

You Said We Did – feedback gathered during the Values and Expectations project and the actions taken so far (May 2023)

During the Values Workshops a number of questions were asked to help guide discussions on department values. As well as using these responses to reach and describe the values, we have also used them as feedback. Below summarises these issues raised as well as action that has and will be taken in response.

Issue raised	What we are doing
<p>Career progression - lack of clarity about promotion and career development, including expectations, criteria and responsibilities; training opportunities; mentoring; part time working parity; (64 comments)</p>	<ul style="list-style-type: none"> • Overview and feedback about processes and criteria to SAC in July 2022. To be repeated annually. • Sessions for the EMCR group to explain processes and criteria • Comms team regularly signpost opportunities and deadlines. • Leadership learning pathway • EMCR day 4 May 2023 • FUTURE PLANS: • Further line manager (LM) training to be delivered by HR • Career Development Reviews project led by HR • Proposed review in PDRs to ensure LMs are supporting EMCRs
<p>Collaboration - Knowing more about what other groups are doing; More networking amongst teams. (40 comments)</p>	<ul style="list-style-type: none"> • Reintroduced Dept seminars in 2022 with expectation that staff attend – combine 2 groups at each to encourage collaboration • Departmental conference April 2023 attended by c270 staff • Encourage staff to return (more regular) onsite working – e.g. PSS colleagues present 60% of each week
<p>Job security – fixed term contracts; More clarity and honesty about open-ended contracts (31 comments)</p>	<ul style="list-style-type: none"> • Review by PEDI Committee of use of FTCs • Criteria for use of FTCs and process for transfer to open ended clarified and on intranet • HR review/identify people eligible for transfer to open-ended contracts • Recognise that this is a wider sector problem and continue to work with University and other stakeholders to address
<p>Transparency - Transparent decision making; Clear org structure charts; clarify Policies and procedures (30 comments)</p>	<ul style="list-style-type: none"> • Comms improvements to intranet and weekly update • Terms of reference/committee memberships on website • Dept updates to research group leads with key information to cascade • People and EDI committee timetable for review and refresh all policies • Policies shared on intranet
<p>Space - Desk space; Too many empty desks; appropriate working / meeting spaces; temperature control. (27 comments)</p>	<ul style="list-style-type: none"> • Regular review /ongoing discussion by RTOSW subgroup of the People and EDI committee • Plans for renovation of Gibson building
<p>Flexibility - flexible/hybrid working; explore a set of 'core office hours'; behaviours to be specified for those working from home to ensure they</p>	<ul style="list-style-type: none"> • Regular review /ongoing discussion by RTOSW subgroup of the People and EDI committee

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contribute equally to those working on site (25 comments)	
Workloads - more manageable workload; (25 comments)	<ul style="list-style-type: none"> • Workload Allocation working group – report discussed by DSC July 2022. Agreed actions distributed to various groups e.g. Athena Swan, and actions being taken forward, available on intranet, e.g. Athena Swan action plan.
Recognition - Recognition for teaching contributions; more praise - for everyone, for tasks big and small; Recognition and celebration of those undertaking extra tasks; (24 comments)	<ul style="list-style-type: none"> • Awards for excellence scheme • Nominating staff for teaching awards • HR team/Nicola Small sessions for the EMCR group to explain processes and criteria – including the contribution of teaching • Comms team: Newsletter celebrate achievements
Confront poor behaviour - Directly tackling problem issues and behaviours; (16 comments)	<ul style="list-style-type: none"> • Leadership learning pathway • People and EDI committee ownership of issues relating to issues and behaviours related to senior staff – provision of interventions; support and disciplinary processes as needed – reporting to DSC of concerns • New Bullying and Harassment Working Group to take forward Athena Swan priority <p>FUTURE PLANS:</p> <ul style="list-style-type: none"> • Further line manager (LM) training to be delivered by HR • Bullying and Harassment training, starting with SAC
EDI - Greater diversity ; remember intersectionality ; address sexism and racism (15 comments)	<ul style="list-style-type: none"> • Creation of Head of People and EDI role, and committee • Athena Swan action plan (and Gold award recognising progress and ambition) • Anti-racist reading group • Help End Everyday Racism project led by members of the Department • Diversity included as key consideration in recruitment for new Nuffield chair and other new posts • Communications about intersectionality (including response to DPhil's questions about diversity in DGS team)
Social - Coffee break to start again; More social activities/events (14 comments)	<ul style="list-style-type: none"> • Deployed Jessie to encourage coffee breaks 2x per week (new coffee machines) • Dept seminars with lunch • Departmental conference April 2023 • Summer party 2022 and 2024 • Christmas party 2022 onwards • Regular Wellbeing activities including choir, yoga, knitting group
systems – modernisation; improve processes and navigation (13 comments)	<ul style="list-style-type: none"> • Changes to HR/Finance/Research support and IT processes and roles to support improvement • Additional PSS staff appointed in key areas

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	<ul style="list-style-type: none"> • Discussion with MSD and wider university about support and initiatives that will address system concerns (eg improvements to IT)
PSS - Support for admin, HR, and finance teams; More administrative support for researchers (11 comments)	<ul style="list-style-type: none"> • Changes to HR/Finance/Research support and IT processes and roles to support improvement (e.g. clearer lines of responsibility for budget management/group finances, IT governance training improvements, introduction of weekly comms clinics after coffee break) • Additional PSS staff appointed in key areas (e.g. HR, Contract support)
resources & support - support structures e.g. contracts; underwriting (11 comments)	<ul style="list-style-type: none"> • DSC review and prioritisation of needs • Changes to HR/Finance/Research support and IT processes and roles to support improvement • Additional PSS staff appointed in key areas • Use of bridging and university funds to support activities
Hierarchy - less hierarchal structure; clinician vs research scientist roles ; more open door (10 comments)	<ul style="list-style-type: none"> • Seminars and Dept conference deliberately showcase staff across all grades and DPhils • SAC meetings with pre meets/lunches with EMCR and DPhil
Retention putting effort into retaining good staff; More understanding of why individuals are leaving the department (9 comments)	<ul style="list-style-type: none"> • Exit interviews offered and issues responded to • Use PDR and LM to support development (eg grant getting.)
kit – better IT equipment (9 comments)	<ul style="list-style-type: none"> • Programme of replacement /upgrades continues
Purpose - Clearer sense of purpose; (8 comments)	<ul style="list-style-type: none"> • Work linked to Values & Expectations project • DSC and other committees strategy refresh – with linked communication
Pay – better pay; Discounted accommodation ; oxford weighting to pay (7 comments)	<ul style="list-style-type: none"> • This is wider sector issue but we continue work with University and other stakeholders to address • Support University investment in lower cost local housing
Students - Better support for DPhil students; Undergraduate students more involved in dept activities (7 comments)	<ul style="list-style-type: none"> • UG teaching day • PGR presentation sessions reinstated • Refresh of training offered • New DGS team /clarification of roles and support • PGR reps
kind – more kindness ; being listened to (6 comments)	<ul style="list-style-type: none"> • Values & Expectations project • Leadership learning pathway
Size – are we too big? (4 comments)	<ul style="list-style-type: none"> • Discussed at DSC (but also mindful of new HoD who will have view on this)

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<p>Recruit - Faster hiring; information about (4 comments)</p>	<ul style="list-style-type: none"> • HR improvement to processes /team roles to support • Comms : information on intranet
<p>green - Sustainability being embedded in the dept. (3 comments)</p>	<ul style="list-style-type: none"> • Award winning green impact team and actions
<p>Community - Greater efforts to work with and serve local communities (3 comments)</p>	<ul style="list-style-type: none"> • Projects such as Street Voice (on low traffic neighbourhoods) and community outreach events (women’s health event in OX4) ; schools outreach
<p>Mental health - support for researchers working on sensitive/difficult research (2 comments)</p>	<ul style="list-style-type: none"> • Comms Signpost MH resources provided by the university • Leadership learning pathway • Use PDR and LM to identify support and development needs • HR link staff to counselling and MH support as needed.
<p>email – too much (2 comments)</p>	<ul style="list-style-type: none"> • Leadership learning pathway session on email Sept 2022 • Group initiated ‘firebreaks’ and no email set times
<p>Trade Union – better union membership (1 comment)</p>	<ul style="list-style-type: none"> • We leave this to the union organisers