

STAFF SURVEY ACTION PLAN
MAY 2019

Listening, Celebrating and Taking Action

US

UNIVERSITY
OF SUSSEX

STAFF SURVEY ACTION PLAN MAY 2019

We are Proud

We are delighted that 70% of staff are 'Proud to work for the University' – because there is so much to be proud of.

We will continue to celebrate what it is that makes us proud to work at Sussex and examples of personal accomplishment – for example through our This Sussex Life feature.

Building on existing commitments such as Go Greener and Inclusive Sussex, we will continue to pursue new avenues to create a Better University for a Better World.

We are Flexible

In October 2018 we relaunched our flexible working policy to make Sussex 'Flexible by Default'. This means that our default answer to flexible employment requests is now 'yes', unless there is a genuine business reason to say 'no'.

So it was great to know that 73% of staff think that 'as long as I get my work done, I have the flexibility to work in a way that suits me'.

We will continue to promote flexible working as good practice and will celebrate examples of flexible working across campus. We will launch a Flexible Sussex web page to share information and case studies.

We are Taking Action

Only 30% of staff thought that action will be taken in the University in response to the results of this survey. We would like to reassure staff that we take the findings of our staff surveys very seriously and will take action.

Each School and Division is drawing up its own Staff Survey Action Plan, if you haven't seen your plan yet, you will do very soon.

Here is what we are doing to address the themes that cut across the University.

1. Prioritising DIGNITY & RESPECT

In the last 12 months 17% of staff 'felt that you have been bullied or harassed at the University.' While this has gone down slightly from the previous survey, it is of deep concern.

- We will deliver and launch a new Dignity and Respect policy to set out clearly how everyone at Sussex can expect to be treated. We will ensure our whole community is invited to consult on the new policy.
- There will be dignity and respect training for all staff and we will introduce new Dignity Champions across the University who will be trained to support staff who are concerned about or who have experienced bullying and harassment.

2. We will ensure it is SAFE TO SPEAK UP

At Sussex it is important to us that staff feel 'safe to speak up' and challenge the way that things are done'. The fact that only 31% of staff agreed with this statement in the survey is of genuine concern and we need to understand more about this.

- We want to create more opportunities for the University Executive Group to hear staff concerns. We will deliver open 'Meet the University Executive Group' (UEG) sessions twice a year during which members of UEG will be given the opportunity to listen to staff experiences of working at the University of Sussex.
- We understand that not all staff will want to raise concerns with UEG, so we will ensure staff feel safe to speak out through other routes, including through the new Dignity Champions across the University.

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3. Ensuring you feel VALUED

While 46% of staff said they feel valued for what they do at the University, it is very disappointing that 30% of staff don't feel valued (with 23% neutral) because our staff are what makes Sussex so unique.

We value the contribution of every member of the University but it is clear that is not the perception for many of you. We are looking at a number of ways to address this so staff have a positive validation of their role in the success of the University and can feel proud of their own contribution and that they work for Sussex.

- We will recognise the difference our staff make to our students' lives through our new Education Awards that we launched this year and for which 200 members of staff have already been nominated.
- We will introduce a new award scheme based on our core values – kindness, integrity, inclusion, collaboration and courage - that promotes and celebrates the contributions and achievements of professional service staff and academic faculty.
- We will invest in the development of our staff to help them progress, for example through a new competency framework and our mentoring schemes. This is a key element of Phase One of our Build on Strengths strategy.

4. Enhancing our COLLABORATION

Just 29% of staff think that 'there is good co-operation between different parts of the University with which I work'. One of the University's core values is collaboration and this is something the University wishes to promote and celebrate.

- Single Team Working is a core element of the new ways of working for all professional services staff. Directors of Divisions have been tasked with ensuring that services are collaborating at all levels.

- Divisional and school Staff Survey Action Plans will promote greater collaboration both within individual units and importantly across the University.
- The Staff Survey Steering Group is looking at ways for us to create space and time to collaborate, as well as how cross-university collaboration can be rewarded.

5. Providing the most effective LEADERSHIP

Last, but by no means least, 32% of staff agree that 'senior management provide effective leadership'. It's good news that this has gone up 6% since the last survey, but we need to continue the development program for UEG and ULT to ensure our leaders are as effective as they need to be.

Similarly, we need to ensure that our leaders are perceived to be open and transparent; in the survey 35% of you agreed that it was.

- As well as running the open 'Meet the University Executive Group' (UEG) sessions we will continue with the programmes of development for UEG and ULT.
- We will foster a culture of coaching across the University and ensure that becoming a coaching manager is incorporated into all development programmes for UEG and ULT.