



# PULSE SURVEY RESULTS

01 APRIL 2021




QUEEN'S  
UNIVERSITY  
BELFAST

PEOPLE  
AND  
CULTURE

# OVERVIEW

- The Pulse Survey ran between 18<sup>th</sup> January and 5<sup>th</sup> February 2021.
- It is part of our wider staff listening activity and was designed to better understand the working experience during the COVID-19 response.
- Participation rate: **2,650 responses = 62%** (-2% from 2019 Staff Survey, +7% compared with HEI average).
- 6 questions with **higher positive results** than 2019
- Top 3 questions – positive responses **over 70%**
  - Understanding changes expected of me
  - Line manager communication
  - Availability of resources required to do the job
- Lowest 3 questions – positive responses **below 60%**
  - Team collaboration across Queen's
  - Opportunity to contribute views before change
  - Morale within team

# THEME HEADLINES

Themes		Response favourability		
Leadership & Management 	<i>n</i> = 2627	68%	16%	15%
Change		67%	17%	15%
Enablement		66%	19%	16%
Health & Wellbeing		64%	21%	14%
Engagement		59%	23%	18%

**Note:** *'Response favourability'*: The blue shading is the combined average of 'Strongly Agree' and 'Agree' responses

# RESULTS

Impact	Question	Theme	Response favourability	↓	Comparison	
🎯	I understand the changes expected of me in the way that I perform my work	Change	78%	14%	9%	0
🎯	My line manager communicates effectively	Leadership & Management	77%	11%	12%	+13%
🎯	Where I am currently working, I have the resources to perform my job effectively	Enablement	72%	13%	15%	+14%
	I would recommend Queen's University Belfast as a great place to work	Engagement	66%	22%	12%	+3%
🎯	I am satisfied with the health and wellbeing support available to staff at Queen's University Belfast	Health & Wellbeing	64%	21%	14%	+12%
🎯	Senior leaders in my Faculty/Professional Services are receptive to the views of staff	Leadership & Management	60%	21%	19%	0

**Notes:** *'Response favourability': The blue shading is the combined average of 'Strongly Agree' and 'Agree' responses*  
*The 'Impact' icon denotes the extent to which this question has a favourable impact on overall engagement, with higher impact shaded a deeper blue. Respondents who answered questions of high impact favourably were more likely to have a higher overall engagement score*  
*The 'Comparison' is with the 2019 results.*

Impact	Question	Theme	Response favourability	Comparison
	I feel a strong sense of belonging to Queen's University Belfast	Engagement		+2%
🎯	Teams across Queen's University Belfast collaborate well to get the job done	Enablement		
🎯	I have the opportunity to contribute my views when changes are made which affect my job	Change		+8%
	Morale in my team is generally high	Engagement		

**Notes:** *'Response favourability': The blue shading is the combined average of 'Strongly Agree' and 'Agree' responses*  
*The 'Impact' icon denotes the extent to which this question has a favourable impact on overall engagement, with higher impact shaded a deeper blue. Respondents who answered questions of high impact favourably were more likely to have a higher overall engagement score*  
*The 'Comparison' is with the 2019 results.*

# OPEN QUESTIONS

# WHAT ASPECTS OF OUR RESPONSE TO THE PANDEMIC SHOULD WE RETAIN?

Staff responding to the survey question above were asked to self-theme their response from a list of 19 options.

The most prominent themes from the responses are listed below, highlighting approaches from the pandemic that staff think we should retain:

- Wellbeing
- Organisational Change
- Communication



# WHAT ASPECTS OF OUR RESPONSE TO THE PANDEMIC SHOULD WE DO DIFFERENTLY?

Staff responding to the survey question above were asked to self-theme their response from a list of 19 options.

The most prominent themes from the responses are listed below, highlighting approaches from the pandemic that staff think we should do differently:

- Communication
- Decision Making/Empowerment
- Wellbeing

# ACTIONS AND NEXT STEPS

Based on the feedback provided in this Pulse Survey and the QGI Covid Survey, the following recommendations have been agreed. These will be developed into an Action Plan in consultation with Faculties, Schools and Directorates, and shared with you in due course.

1. Renewed commitment to the Athena SWAN core meeting hours of 10.00am to 4.00pm, where possible, for formal meetings and committees. Refinement of the number of meetings, scheduling and duration is recommended to prevent an “always- on” culture and meeting burnout. See new [‘Always On’](#) Guidance.
2. Continue to develop our wellbeing and mental health support portfolio, particularly for those juggling work with home pressures such as caring and home schooling.
3. Provide clarity in relation to our return to campus in line with the NI Executive and PHA guidance, and reassurance of the wide range of safety measures in place.
4. On our return to campus, retain some of flexible and blended working practices from lockdown working. Feedback from the Surveys are informing the ongoing work of the Flexible Working Practices Working Group. This is linked to nurturing and embedding the new levels of trust that have grown during the pandemic in line with our core values, ICARE.

# ACTIONS AND NEXT STEPS

5. Assess and seek to balance academic workloads. Findings from the Surveys are informing the ongoing work of the Workload Allocation Working Group.
6. Implement measures within Academic Progression and Probation processes to mitigate the effect of lockdown on academic progression. Measures are already in place for the present year and the 'Covid-19 memory' will continue, for further details see the [P&C website](#). Further measures should be considered to mitigate the impact of the pandemic on research productivity for some academics.
7. Provide more opportunities for social interaction to improve connectivity and reduce feelings of isolation for some colleagues.
8. Alongside positive feedback on our communications e.g. the COVID19 FAQs resource, it was also highlighted where we can improve, including timing, messaging and the ways in which we communicate.