

Nuffield Department of Primary Care Health Sciences 2023

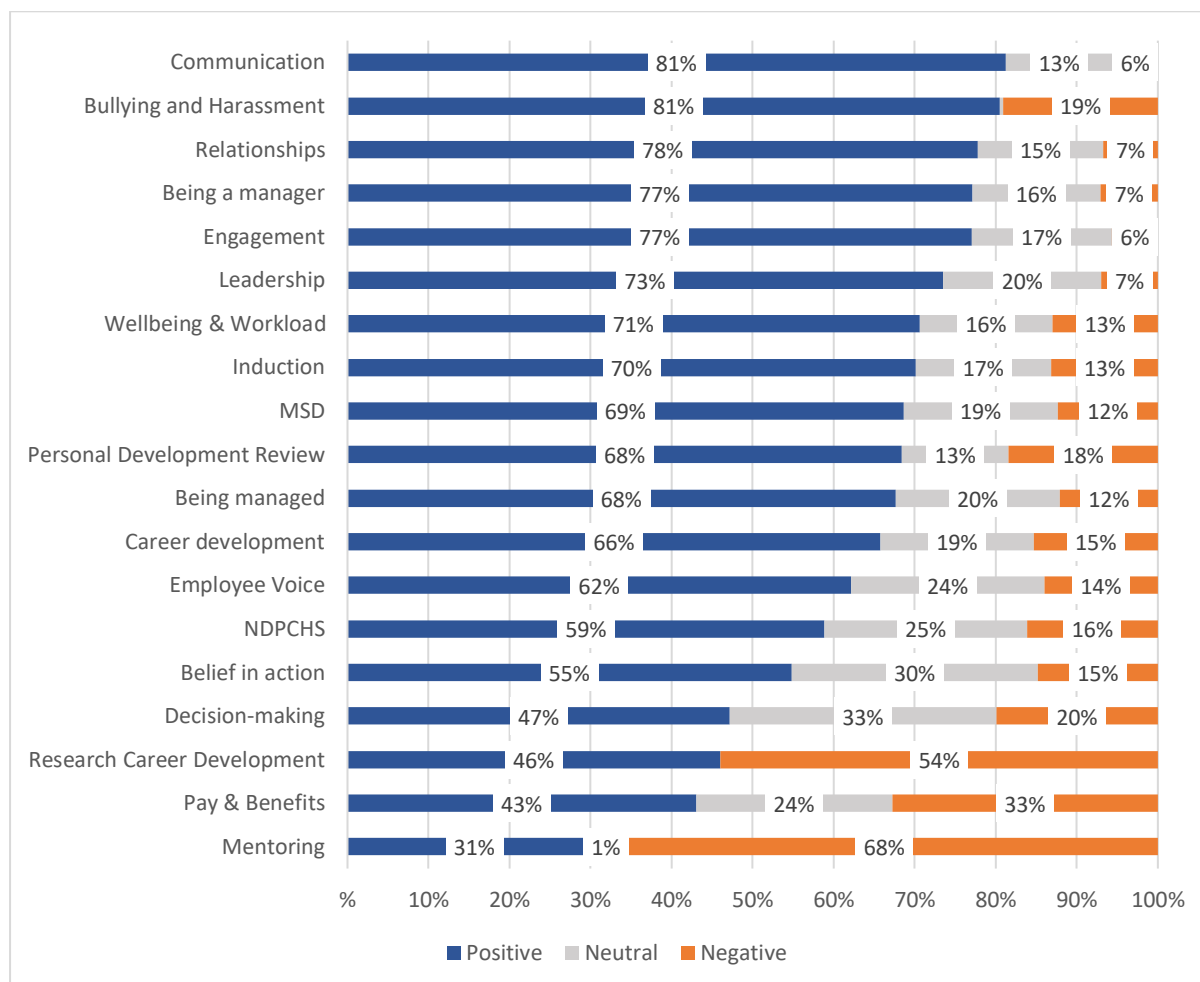
Staff Experience Survey – One Year On

The University ran the second iteration of the university wide Staff Experience Survey through the People Insights platform, from 25th April-19th May 2023. A department report of the results was published in October 2023 and can be viewed [here](#). This report shares more in-depth findings, planned actions and progress made in areas since the survey.

Response Rate: 290 responses of 393 invited to participate.

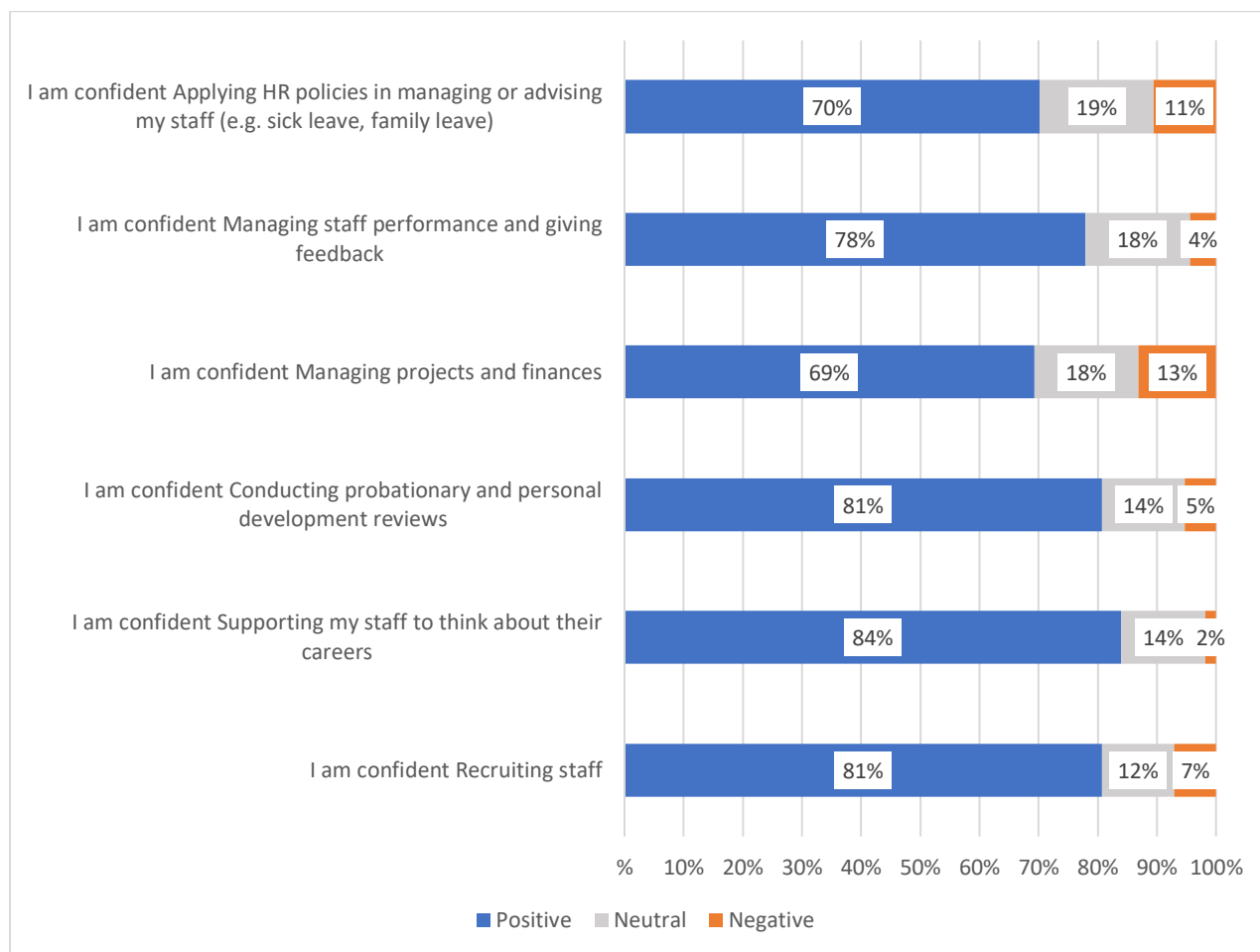
Response Rate	Year	NDPCHS	University	MSD
Overall	2023	69% (290)	58%	61%
Academic or Researcher	2023	63% (132)	51%	57%
Professional, Support or Research-Related	2023	75% (138)	63%	66%

Overview



Results and commentary by theme from Staff Experience Survey 2023

Being a Manager

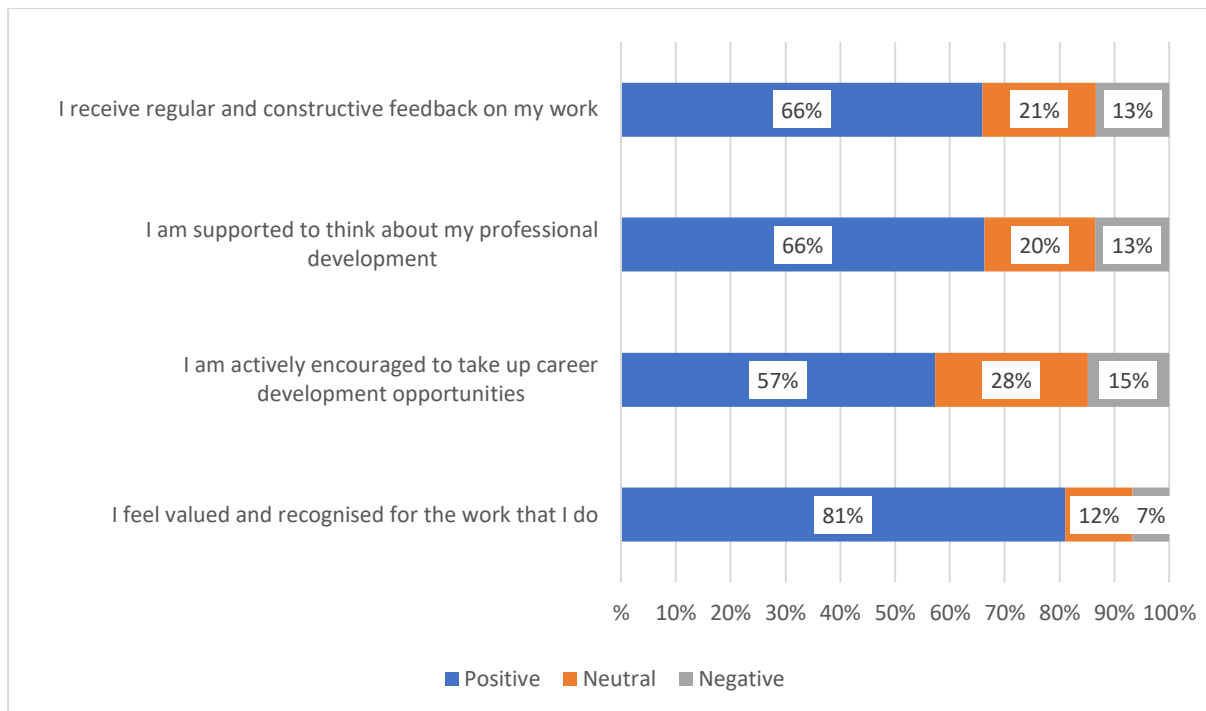


The 2023 survey showed a decrease in satisfaction for male and female respondents since 2021 for confidence in managing projects and finances. In particular an area of concern is that female respondents were 14% points less confident than male respondents.

Action being taken

- Workshop for EMCRs of financial management of grants held in January 2024
- Support for CTU staff on managing trial budgets from grant officers (this action was also identified through PDRs)

Being Managed

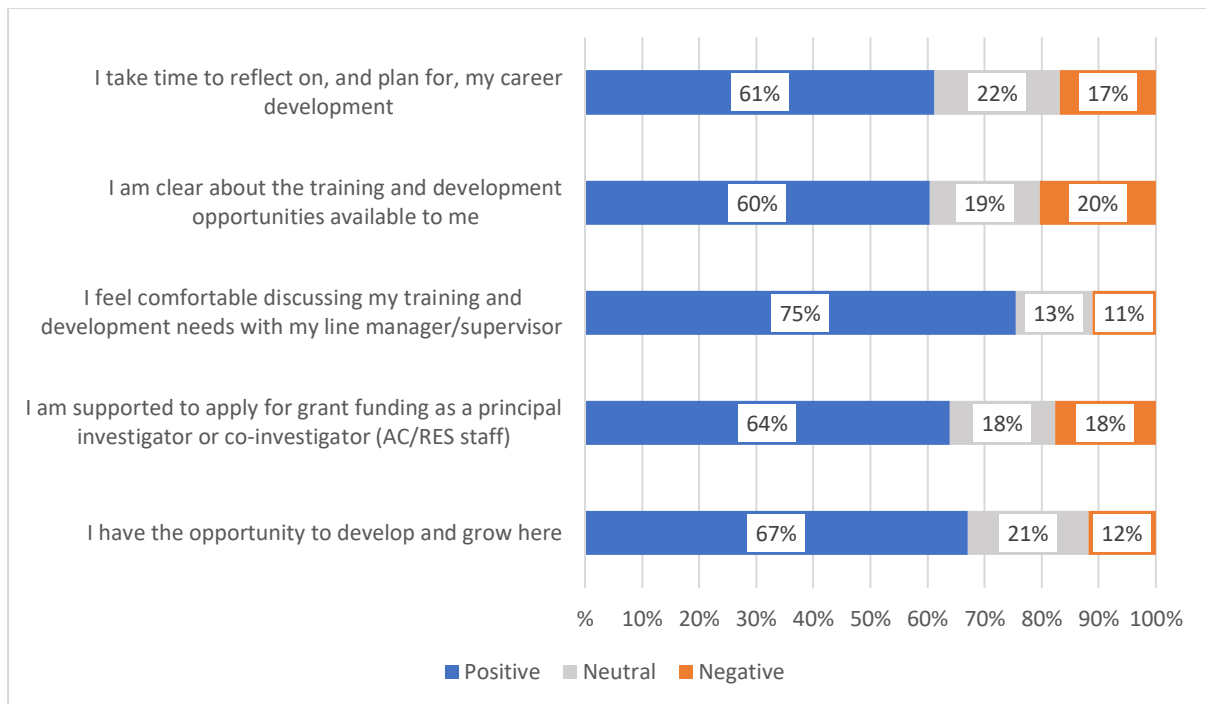


There is little difference in responses from female and male respondents for these questions and the changes since 2021 are insignificant. However, the agreement from all respondents is concerningly low and in particular encouragement for career development of part-time respondents is lower than full-time.

Actions being taken

- Senior Academic Committee away day in May 2024 includes a session on developing EMCRs
- Senior Academic Committee meetings have included sessions on citizenship for development and equalities duties
- Everyone in the department is encouraged to have a PDR which includes space to discuss development
- Career Development Reviews are being introduced in the department in tandem with the PDR process
- Future Pulse Surveys will be used to review free text comments to further understand the concerns

Career Development

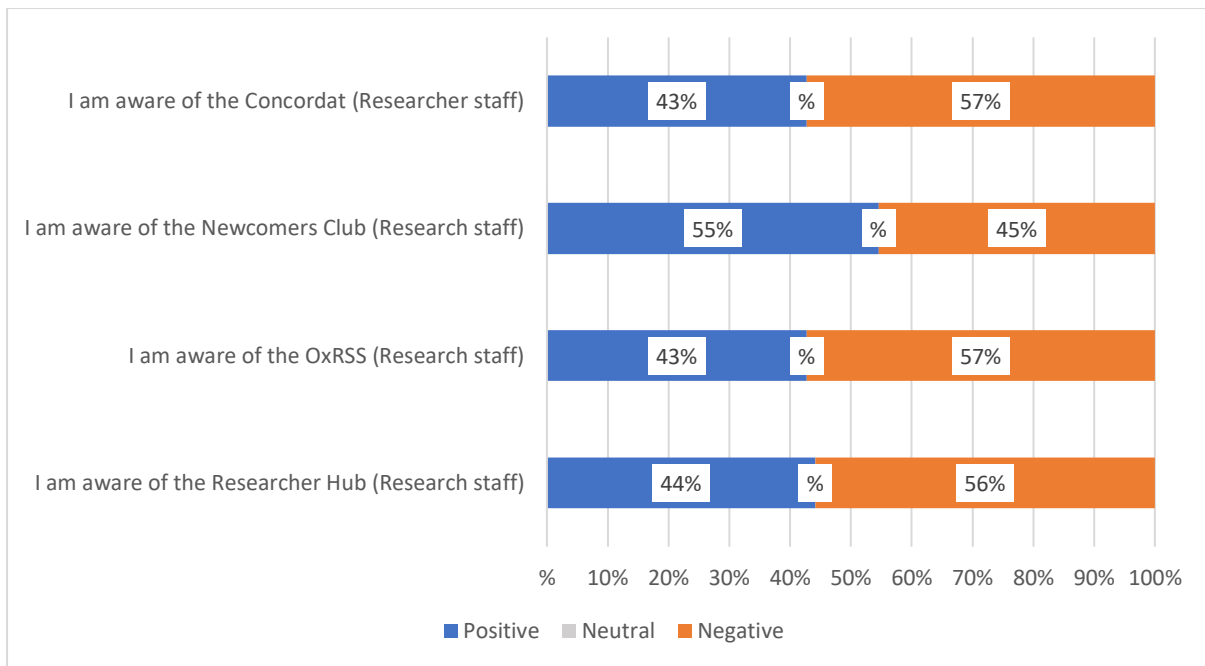


The gender difference is decreasing between male and female respondents due to an increase in female respondents agreeing since 2021 (+15% points for I am clear about the training and development opportunities available to me). Further work is underway to improve career development.

Action being taken:

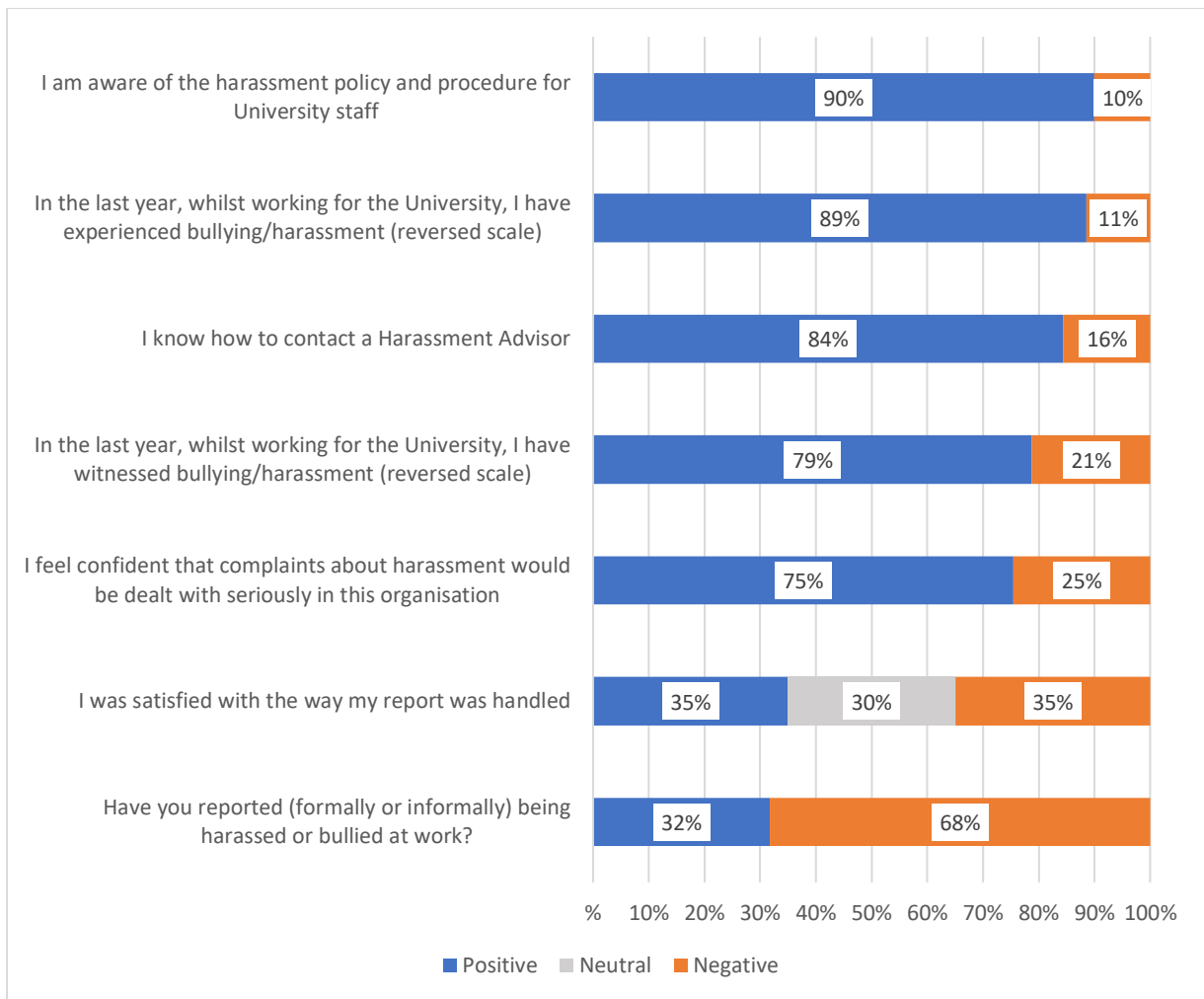
- Michaelmas Term 2023 focus for the Leadership Learning Pathway was on Personal Development Reviews. Workshops were run for reviewers on PDRs and a panel discussion held on how to get the most out of PDRs
- Career Development Reviews are being introduced in the department in tandem with the PDR process
- Leadership Learning Pathway is being reviewed to ensure it is meeting the personal and career development needs of the department

Career Development - Research staff



Most of the areas under this heading relate to centrally run services and initiatives which the department promotes as appropriate. For example the Concordat is now referenced in PDRs.

Bullying and Harassment – Reverse scale for experienced and witnessed, positive = no

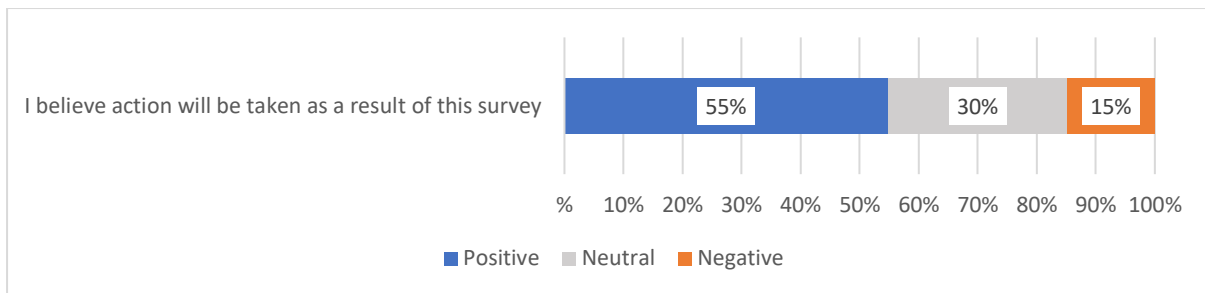


Whilst the levels of bullying and harassment experienced have decreased by 5% points since 2021 and the levels of respondents witnessing are similar to the university results in the department, we do not want anyone to experience bullying and harassment.

Action being taken:

- Bullying and harassment working group established 2023
- Mediation service introduced in Michaelmas Term 2023
- Senior Academic Committee all undertook bespoke bullying and harassment training run by the university’s EDU in January 2024
- Bullying and harassment working group is developing bystander and intervention training using Forum Theatre

Belief in Action

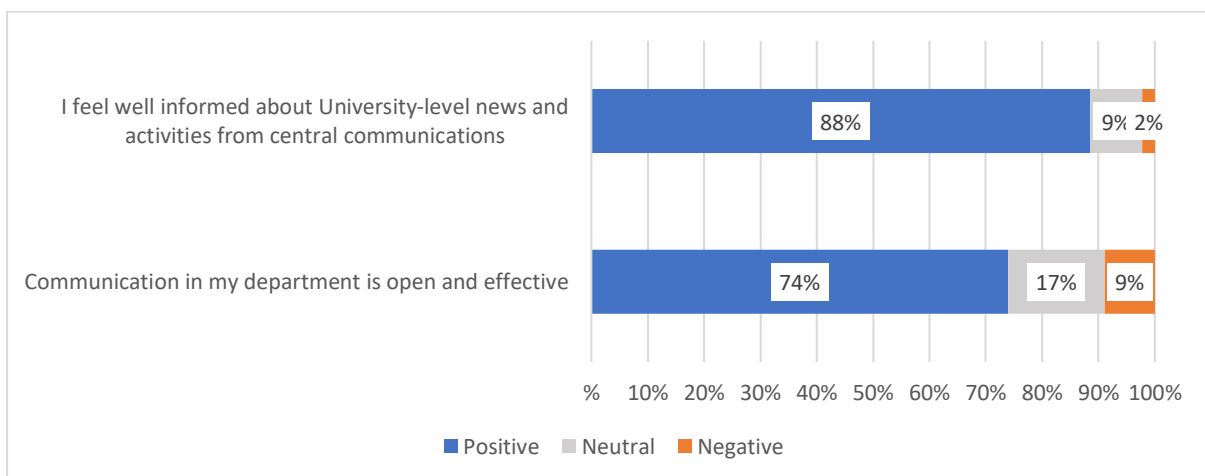


Female respondents were more confident than male respondents that action will be taken as a result of the survey (+23% points).

Action being taken

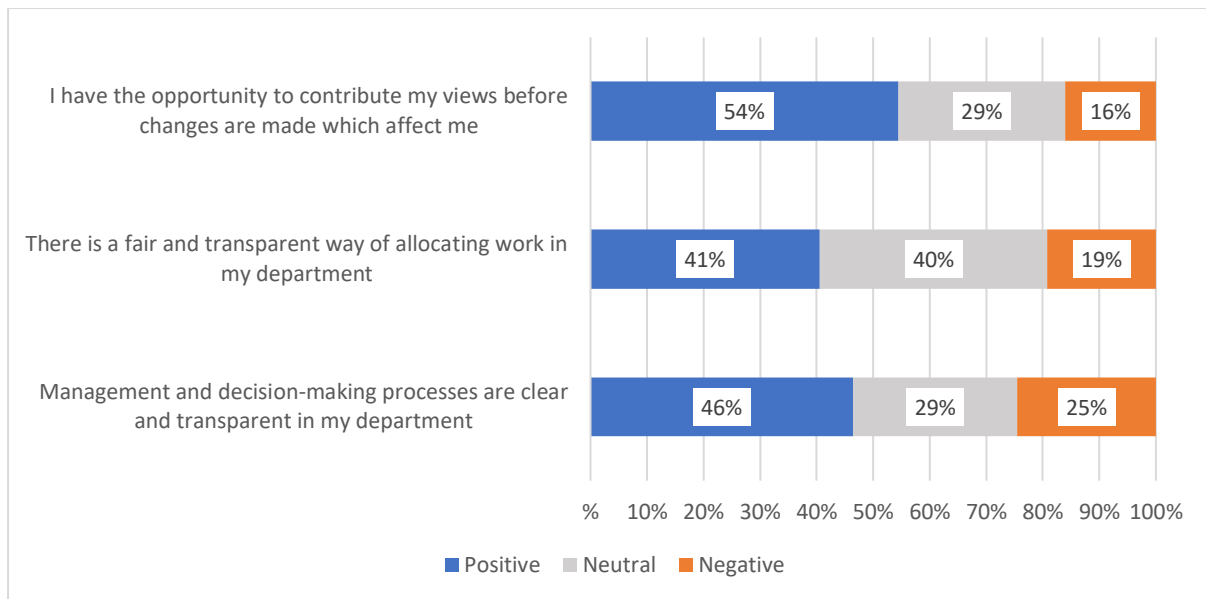
- The Athena Swan Data Monitoring Group has reviewed the results in detail and highlighted areas of concern for the Self-Assessment Team (SAT) to take further action on
- Results shared with the Senior Academic Committee and used as part of decision making
- Report and action one year on from staff experience survey is being shared with the whole department

Communication



See commentary under decision making (below).

Decision-making

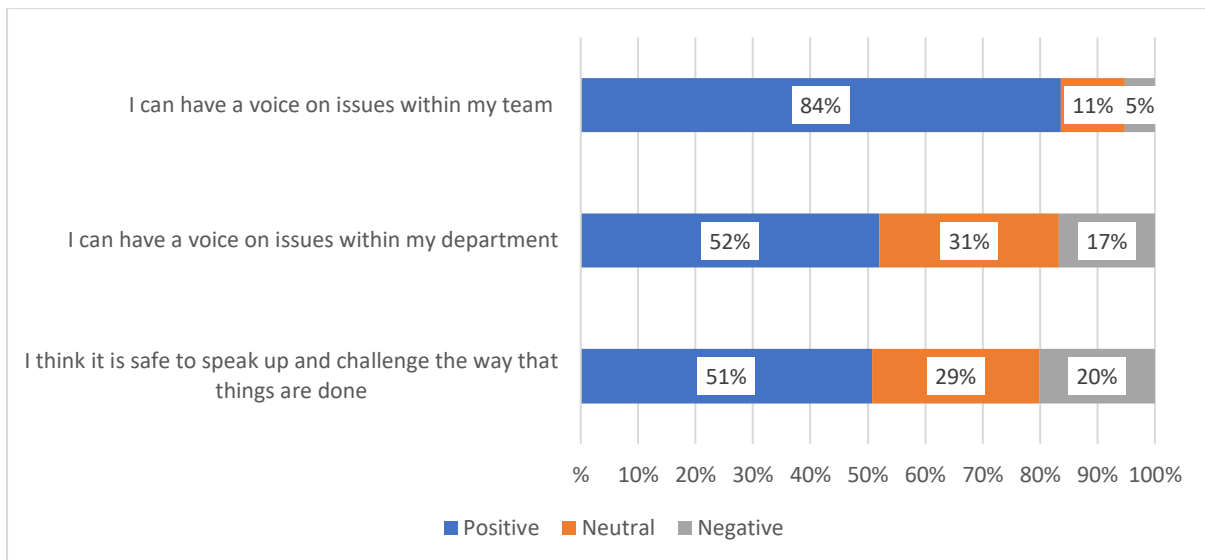


Overall, positive responses in this area were low with agreement under 50% for transparency of decision making and workload allocation. While workload allocation is primarily done at group level, actions to support this, particularly for line managers, is part of the Athena Swan action plan (priority 4).

Action being taken

- Headline minutes from Senior Academic Committee, People and EDI committee, and Department Strategy Committee and Research Committee are published following every meeting on [SharePoint](#)
- For every team and research group an Athena Swan link person has been appointed. All link people were invited to meet with James Sheppard and Kathryn Ungerer in May 2024 who shared an update of Athena Swan work and sought feedback and ideas from their teams
- We are currently working on producing guidance for line managers on where to spend time (and how to advise others in this regard), including how to enable protected time for high priority tasks, and this will be shared with the department in the future.

Employee Voice

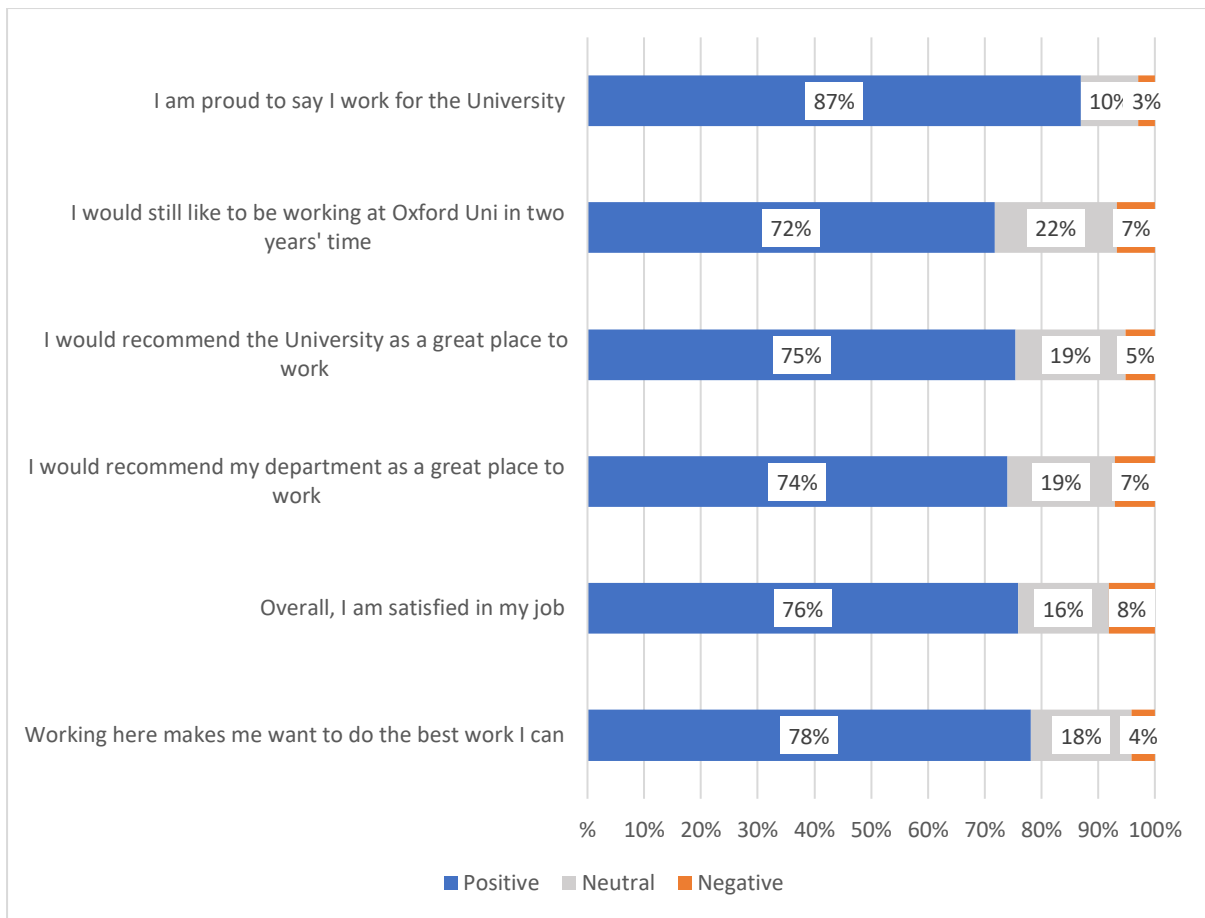


Team voice agreement is much stronger than responses to voice in department and feeling able to speak up and challenge. PT respondents although responding more favourably to communication in the department (+9% points), they were less likely to agree that they had a voice on issues in the department (-4% points).

Action being taken

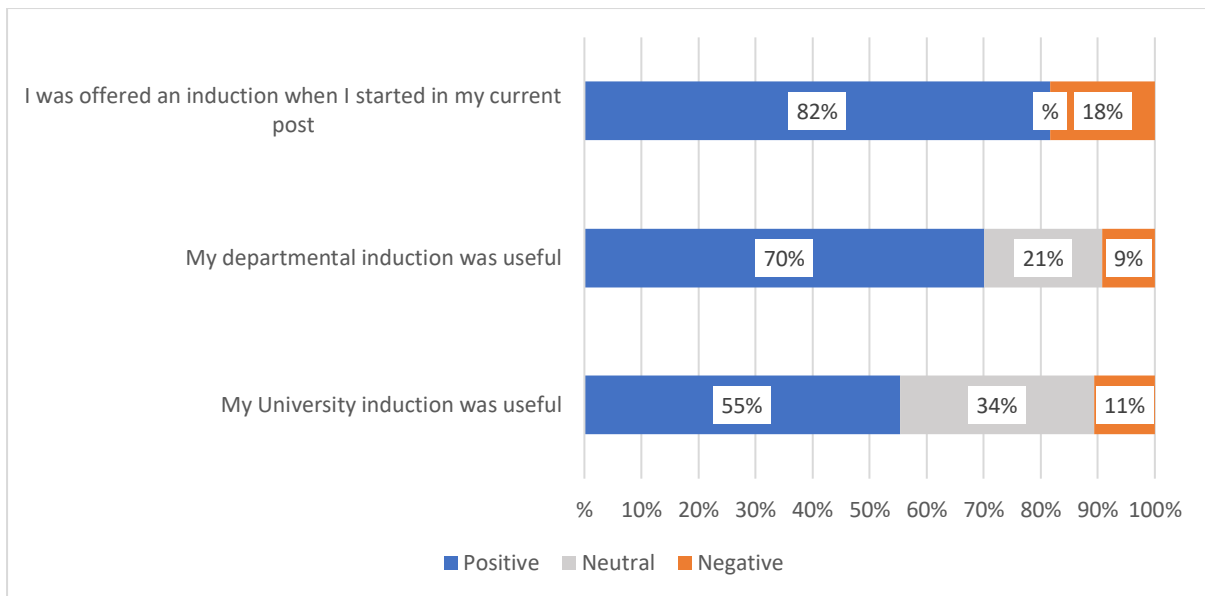
- Opportunity for asking anonymous questions reinstated in Department Open Meetings to enable people to have a voice on department issues and feel able to speak up and challenge the way things are done. Meetings are hybrid to enable participation and change between a Tuesday and Thursday
- Pulse Surveys to continue which take less than 5 mins to complete so should be accessible to PT as well as FT staff members

Engagement



There were marginal differences between male and female respondents and those who work FT vs PT (-4% to +8%).

Induction

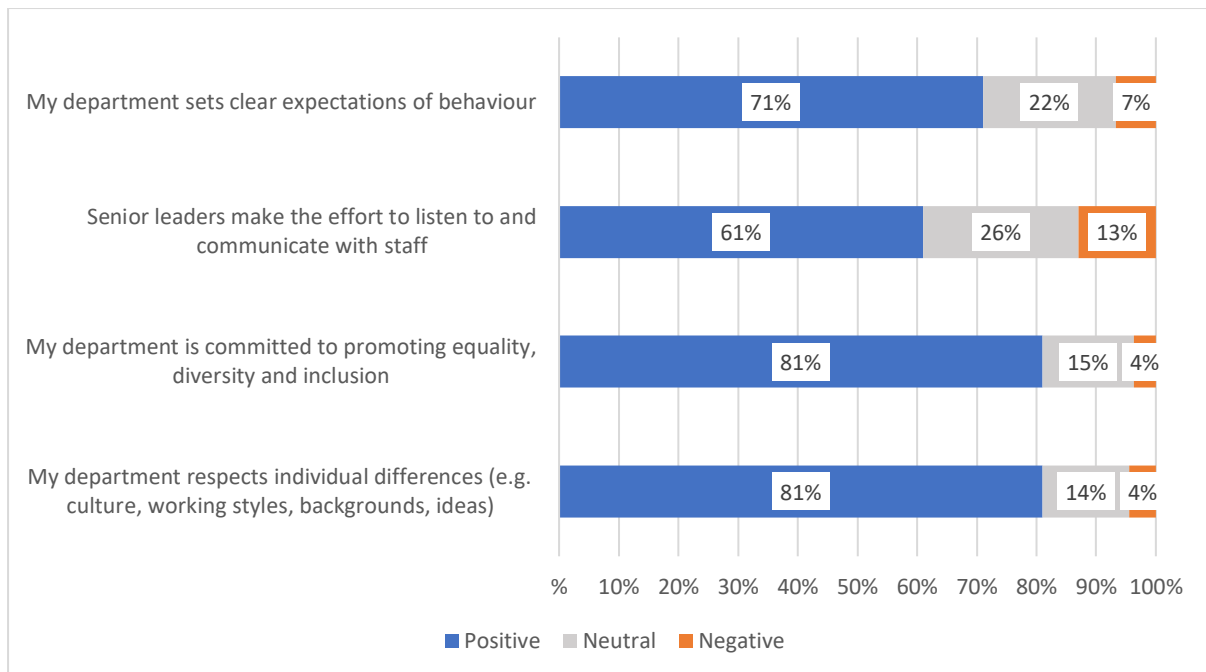


While the majority of new starters found the department induction useful, only 65% of PT respondents agreed.

Action being taken

- New video inductions have been introduced since the Staff Experience Survey
- Induction pages on the intranet have been updated and refreshed

Leadership

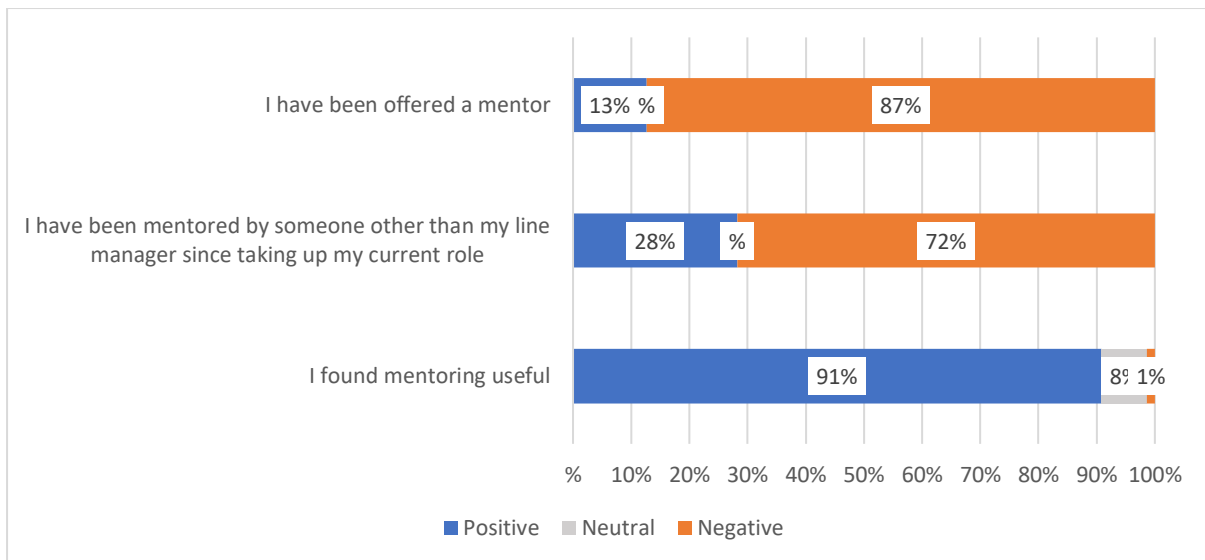


As recognised externally through the department’s Athena Swan Gold award, it is encouraging to see internally a positive responses of over 80% to the department’s commitment to EDI and respect of individual differences.

Action being taken

- The department Values were shared after a period of consultation in 2023 which outline the expected behaviours of everyone in the department.
- Value Awards were run for the first time in 2024 to recognise and reward those upholding our values

Mentoring

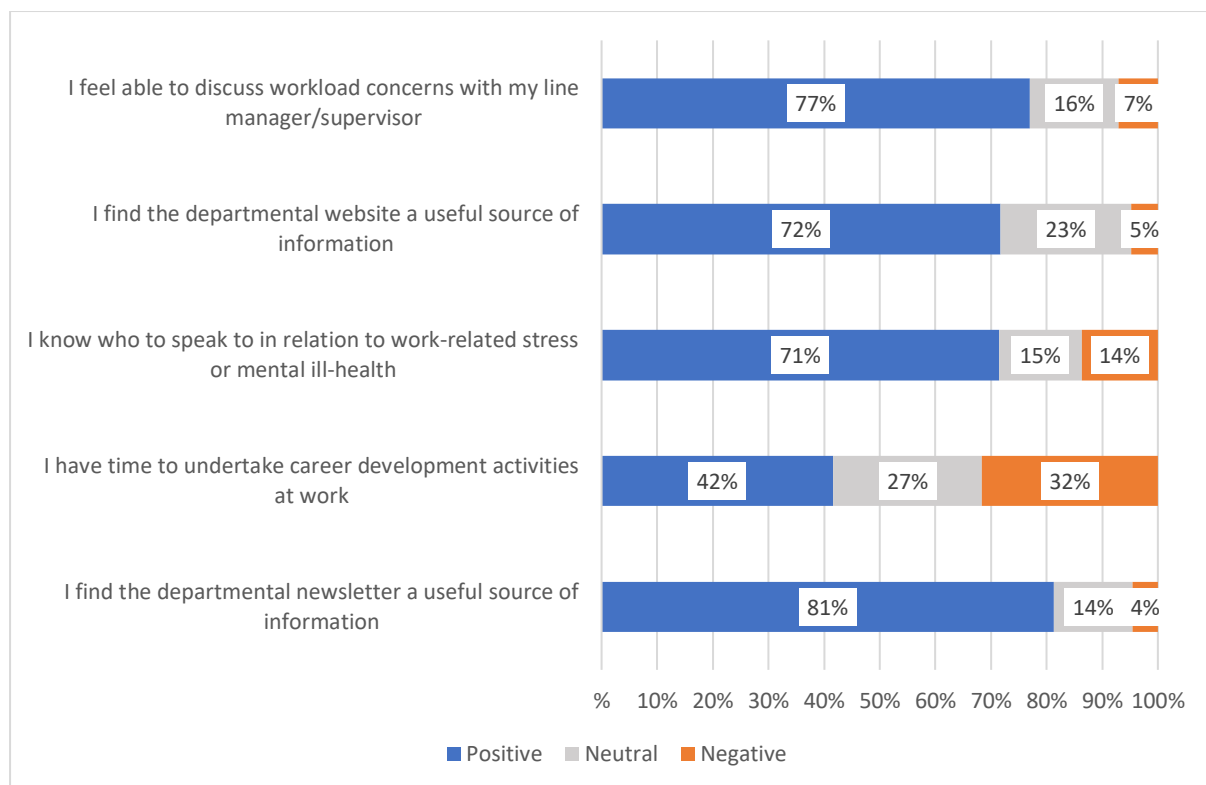


Those who have had mentoring have found it very useful although across the department this is a relatively small number (28% of respondents, +6% PT than FT and +6% female respondents). Department members who wish to have a mentor are encouraged to seek it out as and when it is needed and could discuss this with their line manager as part of the PDR.

Action being taken

- Intranet pages have been updated to sign post [mentoring opportunities](#)

MSD

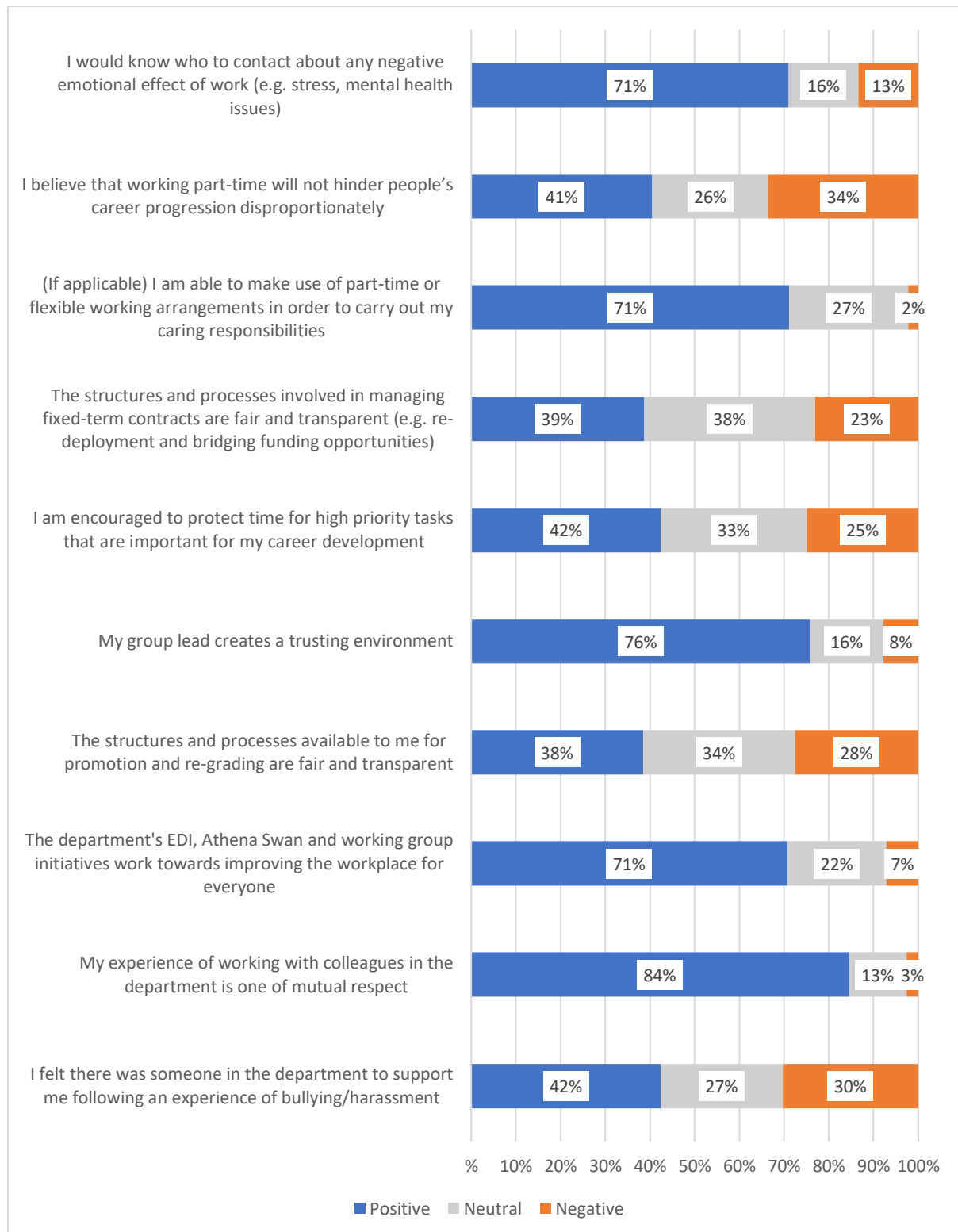


Time for career development, overall agreement response is v low at 42% (39% female respondents, 32% PT respondents).

Action being taken

- Department Training Policy had been [published](#) in October 2022
- Session in SAC Away Day May 2024 which highlighted the Concordat agreement to 10 days of professional development and ideas for how this could be used.
- Prompt for career development and reminder of 10 days in PDR
- Introduction of costing prompts to include training as part of cost of a person

Nuffield Department of Primary Care Health Sciences

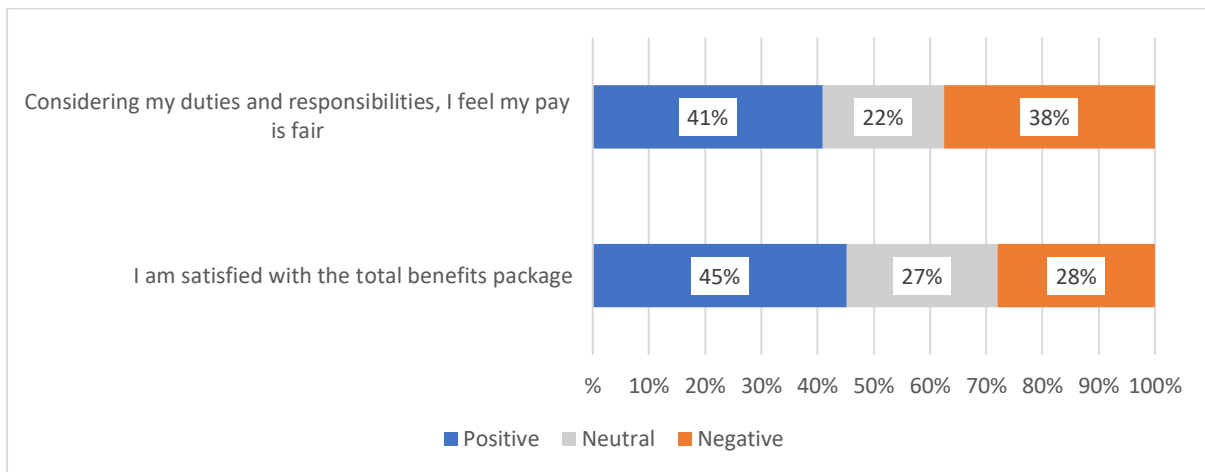


Responses to question on FTC and promotions and regrading were low at under 40%.

Action being taken

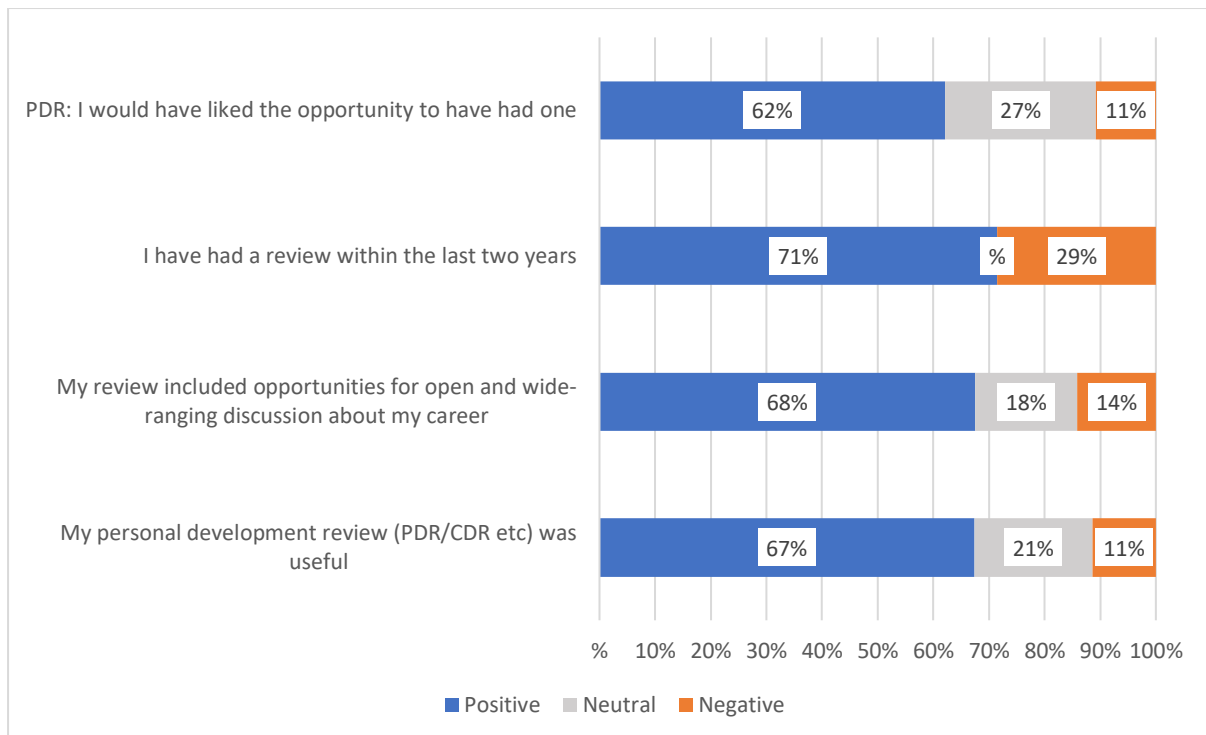
- A-Z for EMCR session covered all topics with presentations from Nicola Small and Clare Wickings. This will take place annually.
- Similar session will be run for CTU
- In January 2024 all group leads were sent staff data highlighting staff at the top of their grade who may be eligible for a re-grade (Athena Swan action 1.1). This will continue each year on a rolling basis

Pay & Benefits



Women respondents were more satisfied and the satisfaction of male respondents has decreased since the 2021 survey. PT workers were marginally more satisfied than FT (+7% and +1%). The outcome of the central University's pay and conditions review is expected later in summer 2024.

Personal Development Review

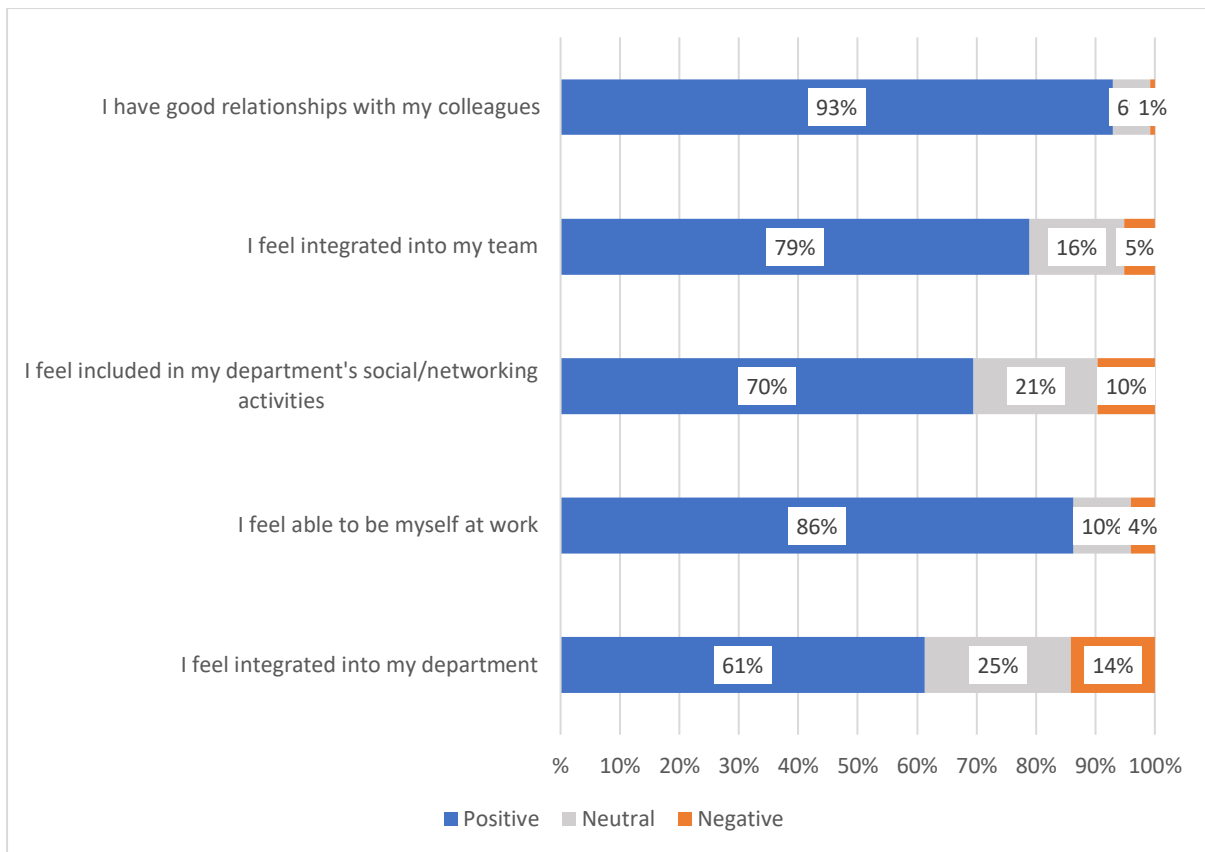


Those who reported having had a PDR in the last 2 years were 15-20% more satisfied in other areas such as career development and being managed. Of those who did not have a PDR, the 62% who would have liked to have one is equal to 46 respondents. 75% of PT respondents had had a PDR but of those who had not only 28% would have liked to have one.

Action being taken

- The Leadership Learning Pathway in Michaelmas Term focussed on PDRs and sessions included training for reviewers, feedback conversations and a panel discussion

Relationships

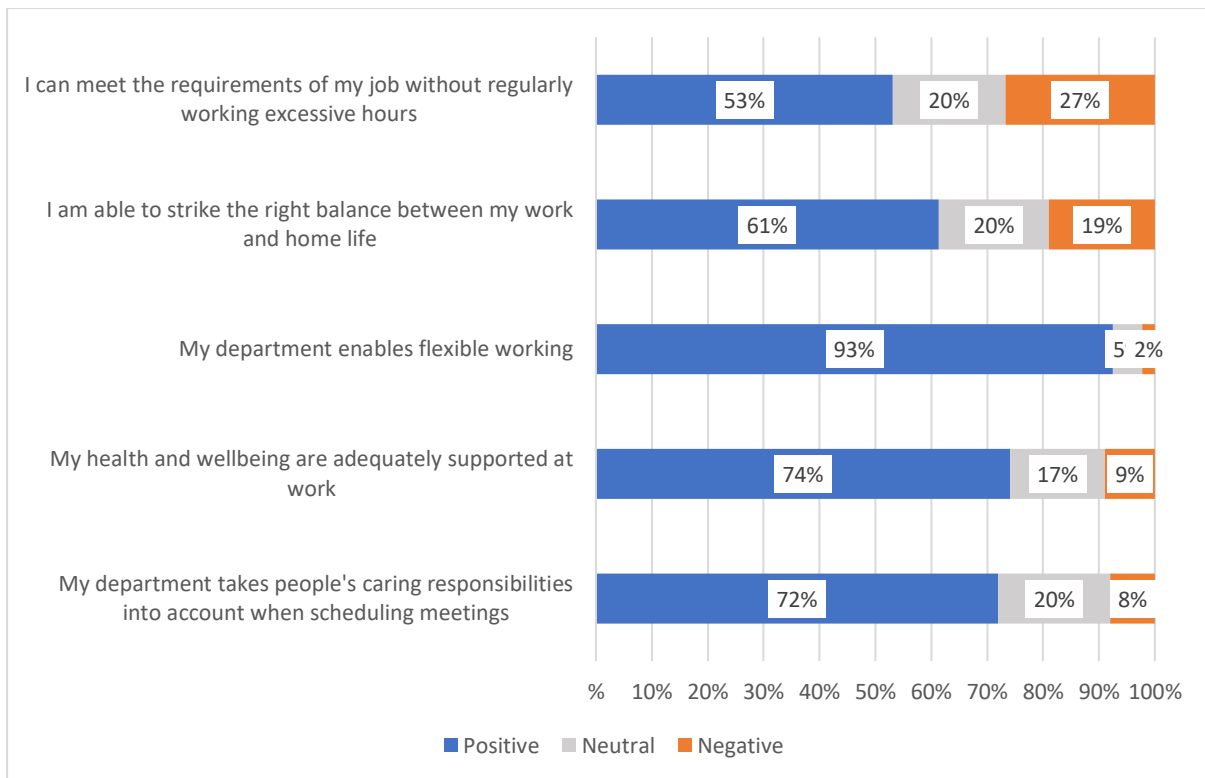


There's been a positive increase since 2021 in those feeling able to be themselves at work (+13% male, +15% female). Those who are working remotely feel less integrated into the department (43% compared to 61%) but the important part of good relationships with colleagues is still high (89% remote working, 93% all). There is also no difference in responses from FT vs PT respondents.

Action being taken

- Coffee mornings twice a week
- Department Christmas Party in 2022 and 2023 and Summer party in 2022 and 2024
- Groups received a contribution to team Christmas lunch

Wellbeing & Workload



Overall in this are PT respondents scored higher and those with day to day caring responsibilities responded more positively (+3%) to the question “My department takes people’s caring responsibilities into account when scheduling meetings”.