

## **Staff Survey Results 2015** **Joe Cooper, Managing Director**

### **1.0 Introduction and Background**

- 1.1.** In January 2015 Imperial College Union ran its third annual survey. The survey is run in-house and provides Union staff members the opportunity to provide feedback on a range of themes, including training and development, communication, line management and the working environment.
- 1.2.** Staff members are encouraged to complete the survey online and are incentivised with the chance of winning a £50 voucher for a meal out. The survey is anonymous, with results processed by the Administration and HR Coordinator and provided to SMT on an organisational and departmental basis.
- 1.3.** 41 staff members completed the survey, representing 82% of permanent staff. The survey was also intended for student staff, but this was not well communicated and only a small minority of student staff members completed the survey. As such this paper does not cover these results and a separate survey is being conducted for student staff.
- 1.4.** The results have been analysed on a departmental basis by members of the Senior Management Team and each senior manager has developed a departmental action plan for their area. These action plans have been shared with the members of each respective team.
- 1.5.** A tweak to the structure of the survey led to a significant increase in the amount of comments in the survey responses. The vast majority of these comments were positive – this paper includes a cross section of positive and negative comments from across different departments and only includes those which do not risk breaching anonymity.
- 1.6.** This paper seeks to outline the organisational results from the staff survey, explore some key learning points and trends, and outline organisational action points in response to these results.

## 2.0 Views on the organisation

### 2.1. Results

	All Staff	All Staff	up/down 2013-2014	All Staff	up/down 2014-2015
	2013	2014		2015	
	Agree %	Agree %		Agree %	
<b>YOUR VIEWS ON THE ORGANISATION</b>					
Imperial College Union is a successful organisation	97.43	100.00	2.57	100.00	0.00
Imperial College Union is a good organisation to work for	94.87	100.00	5.13	96.00	-4.00
Imperial College Union provides a high level of customer service	100.00	97.78	-2.22	96.00	-1.78
I understand the values of Imperial College Union	100.00	100.00	0	100.00	0.00
Imperial College Union looks after its employees well	94.87	97.78	2.91	98.00	-0.22
I am consulted and informed when the Union makes changes that affect me	84.62	88.89	4.27	88.00	-0.89
Imperial College Union treats all its employees fairly	92.31	93.34	1.03	96.00	2.66
I am proud to work for Imperial College Union	92.31	97.78	5.47	98.00	0.22
I am actively looking for another job	15.38	17.78	2.4	30.00	12.22
I feel that the contribution that I make to the organisation is valued		93.34		96.00	2.66

### 2.2. Comments (Best and worst thing about working at the Union)

- *“I love the people; everyone is so welcoming and inclusive. I like that we are student facing and we do a lot to help the students and keep them at the forefront of everything we do”.*
- *“The passionate staff team I work with, the enthusiasm that students show and the inventive methods that some people use to solve problems”*
- *“There can be a lot of stress and a heavy workload”*
- *“That sometimes there seems to be a gap between the staff and the officer trustees. I think also that we are too heavily focused on digital communication - while the website is really good but we need to get more comfortable talking to students”*
- *“Sometimes the focus is a little too exclusively on financial performance with not enough ability to discuss other successes across departments”*
- *“The values of the organisation are strongly embedded and emphasised in our operational activity. We are often reminded of our strategic aims and our contributions to the organisation reflect those aims. I feel like a part of a team here, around a great mix of people who are all really friendly. I feel very at home here”*

- *“I don't feel staff are encouraged to reflect on our values or how they apply them to their work - everyone could reel off the four strategic areas and goals related to their area of work, but i think would struggle to do the same with our values”*
- *Working in a profit driven, commercially orientated environment provides (in the context of the Union's values and vision) an interesting set of challenges”*
- *“I think everyone feels part of a big team which, in my opinion, is the most important thing in the workplace. The fact that my managers are all easy-going people willing to help makes me feel that my work is appreciated”*

### 2.3. Response

- This is a strong set of results, considering the changes that the Union were going through at the time of the survey.
- Despite being comparatively low, the score of 88% of staff feeling consulted on changes is good in the context of so much change, although it is important that the Union focuses on improving this score.
- Perhaps the most concerning year on year change is the amount of staff members looking for another job (30%).
- Some comments hinted at people feeling under pressure which becomes an underlying theme through the survey

### 3.0 Views on the department

#### 3.1. Results

	All Staff	All Staff	up/down 2013-2014	All Staff	up/down 2014-2015
	2013	2014		2015	
	Agree %	Agree %		Agree %	
<b>YOUR VIEWS ON YOUR DEPARTMENT</b>					
I fully understand the function and objectives of my department	94.87	97.93	3.06	98	0.07
I am treated fairly by others in my department	97.43	97.73	0.3	98	0.27
I am kept informed of changes that affect me	84.62	88.63	4.01	92	3.37
I and my colleagues are given every opportunity to make suggestions	84.62	93.18	8.56	96	-2.82
We can say what we think openly and frankly	79.48	93.19	13.71	87	-6.19
My department is highly effective in achieving its objectives	87.18	97.73	10.55	96	-1.73
I know the departmental objectives expected from me in my role		100		98	2

### 3.2. Comments

- *“I think as mentioned previously I am aware that we are going through a restructure which is likely to have an impact on communication while we are in an interim period, I think there has been a bit of a lack of communication between membership/student voice team. But this might be resolved once the changes are implemented and the new senior managers are hired”*
- *“I think the union has a strong strategic policy which gives departments clear achievable goals. I also think the strategic document is effectively embedded in the day to day work of staff”*
- *“Sometimes it is taken for granted that everyone knows what is going on which isn't the case”*

### 3.3. Response

- Again, a strong set of results which reflects the efforts that manager put into to ensure regular communication and consultation within departments, even during a difficult period of restructure.
- There is a slightly concerning dip in staff members being able to say what they think openly – consideration should be given to providing avenues for staff to express concerns outwith the line management structure if necessary.

## 4.0 Views on jobs

### 4.1. Results

	All Staff	All Staff	up/down 2013-2014	All Staff	up/down 2014-2015
	2013	2014		2015	
	Agree %	Agree %		Agree %	
<b>YOUR VIEWS ON YOUR JOB</b>					
My responsibilities are clearly defined	84.61	86.36	1.75	92	5.64
I receive clear instructions and guidance on what needs to be done	76.93	90.9	13.97	92	1.1
I enjoy my current job	94.87	93.18	-1.69	90	3.18
I have no problems meeting the requirements of the job	84.61	84.09	-0.52	87	2.91

### 4.2. Comments

- *“I think that my responsibilities are quite varied and i often feel a bit stretched. I think that sometimes guidance could be improved in my dept, but it's down to managing multiple projects.”*

- *“I do feel my remit and therefore my workload is expanding, which might prove challenging in the next 6-12 months with current resources”*
- *“There is a lot of consideration for staff's personal development over the past couple of years or so that has been spearheaded by Joe, and opportunities for training are available at all times. I've been able to do courses here that wouldn't have been available in previous jobs. I am proud of saying that I work at the Union for such a prestigious university; however, sometimes it is much harder work day-to-day than desired, so saying that I enjoy my job is a lot harder to say.”*

#### 4.3. Response

- As above, there is a slight concern with regards to staff members feeling under pressure and struggling with workload levels. This warrants further discussion and investigation with staff.

### 5.0 Views on line management and supervision

#### 5.1. Results

	All Staff	All Staff	up/down 2013-2014	All Staff	up/down 2014-2015
	2013	2014		2015	
	Agree %	Agree %		Agree %	
<b>YOUR VIEWS ON YOUR LINE MANAGER OR SUPERVISOR</b>					
My manager is fully approachable	89.74	93.18	3.44	96	2.82
My manager lets me know how I'm getting on	79.49	86.36	6.87	86	0.36
I can trust my manager	87.18	90.9	3.72	92	1.1
My manager is fair	89.74	93.18	3.44	92	1.18
My manager is considerate	89.75	90.91	1.16	94	3.09
My manager keeps me and my colleagues informed about matters that affect us	79.48	90.91	11.43	90	0.91
My manager listens to what I have to say	92.31	93.18	0.87	94	0.82
I receive regular, helpful feedback on my performance	71.8	88.64	16.84	88	0.64

#### 5.2. Comments

- *“At present we are between line managers in our department however the one we have currently is fantastic about supporting us and helps with any problems we're facing in the role. Very approachable and has made the whole transitioning from one manager to another in the future a lot easier.”*
- *“I know I'm extremely lucky to have the line Manager that I do - they are so supportive, approachable, helpful and friendly. This has a massive impact on my role, sanity, and job satisfaction.”*

- *“I do think we treat people fairly, and that has a double edge. Constant failure to perform - even with support - is not accepted. That's fine - even necessary - but can make people feel like they are shaky ground sometimes.”*

### 5.3. Response

- Broadly, this is excellent feedback for the management team although some staff members feel that they could get more helpful and regular feedback. A set of minimum standards for 121 meetings has been developed and distributed to ensure that all staff members receive at least monthly, private 121 meetings with their line manager.

## 6.0 Views of Training, Induction and Customer Service

### 6.1. Results

	All Staff	All Staff	up/down 2013-2014	All Staff	up/down 2014-2015
	2013	2014		2015	
	Agree %	Agree %		Agree %	
<b>VIEWS ON INDUCTION &amp; TRAINING FOR NEW STAFF</b>					
I received good training when I started my present job	71.88	100	28.12	94	6
The induction was effective in introducing me to the organisation	67.74	100	32.26	94	6
<b>YOUR VIEWS ON TRAINING &amp; DEVELOPMENT</b>					
I feel that the training I have received has helped my department achieves its objectives	89.19	84.09	-5.1	94	9.91
Promotional opportunities are good within my department	42.86	52.27	9.41	46	6.27
All staff who deal with customers get sufficient training in customer service	45.95	68.19	22.24	67	-1.19
I am given opportunities for learning new skills	78.38	88.63	10.25	92	3.37
Imperial College Union offers support for employees to reach their full potential	75.68	90.91	15.23	92	1.09

### 6.2. Comments

- *“The amount of training provided is absolutely fantastic. As for promotional opportunities, from what I've seen, the chances of moving up within your department are quite slim”*

- *“I am relatively new (under last 6 months), so unlikely to look for new work, however I will be aware of opportunities to progress in the next 6 months / 1 year. Currently unsure of the changes which will happen within my department, but feel it’s quite unlikely i will be given the opportunity for promotion in the near future”*
- *“Volunteers can be frustrating but we need to make sure that we give them the same levels of respect and courtesy that students would expect in a shop or bar, i think on occasion sabbs accidentally fall back in to a 'student' frame of mind and let customer service standards slip”*
- *“I think there are parts of the organisation - maybe temp staff in the bars - that can be pretty poor at customer service. I also think that in some CSP-facing activities, we are 'set up to fail' with too much work kept by Sabbs.... This leads to delayed decisions and complete confusion for lower-level student volunteers.”*
- *“The customer comes always first but we fail to see that. They are the most important people in the company as without them we wouldn't exist as a shop. We should focus more on customer service not only on the till but on the shop floor mainly. We should value our customers more and not ignore them. Also the casual workers and permanent staff should be trained on customer service and on product knowledge and not just on the till”*

### **6.3. Response**

- Firstly, it is great to see a significant improvement in the feedback on the induction process for new staff compared to 2013, especially given the relatively large amount of new staff this year.
- Not for the first time, the question regarding customer service training was one of the lowest, but the comments revealed for the first time that this feedback is relevant for all areas of the organisation, not just the commercial areas. We need to consider our approach to customer service across the organisation and this will need to be a key focus for the new Head of Student Experience and Services.

## 7.0 Views on the working Environment

### 7.1. Results

	All Staff	All Staff	up/down 2013-2014	All Staff	up/down 2014-2015
	2013 Agree %	2014 Agree %		2015 Agree %	
<b>YOUR VIEWS ON THE WORKING ENVIRONMENT</b>					
Physical working conditions are good	91.89	93.18	1.29	94	0.82
The Health & Safety conditions where I work are good	83.79	95.46	11.67	98	2.54
I have the right equipment to do my job properly	89.19	90.91	1.72	98	7.09
I believe the workload in my department is spread fairly and evenly	81.08	79.55	-1.53	73	6.55
Equal opportunities exists for all employees	89.19	95.46	6.27	100	4.54
Imperial College Union shows a commitment to ethical and environmental issues	67.57	81.81	14.24	98	16.19
Imperial College Union provides an environment free from Bullying and Harassment	89.19	97.72	8.53	94	3.72
I am able to cope with pressures at work	100.00	88.63	-11.37	90	1.37
Imperial College Union challenges discrimination	91.89	100	8.11	96	4.00
I feel I am treated fairly by others at work	94.60	95.46	0.86	98	2.54

### 7.2. Comments

- *“The open plan office can be very noisy/distracting particularly when the gym/SAC is in use”*
- *“We need better storage spaces which are bigger and less dangerous, delivery area, warmer shops, bigger and modern main shop, bigger staff room and more space in general”*
- *“As a whole I feel the ICU is a good organisation to work for and has helped me to achieve lots of things. It can also be very very stressful. Rate of pay is low if you take of London weighting to reflect what other unions are paying across the UK.”*
- *“I think the Union is growing and doing great things...I just feel that in regards to the work I contribute, the growth needs more resource to cover it, or we stop growing so fast so that we can do the work we currently have on our plate.”*



### 7.3. Response

- Staff members are, in the main, happy with the working environment, although there are some understandable concerns expressed by members of the Retail department. The redevelopment of the Union shop, including office and storage space, is to be included on the Union's long-term capital budget.
- The issue of workload distribution arises here again, which requires further investigation.

## 8.0 Overall Experience

### 8.1. Results

OVERALL	7.11	7.82	0.71	7.79	0.03
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### 8.2. Response

- The average score has remained essential stable which is positive considering the upheaval related to restructures significant staffing and management gaps and the amount of new staff members.

## 9.0 Action Plan

Survey Question	Action Points	Timescale
I am consulted and informed when the Union makes changes that affect me	Reintroduction of monthly staff newsletter	In place
	Increase in all staff meetings to three a year (from two)	In place
I am kept informed of (departmental) changes that affect me	Introduction of minimum standards for team meetings and one to one meetings	Completed
My manager lets me know how I'm getting on	Continue Management and Supervision Development programmes	Ongoing – to be included in budget 2015+
I receive regular, helpful feedback on my performance		
We can say what we think openly and frankly	Introduction of anonymous comment and question process with public answers from MD	July 2015
I have no problems meeting the requirements of the job	Discussions to take place at team meetings and 121 meetings about workload distribution with feedback to SMG	To be completed by July 2015
I believe the workload in my department is spread fairly and evenly		
All staff who deal with customers get sufficient training in customer service	<p>Review service training and delivery programme to include</p> <ul style="list-style-type: none"> <li>● Training for all staff and officer trustees</li> <li>● Review of Customer Promises scheme</li> <li>● Introduction of mystery shopper and customer service monitoring rota</li> </ul> <p>To be led by Head of Student Experience and Services</p>	Review in Summer 2015