-9 years</td>
</tr>
<tr>
<td></td>
<td>(n=517)</td>
</tr>
<tr>
<td></td>
<td>10-14 years</td>
</tr>
<tr>
<td></td>
<td>(n=623)</td>
</tr>
<tr>
<td></td>
<td>15+ years</td>
</tr>
<tr>
<td></td>
<td>(n=753)</td>
</tr>
</tbody>
</table>

- Professional Services: 76% (n=2077)
- Academic: 72% (n=696)
- Research: 68% (n=669)
- 0-11 months: 79% (n=603)
- 1-2 years: 73% (n=941)
- 3-5 years: 70% (n=812)
- 6-9 years: 72% (n=517)
- 10-14 years: 75% (n=623)
- 15+ years: 77% (n=753)
Colleagues get a sense of personal accomplishment and feel challenged in their roles:

- 80% (↑1 vs. '17) for I am sufficiently challenged in my role.
- 79% (↓1 vs. '17) for My work gives me a feeling of personal accomplishment.
- 83% (↑1 vs. '17) for I know what is expected of me in my role.
Support around wellbeing has improved but only 1 in 2 staff feel imperial cares about their health

I think imperial cares about my health and wellbeing: 51% (-3 vs. '17)

I know where to go for support if i have concerns about my mental wellbeing: 67% (+5 vs. '17)

As long as I get the work done, I am trusted to organise my workload in away that suits me: 91% (-1 vs. '17)
Root Causes of Pressure

- **32%** Cannot meet the requirements of my job without regularly working excessive hours
- **24%** (-2 vs. ‘17) Do not have enough resources to complete their work effectively
- **10%** (+2 vs. ‘17) Cannot cope with the pressure placed upon them in their role

2019

<table>
<thead>
<tr>
<th>Work Type</th>
<th>Percentage</th>
<th>2017 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>Academic</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>Research</td>
<td>33%</td>
<td>33%</td>
</tr>
</tbody>
</table>

2019

<table>
<thead>
<tr>
<th>Work Type</th>
<th>Percentage</th>
<th>2017 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>Academic</td>
<td>38%</td>
<td>36%</td>
</tr>
<tr>
<td>Research</td>
<td>18%</td>
<td>19%</td>
</tr>
</tbody>
</table>

2017

<table>
<thead>
<tr>
<th>Work Type</th>
<th>Percentage</th>
<th>2017 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>Academic</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>Research</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Meeting Requirements Without Excessive Hours

Client Q No. 27

SCORE:

52%

SHOWING RESULTS FOR:

Universities (UK)

RANK:

4 (out of 9)
Able to Cope with Pressure

Client Q No. 26

SCORE: 72%

SHOWING RESULTS FOR: Universities (UK)

RANK: 2 (out of 17)
Staff Feel Trusted to Get Work Done

As long as I get the job done, I have the freedom to work in a way that suits me.

Client Q. No. 7
SCORE: 91%
SHOWING RESULTS FOR: Universities (UK)
RANK: 1 (out of 18)
Question:
What are the causes of your work pressure?
Working relationships and collaboration

I have good working relationships with the colleagues I work with: 91% (9% vs. ’17)

My colleagues work together to achieve the goals of our Department/Division: 68% (+1% vs. ’17)

I believe there is effective collaboration between Departments that work in my Faculty: 36% (+2% vs. ’17)

“Better collaboration between colleagues and Departments during change initiatives so we don’t just end up with change thrust upon us”
Experiences of collaboration vary between staff group

I believe there is effective collaboration between teams that work within my Department/Division

<table>
<thead>
<tr>
<th>Group</th>
<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic (n=696)</td>
<td>52%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>Clinical Academic (n=112)</td>
<td>55%</td>
<td>23%</td>
<td>22%</td>
</tr>
<tr>
<td>Learning &amp; Teaching (n=155)</td>
<td>50%</td>
<td>26%</td>
<td>24%</td>
</tr>
<tr>
<td>Operational Services (n=239)</td>
<td>60%</td>
<td>15%</td>
<td>25%</td>
</tr>
<tr>
<td>Professional Services (n=2076)</td>
<td>58%</td>
<td>17%</td>
<td>25%</td>
</tr>
<tr>
<td>Research (n=671)</td>
<td>44%</td>
<td>26%</td>
<td>30%</td>
</tr>
<tr>
<td>Technical Services (n=227)</td>
<td>51%</td>
<td>12%</td>
<td>37%</td>
</tr>
</tbody>
</table>
Colleagues Working Together

Client Q No. 40
SCORE: 68%

SHOWING RESULTS FOR: Universities (UK)

RANK: 11 (out of 12)
Question:
What is getting in the way of colleagues working together?
Clear Understanding of the Purpose and Objectives of my Department

Client Q No. 36
SCORE: 73%
RANK: 2 (out of 7)

Comparing results for Universities (UK)
Clear Understanding of Purpose and Objectives of the College

I have a clear understanding of the purpose and objectives of the organisation

Client Q No. F2
SCORE: 44%

SHORING RESULTS FOR:
Universities (UK)

AVERAGE
10 (out of 10)

Benchmark Group
Imperial College London
Variation in Question Text
Management of Change

Changes are managed well at the College: 24%

I am kept informed about changes within my Department/Division: 60%

The communications I receive help me to understand the reasons behind College level decisions: 44%
Question:
What information is missing in helping with an understanding of College purpose and objectives and the reasons for change? What would improve the execution of change?
College Leaders

College leaders are sufficiently visible:
- 2017: 21% (33% visible, 46% not visible)
- 2019: 26% (33% visible, 41% not visible)

College leaders provide clear direction for the future:
- 2017: 15% (40% clear, 45% unclear)
- 2019: 21% (38% clear, 41% unclear)

I see evidence of effective leadership from College leaders:
- 2017: 18% (40% evidence, 42% no evidence)
- 2019: 23% (39% evidence, 38% no evidence)
Question: What are your thoughts on the additional things we should be doing to have a more positive impact as leaders?
Harassment and/or Bullying

529 Individuals (12%) have personally experienced harassment and/or bullying at Imperial in the last 24 months.

By Whom:
- Prefer not to say: 7%
- Someone else: 4%
- A student: 5%
- Someone who works in another department: 9%
- Someone you manage: 4%
- Another manager in the department: 19%
- Your line manager: 18%
- A colleague: 34%

Comparison:
- No: 80% (2019 vs 2017)
- Yes: 12% (2019)
- Prefer not to say: -2 (2019 vs 2017)
Sexual Harassment

48 individuals (1%) have experienced sexual harassment at work in the last 24 months.

By Whom:

- Prefer not to say: 15%
- Someone else: 13%
- A student: 4%
- Someone who works in another department: 15%
- Someone you manage: 2%
- Another manager in the department: 7%
- Your line manager: 9%
- A colleague: 35%

2019: 97% No, 3% Prefer not to say.
Unethical and unreasonable behaviour

584 Individuals (13%) have observed unethical behaviour in the last 24 months

161 Individuals (6%) have felt pressurised to behave in an unethical way in their research work

2019

77% No
9% Prefer not to say
13% Yes

2019

73% Neither
6% Agree
21% Disagree
Treated with Dignity and Respect

Client Q No. 51

**SCORE:**

**77%**

**SHOWING RESULTS FOR:**

Universities (UK)

**RANK:**

5 (out of 25)
Confidence in Expressing Views

I think it is safe to speak up and challenge the way things are done in this company/organisation.

Question Text Variance:
I am confident about expressing my views and opinions without fear of negative consequences.

Client Q No. 50
Score: 58%
Showing results for: Universities (UK)
Rank: 4 (out of 23)
Recommending Imperial as a Good Place to Work

I would recommend this organisation as a great place to work:

Client Q No. 56
SCORE:
75%

SHOWING RESULTS FOR:
Universities (UK)

RANK:
5 (out of 33)
Question:
Unacceptable behaviour towards each other

• What would prevent this happening?
• What is preventing individuals reporting this?
Summary of Questions:

• What are the causes of your work pressure?
• What is getting in the way of colleagues working together?
• What information is missing in helping with an understanding of College purpose and objectives and the reasons for change?
• What would improve the execution of change?
• What are your thoughts on the additional things we should be doing to have a more positive impact as leaders?
• Unacceptable behaviour towards each other
  – What would prevent this happening?
  – What is preventing individuals reporting this?
Discussion
Next steps

- W/c 7 May: Results presented to HoDs
- 15 May: Reports issued to Managers
- Access to online Manager’s tool
- June: Staff Survey Roadshows
- July: Initial response to staff published
- August: Action planning starts
- September: College wide action plan published
- February 2020: Faculty & Department action plans completed