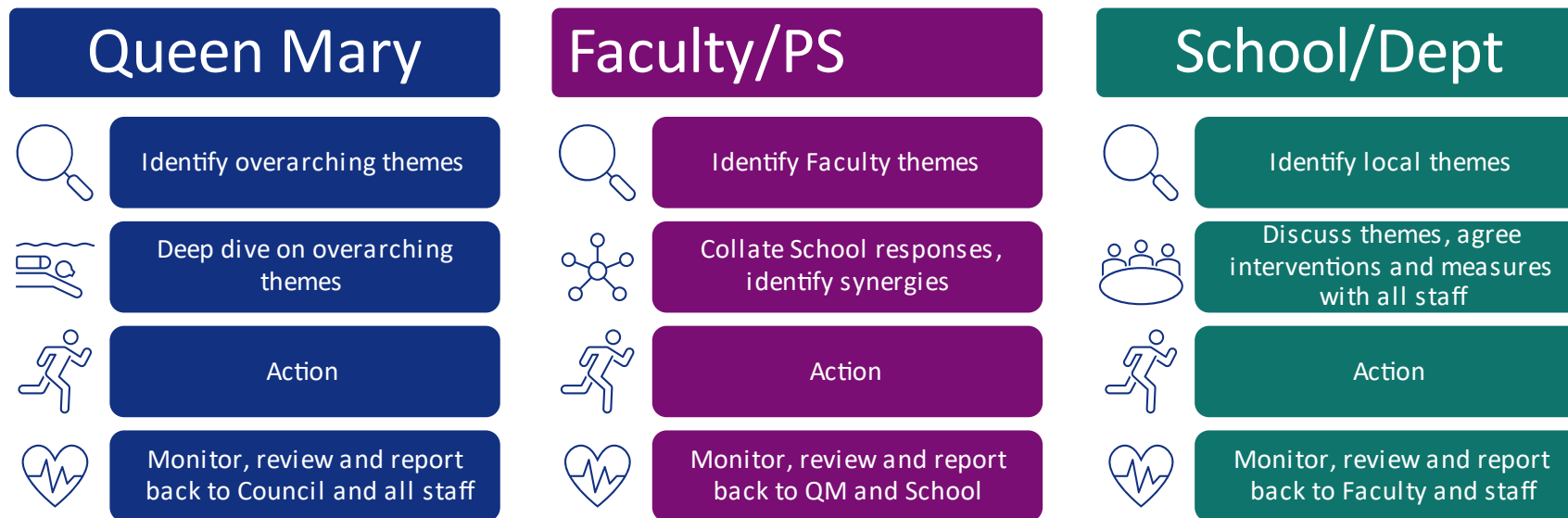


Student Experience Staff Survey Action Planning



Action planning approach



- **A 3-tiered approach** to enable the common? issues to be addressed across the whole University, while also initiating local actions to respond appropriately to local issues
- **A collaborative approach** to promote discussion among colleagues, to better understand the conversations behind the results, and to encourage ownership of the action at all levels

Action Plan 2024-25 for: **Student Experience Directorate**

Successes to share Where response rates are above QM average for that factor:	Survey Factors informing this	Links to existing work	Learning points related to this element – to share with colleagues
1. My manager genuinely cares about my wellbeing (79%)	Management	QM Flexible Working Policy; Hybrid Working Policy.	<ul style="list-style-type: none"> - Supporting flexible working where operationally possible across all departments - Wellbeing events/activities supported through the Wellbeing and Social & EDI Committees - Regular catch-ups with staff; ‘skip’ meetings, i.e. meetings with staff who report into SLTs’ direct reports - Input into planning round bids from staff in teams with increasing workloads
2. I know how my work contributes to the goals of Queen Mary (82%)	Alignment & Involvement	QM Strategy 2030	<ul style="list-style-type: none"> - Utilisation of strategic objectives in team planning - Embedding QM Core Values into annual staff appraisals. - Staff are encouraged to book the Lunch & Learn sessions, bookable via the CPD platform.
3. I feel I am part of a team (77%)	Teamwork & Ownership	Staff Induction Processes	<ul style="list-style-type: none"> - Clear communication with teams; comprehensive onboarding for new staff; regular team meetings across directorate
4. I am able to arrange time out from work when I need to (80%)	Work & Life Blend	QM Flexible Working Policy	<ul style="list-style-type: none"> - Areas of overload identified through regular 1:1 meetings with manager, and solutions identified; programme of wellbeing activities in place across directorate
5. My manager respects and encourages varied viewpoints (77%)	Equality, Diversity & Inclusion	Communications & Regular team discussions/meetings	<ul style="list-style-type: none"> - Staff encouraged to lead team and management meetings (ie SMT monthly); Senior leaders demonstrate professional behaviours; Regular team meetings and staff events
6. I understand Queen Mary’s Values (76%)	Queen Mary’s Values	QM Strategy 2030	<ul style="list-style-type: none"> - Staff demonstrate their contributions towards citizenship and their Values in action through annual appraisal process
7. I know what I need to do to be successful in my role (83%)	Alignment & Involvement	CPD training/ Tailored inductions for new starters.	<ul style="list-style-type: none"> - Promotion of university opportunities for staff development (e.g. Pathways to Leadership programme) and recognition (Staff Bonus Scheme/GEM)

Action Plan 2024-25 for: Student Experience Directorate

Once you've identified your key focus areas these should be uploaded to the risk register.

Key focus areas e.g. survey question or factor, underlying issue identified through discussion	Any significant demographic differences	Links to other initiatives (EDI plans etc)	Summary of actions/mitigations relating to each key focus area including dates	Measures of impact including timelines
Feedback and Recognition				
1. When it is clear that someone is not delivering in their role we do something about it (20%).	N/A	Student Experience Plan; University KPI(2); GEM awarded, e-Appraisal and SBS processes; University KPI (2)	<ul style="list-style-type: none"> - Confidential performance management process is supported by HR - Refresh of Action Learning Sets to be used for reflection and seeking support - Network of line managers to be established, inc Induction Pack - Review processes with HR, via People Management Forum (to support managers line managers) 	Improvement of score in 2025 Survey by 5%
2. Generally, the right people are rewarded and recognised at Queen Mary (29%).	Disability – Y (11%)	Staff Bonus Scheme; GEM Awards	<ul style="list-style-type: none"> - To identify which SE managers require further training - Recognition through the Staff Bonus Scheme, and local “recognition /appreciation” areas - Recognition through MyRewards Platform. - Annual Summer and Winter conferences, which include social and wellbeing activities. 	Improvement of score in 2025 Survey by 5%
Leadership				
3. I have confidence in the leaders at Queen Mary (29%)	N/A	QM Core Values	<ul style="list-style-type: none"> - Clear cascading of information to staff concerning localised and strategic projects - SET visibility and engagement with directorate staff at SE conferences. 	Improvement of score in 2025 Survey by 5%

Key focus areas e.g. survey question or factor, underlying issue identified through discussion	Any significant demographic differences	Links to other initiatives (EDI plans etc)	Summary of actions/mitigations relating to each key focus area including dates	Measures of impact including timelines
Equality Diversity and Inclusivity				
Please see Student Experience EDI Action Plan				
Behaviours				
4. I have experienced bullying or harassment in the last 12 months. (90% responded NO, 10% responded YES)	Grade – 6 (25%)	Report & Support Process	<ul style="list-style-type: none"> - Review how staff reports made through Report and Support are handled by HR to ensure concerns are dealt with appropriately, and encourage staff to use this service where there is concern. 	
5. I have witnessed bullying or harassment in the last 12 months. (77% responded NO, 23% responded YES)	Grade – 6 (38%)		<ul style="list-style-type: none"> - Engagement with Student Experience EDI Committee and other parties, to identify appropriate training for management/staff to undertake beyond mandatory programmes. 	
6. I am confident that appropriate action would be taken in my department based on a report of bullying and/or harassment (44% responded YES, 27% responded NO)	Grade – 6 (16%)		<ul style="list-style-type: none"> - Continued review of Report and Support process - Presentation by HR on the Bullying and Harassment Policy and Procedure. - New managers are encouraged to use the Toolkit – Bullying and 	

				Harassment which covers setting expectations, recognising and reporting bullying and harassment and acting on concerns raised.
Teamwork and Ownership				
7. We hold ourselves and our team members accountable for results (58%)	N/A	e-Appraisal; Directorate Plan Goals and Objectives.	<ul style="list-style-type: none"> - Customer Service Accreditation has been scoped, and application planned for 2024-25, to commence with Library Services. - Student Engagement Forum held with students to gather feedback about the services provided by Student Experience. - Student journey map drafted with staff roles and touchpoints plotted. - Data sources identified and compiled from teams on current reporting. - Improved visualisation of hub and spoke model current state delivery in progress. 	Improvement of score in 2025 Survey by 5%

Action Plan for Student Experience Directorate

University key focus areas (Synergies)	What are you doing to contribute to the University focus areas	Local measures
Communication and collaboration across QM;	Student Experience will continue to increase engagement of collaborative projects and interactions with colleagues in the wider university, including establishing Communities of Practice with departments across QM.	Collaborative meetings arranged to include colleagues from across QM who are able to engage in SE projects. Process Improvement and ASK QM Communities of Practice.
Inclusion, Equality & Diversity (EDI)	Supporting the Student Experience EDI Committee, and their work. Continual monitoring completion of outputs from the Student Experience EDI Action Plan.	Feedback via Student Experience EDI Community and Form. EDI Action Plan being progressed.
Learning and Development	Engaging with QM department and testing of new initiatives/platforms which will affect all staff.	Recognised Superusers for eRecruitment (Oleeo); Staff Induction Working Group;
Service and Quality Focus	Supporting staff to undertake secondments, mentoring and Pathway to leadership opportunities, to further develop their skills through CPD training.	Opportunities for staff to work in other areas of QM on secondment. Line managers keep direct reports updated with suitable opportunities.
	Acknowledging people who deliver outstanding service; demonstrably tackling poor performance (using advice and input from HR and across the directorate, as necessary)	Ensuring that excellence in service delivery is a top priority; looking for ways to improve existing systems for the benefit of students (users) and staff who support them.