WORKING IN THE DEPARTMENT OF PSYCHIATRY

2018 STAFF SURVEY

CONTENTS

We conduct a staff survey every two years to gain feedback on many aspects of departmental life. Responses to this survey help us identify key areas where the department might need to improve and make changes to ensure the best possible experience for everyone. This year's survey will also play a key role in informing our Department's four year action plan, which we will submit as part of our application to renew our Athena SWAN Silver award in May 2018.

We were delighted to have a very high response rate to our 2018 staff survey. 90% of staff completed the survey (53 professional and support staff and 97 research staff). This is a considerable improvement on previous years (42% response rate in 2016, 72% response rate in 2014) and means that the data from the survey is representative of the majority of the staff in the Department (N.B. not all respondents answered every question and 10 preferred not to say their gender).

This report summarises some of the key findings from the 2018 survey. The survey comprised 46 discreet answer questions and 24 free text boxes. All data were anonymised and summarised by a survey analyst before being passed on to the Department. The data were grouped so that individuals cannot be identified and all identifying details were removed from the free text comments.

I am extremely grateful to Monique Ewen for all of her hard work putting this report together. Monique has worked with us over the past six months as a Diversity and Inclusion Specialist. In collaboration with the Athena SWAN committee, she has implemented a number of key initiatives, including: organising and facilitating an Athena SWAN (AS) launch event for professional and support staff (PSS); delivering gender awareness training for the AS committee; and writing the Department's parental leave guide. Monique has recently moved to Australia and we wish her well as she continues her equality work there.

The Athena SWAN committee will be taking time to digest the results of this study and we will use it to inform our activities over the next few years. If you are interested in getting involved, or have any further feedback or comments do get in contact with me.

Susannah Murphy

Athena SWAN Lead

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Staff were asked to comment on what they liked and disliked about working in the Department. Key words were tallied and grouped into themes, shown in the chart below. A list of key words occurring more than once can be found on the next page.
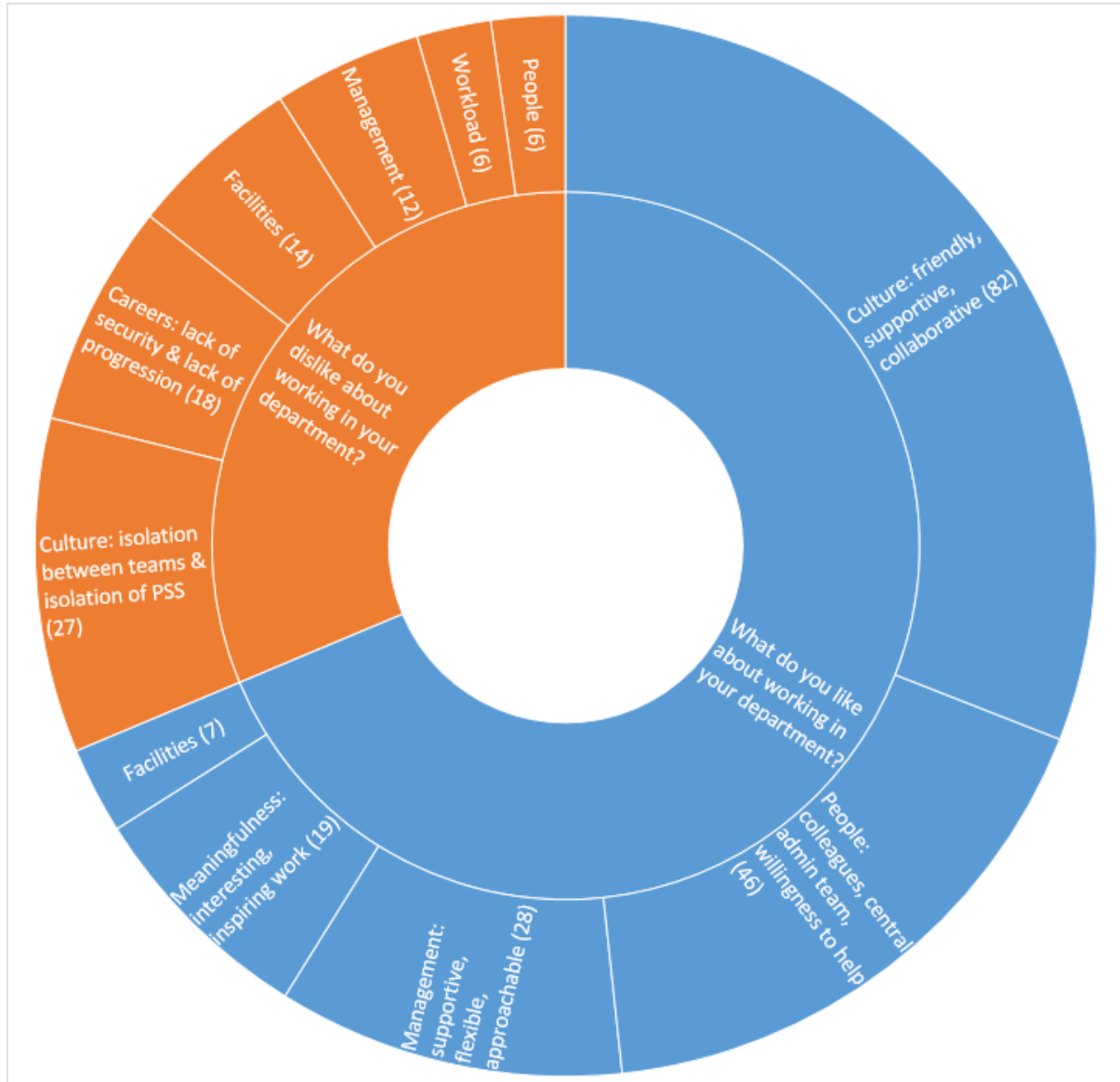
WHAT DO YOU LIKE?

CATEGORY	KEY WORDS	TOTAL
People	colleagues/team/people	30
Culture	friendly/friendliness/social environment	21
Culture	Supportive	18
Meaningfulness	interesting/meaningful/inspiring/important/exciting work	10
Culture	Collaborative	7
Culture	happy/positive/good atmosphere	6
Management	my manager	5
People	central admin staff/team	5
Culture	collegiality	4
Management	not being micro-managed/laissez-faire/autonomy/managing own time/workload	4
Management	flexible hours/working	4
People	nice/pleasant people / kindness of all staff / polite and civilised	4
Culture	relaxed working culture / easy-going atmosphere	3
Culture	strong work ethic / good working culture	3
Culture	Welcoming	3
Facilities	common room/physical environment	3
Meaningfulness	interesting lectures/seminars	3
Meaningfulness	intellectual buzz/stimulation / intellectual conversation	3
People	willingness to help	3
People	commitment and passion /enthusiastic people	3
Culture	working environment	2
Culture	Professionalism	2
Culture	Respect	2
Culture	Trust	2
Facilities	free tea	2
Management	approachable management	2

## WHAT DO YOU DISLIKE?

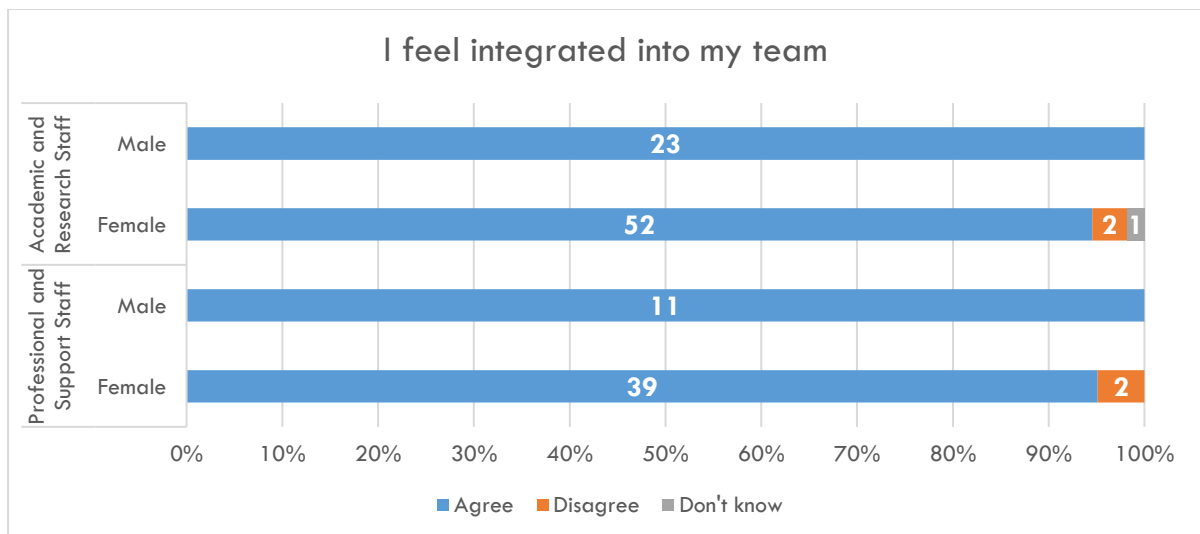| CATEGORY	KEY WORDS	TOTAL
Culture	feeling isolated/little mixing between groups/disjointed/lack of communication	10
Careers	job uncertainty/lack of job security	3
Careers	lack of progression opportunities	3
Culture	lack of acknowledgement/visibility of PSS/PSS isolation	3
Management	strong hierarchy	3
Management	disinterested/aloof management/lack of support from management	3
Workload	Pay discrepancies not reflected in workload or work hours	3
Careers	lack of clarity about research career progression, esp. for early career researchers	2
Careers	no development/progression in team	2
Careers	limited opportunity to do new things	2
Culture	lack of shared interests	2
Culture	lack of recognition	2
Culture	closed doors	2
Facilities	office space	2
Facilities	isolated offices/architecture does not encourage sharing	2
People	stuck in their ways	2
People	no flexibility	2
Workload	PSS work overload	2

SOCIAL INCLUSION

105 of 146 (72%) staff feel included in Department social activities (no gender difference). Comments focused on the friendly and supportive social and working environment. Suggestions for improvements included: "bring back the summer social", "I feel a bit separated from the main department", and "I would enjoy networking across different research groups."

127 of 148 (86%) staff would recommend working in the Department to a friend, with women more likely (90 of 100, 90%) to recommend it than men (29 of 35, 82%). This has increased for women from 2014 (59 of 74 women, 78%).
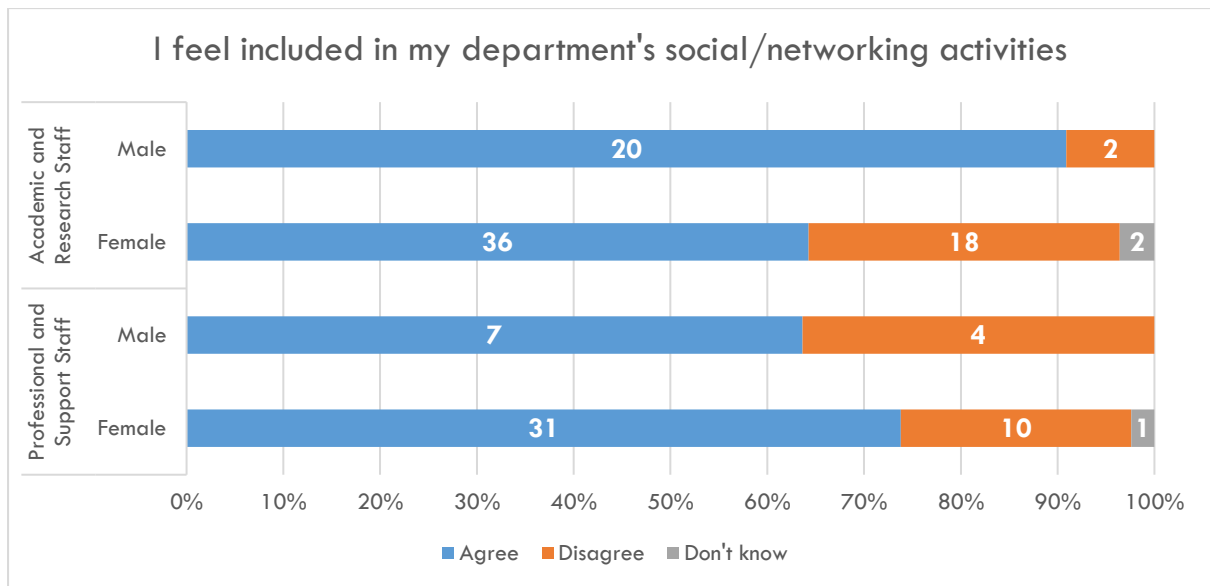
TEAM INTEGRATION

Feedback from our staff survey suggests that the Department is a very positive place to work, and that this is improving across time. For example, staff report feeling integrated into their team (78% in 2014; 92% in 2016; 97% in 2018) and supported by their colleagues (83% in 2014; 90% in 2016; 98% in 2018).

My colleagues are supportive of me

		Agree	Disagree	Don't know
Academic and Research Staff	Male	22	1	
	Female	55	1	
Professional and Support Staff	Male	10		
	Female	40	1	1

Legend: ■ Agree ■ Disagree ■ Don't know
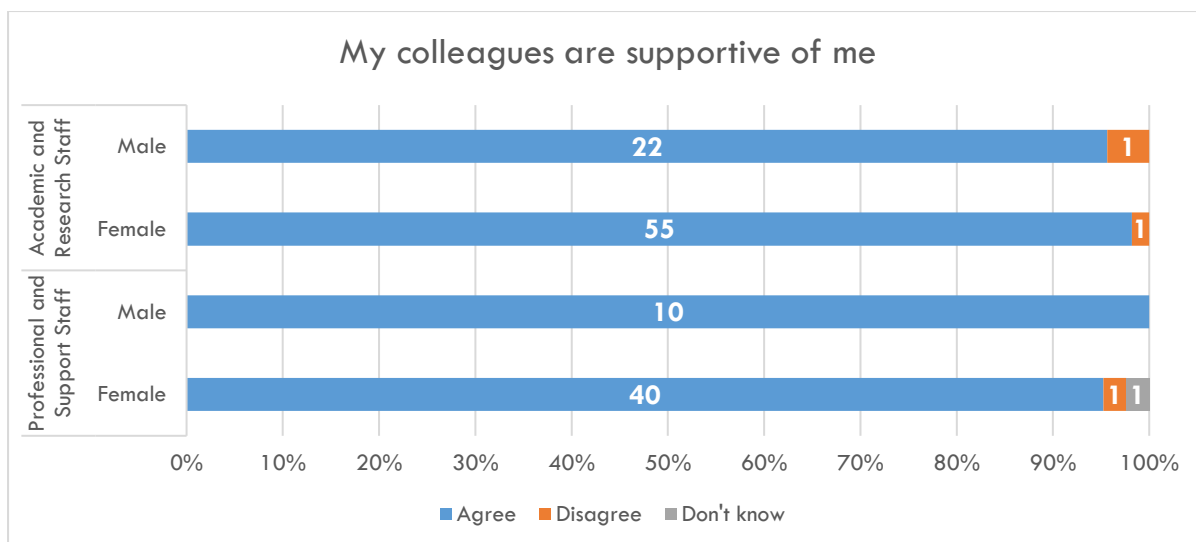
TRANSPARENCY IN MANAGEMENT AND DECISION-MAKING
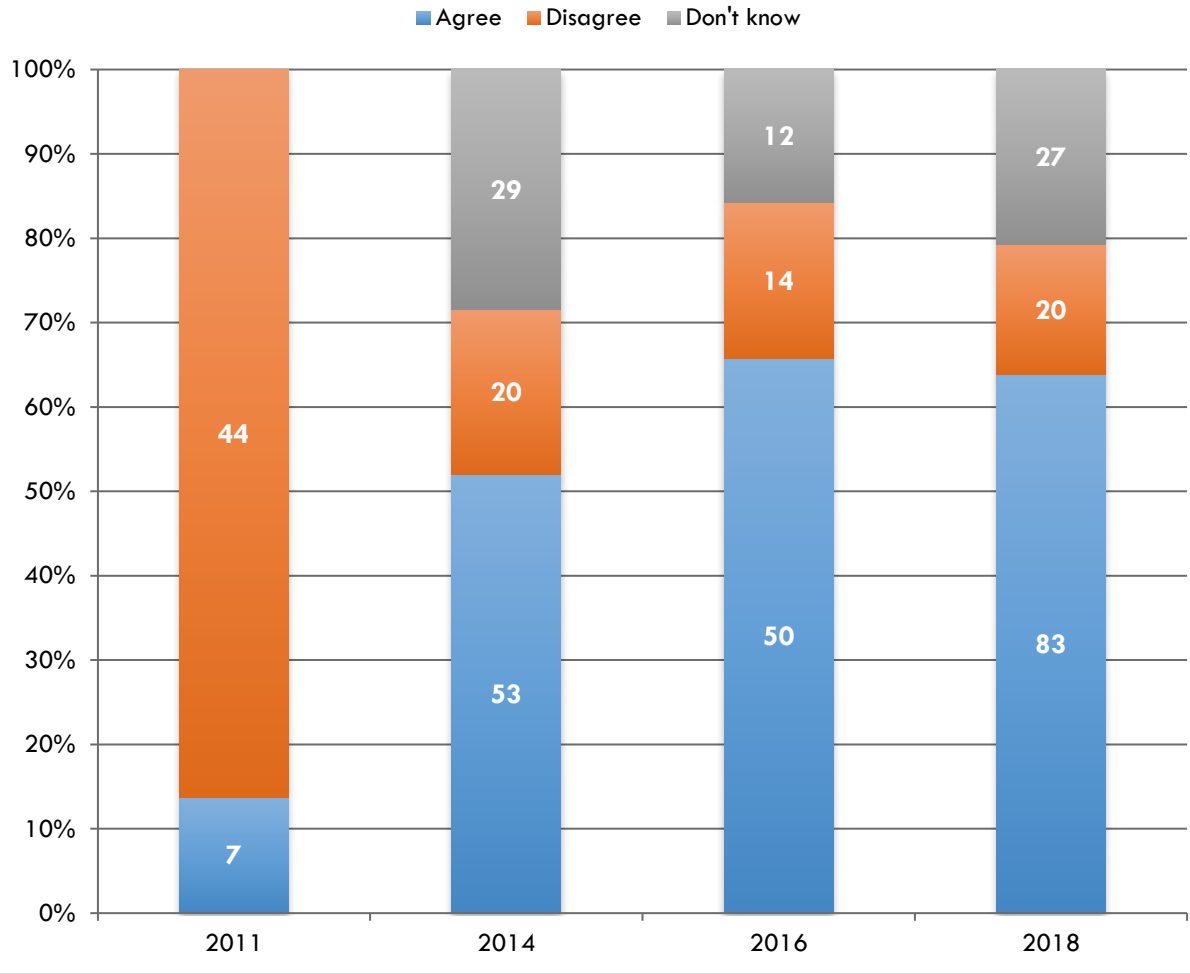
We have worked hard as part of the Athena SWAN process to increase the transparency of departmental decision-making. The proportion of people reporting that management and decision-making processes are clear and transparent has increased from 13% in 2011 to 63% in 2018. Positive comments about transparency in the 2018 survey included: "the department is supportive and proactive in terms of management processes," and "the additional formality around departmental processes that has been developed in the last year or two is helpful to all involved."

Suggestions of ways to further improve departmental transparency included:

- clarifying formal flexible working procedures
- ensuring transparency in the allocation of Department funds
- ensuring transparency in career progression for junior staff
- reducing hierarchy to promote the work of younger academics
- modernising Department finance processes

Management and decision-making processes are clear and transparent in my Department

■ Agree ■ Disagree ■ Don't know

Year	Agree	Disagree	Don't know
2011	7	44	
2014	53	20	29
2016	50	14	12
2018	83	20	27

The majority of staff feel comfortable discussing training needs with their manager (77%), feel they have the opportunity to develop new skills (80%) and take time to plan their career development (84%), although numbers tend to be slightly lower for women. Clarity about development opportunities is also lower for female researchers (56%), and both male and female PSS (62%), compared to male researchers (74%). The following areas were identified as ways that the Department/University could provide additional support for training and development:

- more opportunities and better advertising of training opportunities
- internal workshops, especially for PSS and early career researchers
- more information about regrading, Recognition of Distinction and Awards for Excellence
- greater support from managers to enable training
- clarity around flexible work, contracts and budgeting
- mentoring

You are clear about the development opportunities available
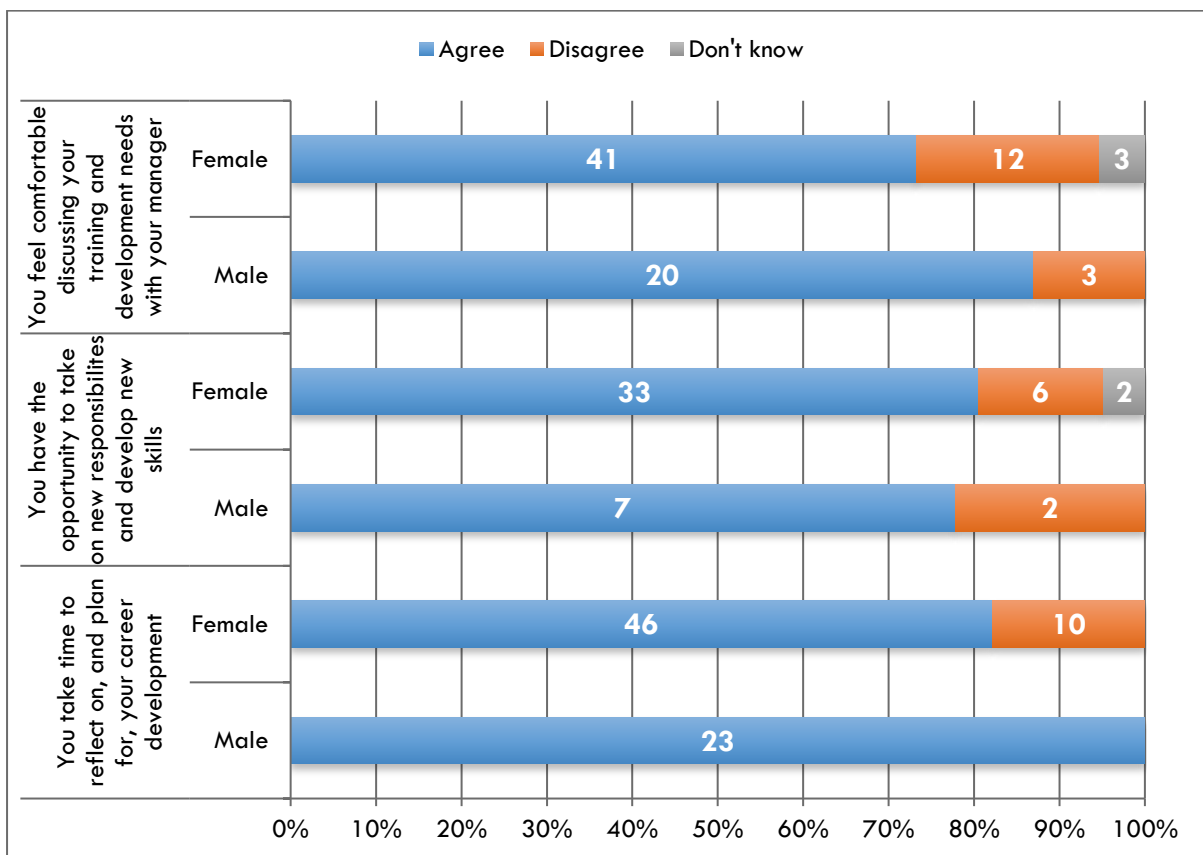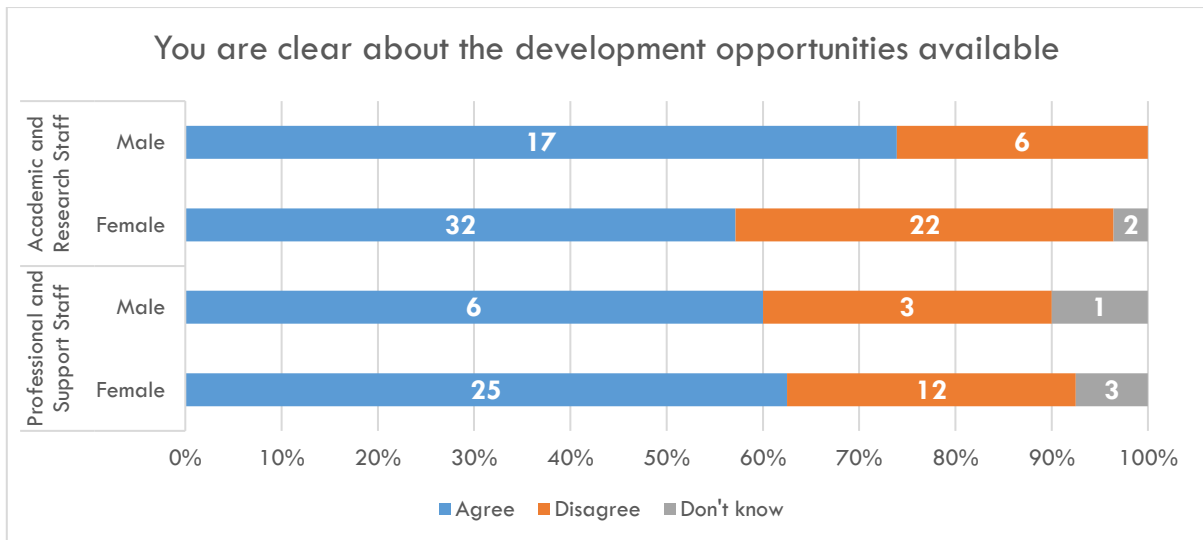
PROFESSIONAL DEVELOPMENT REVIEW

A key initiative introduced through our Athena SWAN process is the formal Professional Development Review (PDR). Annual PDRs were introduced in 2014 and, in 2017, we transitioned to an online system for managing PDRs. Since the introduction of the online system, completion rates have risen considerably (38% in 2014, 89% in 2017). 84% of staff reported finding the 2017 PDR useful. We are aware that there are a number of glitches in the online system and will be reporting these back to the software providers in advance of next year's PDR.
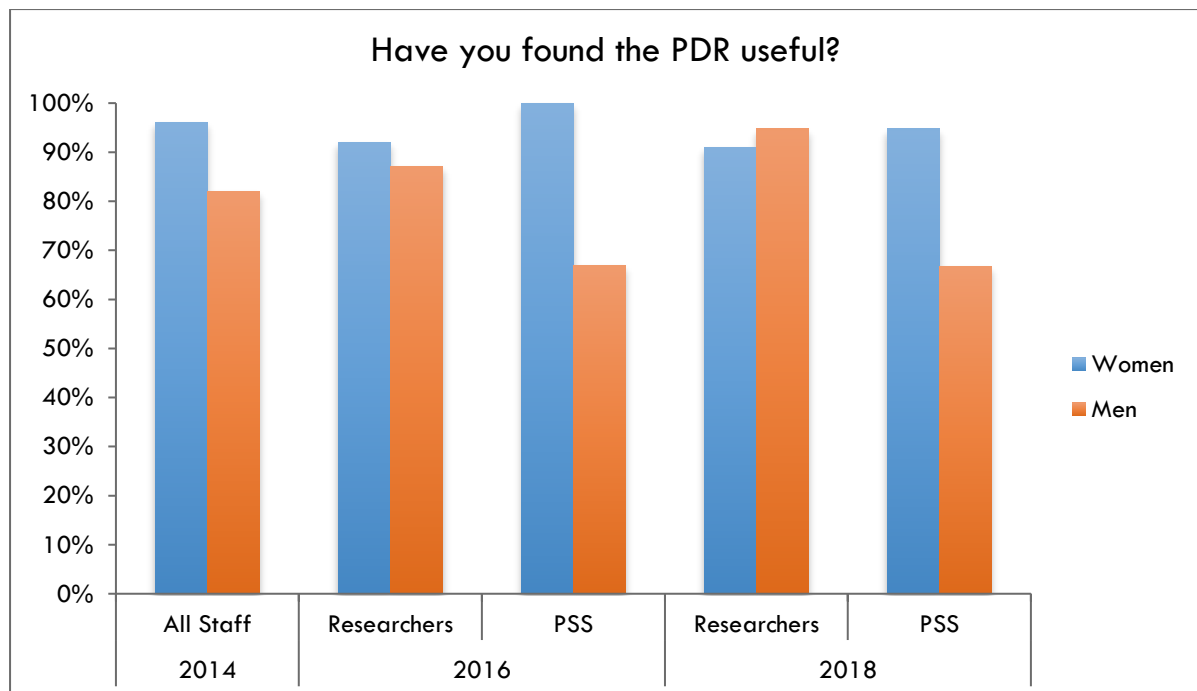
WORKPLACE LEARNING

In our 2017 PDR, 63% (45F; 14M) of researchers and 73% (28F; 5M) of PSS accessed training courses in the last year. 47% (36F; 11M) of researchers and 60% (24F; 3M) of PSS identified courses to undertake in 2018. Training was both internal (Oxford L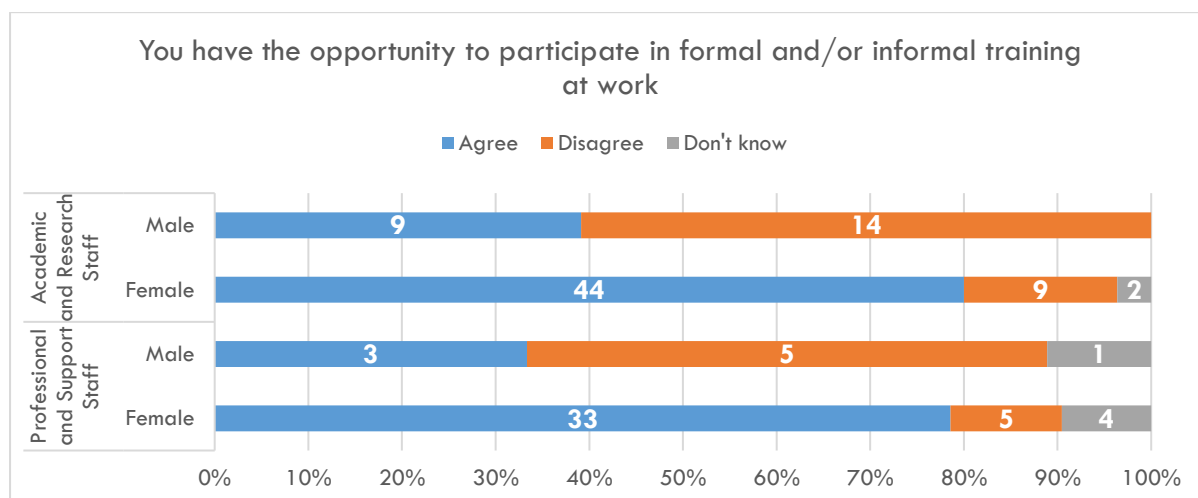earning Institute and Medical Sciences Division) and external (NHS, other Universities, private companies, and third-sector). Internal training is free and external training is usually covered by relevant grant funding.

The majority of comments in the 2018 survey on workplace learning were positive, for example: "Being allowed and encouraged to take on new challenges has given me the confidence to try new things and develop my skills in ways I could not have imagined before starting in this role." While the majority of women (77 of 97, 79%) agreed that they have opportunities to participate in formal and/or informal training at work, fewer men endorsed this statement (12 of 32, 38%). The main reasons for not accessing training were: lack of time, lack of funding, lack of confidence in requesting training, and lack of support for long term career goals.

You have the opportunity to participate in formal and/or informal training at work

■ Agree   ■ Disagree   ■ Don't know

Category	Group	Agree	Disagree	Don't know
Academic and Research Staff	Male	9	14	
	Female	44	9	2
Professional and Support and Support Staff	Male	3	5	1
	Female	33	5	4

STAFF EXPERIENCES OF LINE MANAGEMENT

Both female and male staff report feeling supported by their managers. 120 of 146 (82%) say managers give them helpful feedback; 118 of 146 (81%) say managers support them to think about career development.

My manager values my contributions

Agree ■ Disagree ■ Don't know

Academic and Research Staff	Male	20		3
	Female	50	3	3
Professional and Support Staff	Male	10	1	
	Female	40		2

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

My manager gives me helpful feedback

Agree ■ Disagree ■ Don't know

Academic and Research Staff	Male	22	1	
	Female	44	6	3
Professional and Support Staff	Male	11		
	Female	33	8	1

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

My manager supports me to think about my professional development

Legend: ■ Agree ■ Disagree ■ Don't know

Academic and Research Staff
- Male: Agree 22, Disagree 1
- Female: Agree 48, Disagree 6, Don't know 2

Professional and Support Staff
- Male: Agree 8, Disagree 2, Don't know 1
- Female: Agree 32, Disagree 4, Don't know 5

(x-axis: 0% to 100%)

My manager encourages me to take up career development opportunities

Legend: ■ Agree ■ Disagree ■ Don't know

Academic and Research Staff
- Male: Agree 18, Disagree 4, Don't know 1
- Female: Agree 43, Disagree 12

Professional and Support Staff
- Male: Agree 7, Disagree 4
- Female: Agree 27, Disagree 8, Don't know 4

(x-axis: 0% to 100%)

MANAGERS' EXPERIENCES

25 of 52 (48%) line managers reported that they had not completed management training and 14 of 46 (30%) reported that they are not confident applying HR policies. This is an area of need that we have identified from the 2018 staff survey and we will be increasing training opportunities for managers.

Manager confidence in managing staff and giving feedback

Legend: Confident | Quite confident | Not that confident

Academic and Research Staff
- Male: Confident 5, Quite confident 7
- Female: Confident 5, Quite confident 12, Not that confident 1

Professional and Support Staff
- Male: Quite confident 2, Not that confident 1
- Female: Confident 4, Quite confident 5, Not that confident 1

Manager confidence in supporting staff to think about their careers

Legend: Confident | Quite confident | Not that confident

Academic and Research Staff
- Male: Confident 4, Quite confident 8
- Female: Confident 5, Quite confident 11, Not that confident 1

Professional and Support Staff
- Male: Quite confident 1, Not that confident 1
- Female: Confident 5, Quite confident 4, Not that confident 2

Manager confidence in applying HR policies in managing or advising staff (such as sick leave, family leave, etc.)

Legend: ■ Confident ■ Quite confident ■ Not that confident ■ Not at all confident

Academic and Research Staff
- Male: Confident 1, Quite confident 6, Not that confident 5
- Female: Quite confident 11, Not that confident 5

Professional and Support Staff
- Male: Quite confident 1, Not at all confident 1
- Female: Confident 4, Quite confident 4, Not that confident 2

(x-axis: 0% to 100%)

Since taking up your management role, have you undertaken any training or development to enhance your management or leadership skills

Legend: ■ Yes ■ No - I haven't had the opportunity ■ No - I already have sufficient experience

Academic and Research Staff
- Male: Yes 7, No - I haven't had the opportunity 4, No - I already have sufficient experience 1
- Female: Yes 7, No - I haven't had the opportunity 10, No - I already have sufficient experience 1

Professional and Support Staff
- Male: No - I haven't had the opportunity 2, No - I already have sufficient experience 1
- Female: Yes 5, No - I haven't had the opportunity 6

(x-axis: 0% to 100%)

In July 2015, the Department appointed a Communications Officer, Ruth Abrahams, who has streamlined internal communications by introducing monthly newsletters, weekly events emails, and news digests. Over 90% of staff reported finding departmental communications useful. Positive comments about communications included: "Comms is great under Ruth's leadership" and "the Department really makes an effort".

Usefulness of Department communications

Legend: Very useful | Useful | Somewhat useful | Not useful | I don't know about this

Communication	Very useful	Useful	Somewhat useful	Not useful	I don't know about this
Department weekly news digest email	60	52	29	4	2
Department weekly events digest email	54	55	30	6	2
Department monthly newsletter	42	55	38	4	8
Department website	37	67	34	7	3
Monthly divisional newsletter	27	49	45	18	8

In the staff survey, we asked for specific feedback on Department meetings.

WEDNESDAY RESEARCH MEETINGS

Research meetings are held fortnightly in the Department during term time. In 2016 we surveyed the Department for feedback and, on the basis of feedback, made a number of changes to the format, including: 1) moving the meetings to the Department common room for a more informal environment 2) providing lunch 3) increasing meeting frequency 4) widely publicising opportunities to present. The format now consists of regular "application presentation" meetings where researchers can present their in-progress funding applications to receive feedback and questions from a diverse audience.

Comments about Wednesday research meetings have been very positive. One person said: "I have always appreciated the fact that very senior members of the Department show up at research meetings."
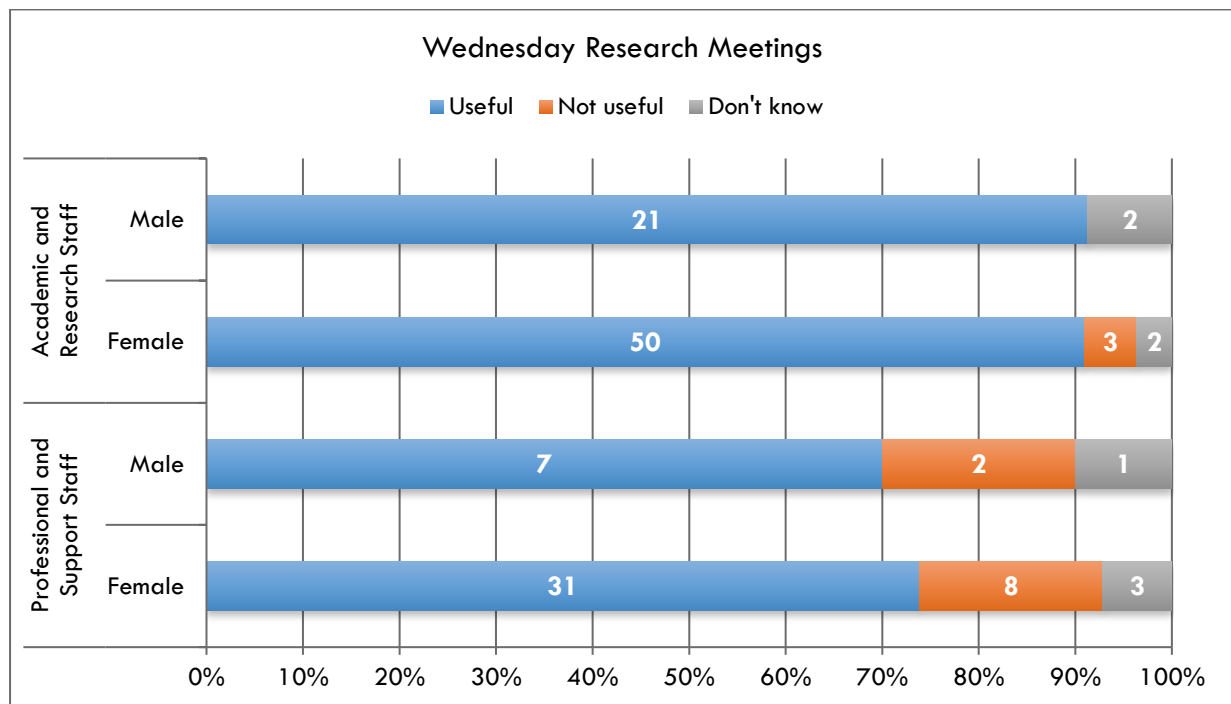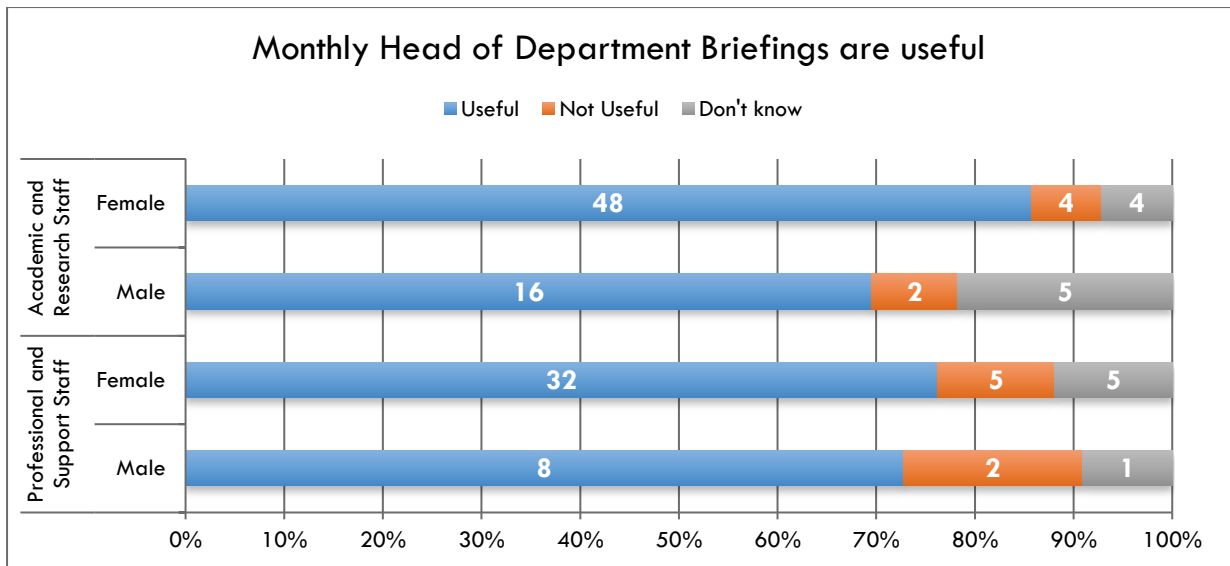

"This was a fantastic opportunity for me to work on my presenting skills. As these meetings are very friendly they provide a great setting to practise for when I will have to present my work at more official occasions. The brief personalised feedback from a senior member of the Department who is not involved in my research was furthermore very helpful as he was able to give feedback on aspects of the talk that were not data related"

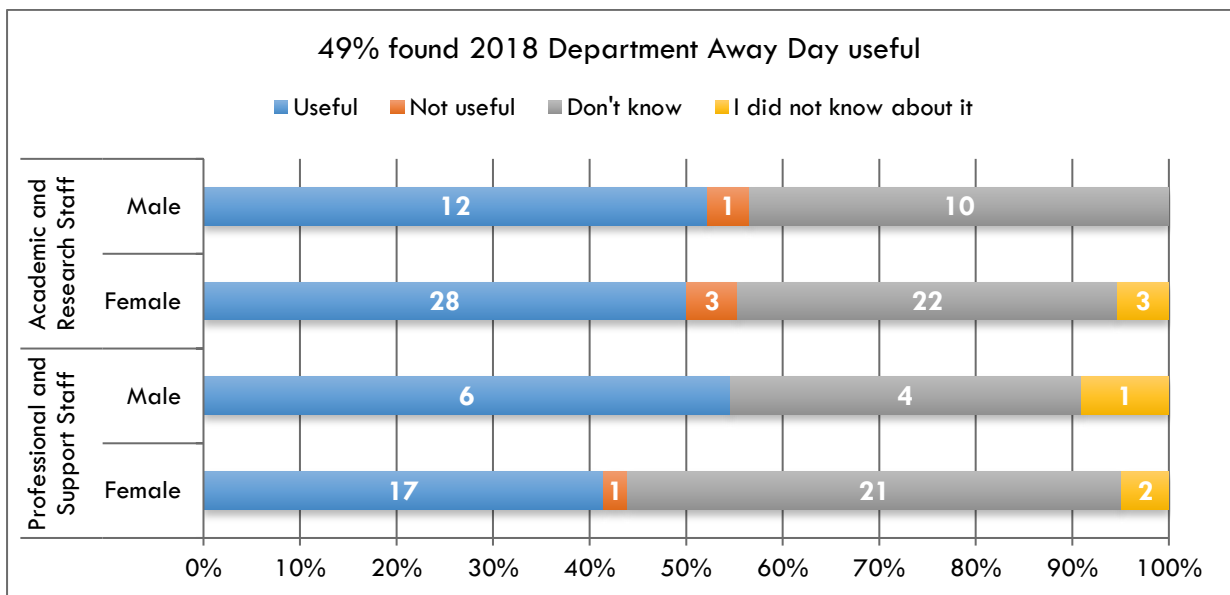Feedback from a female DPhil student who presented at an ECR Research Meeting

HEAD OF DEPARTMENT BRIEFINGS

HoD monthly briefings were introduced as a way to keep all staff up to date with departmental news. 82% of women and 69% of men reported finding these briefings useful. One person said, "I like the HoD meetings and the celebrations of people's achievements within these." Suggestions for improvement included: standing agenda items, more celebration of admin staff, online digest or podcast of what was discussed for those who can't attend, and championing LGBTQ+ and staff wellbeing processes.

Monthly Head of Department Briefings are useful

Legend: ■ Useful ■ Not Useful ■ Don't know

Academic and Research Staff
- Female: Useful 48, Not Useful 4, Don't know 4
- Male: Useful 16, Not Useful 2, Don't know 5

Professional and Support Staff
- Female: Useful 32, Not Useful 5, Don't know 5
- Male: Useful 8, Not Useful 2, Don't know 1

(Axis: 0% to 100%)

2018 DEPARTMENT AWAY DAY

Comments about the Away Day that was held in January 2018 were mostly positive. Many enjoyed the opportunity to hear about the work going on in the Department, and in particular the focus on early career researchers. One person said: "There was a really nice atmosphere and an interesting range of talks from people at different stages in their research career." Another said: "I really enjoyed hearing about the work of the other people in the Department, and putting faces to names."

49% found 2018 Department Away Day useful

Legend: ■ Useful ■ Not useful ■ Don't know ■ I did not know about it

Academic and Research Staff
- Male: Useful 12, Not useful 1, Don't know 10
- Female: Useful 28, Not useful 3, Don't know 22, I did not know about it 3

Professional and Support Staff
- Male: Useful 6, Don't know 4, I did not know about it 1
- Female: Useful 17, Not useful 1, Don't know 21, I did not know about it 2

(Axis: 0% to 100%)

Flexible working can include working only during term-time, flexible hours, full-time across four days per week, and home working as needed. The Department aims to accommodate flexible working wherever possible. Arrangements can occur at the point of recruitment or later in a person's time in the Department. Most flexible working is organised informally within teams. In 2018:

- 59% (87 of 148) report formal/informal flexible working arrangements
- 84% (73 of 87) of flexible working arrangements are informal
- 91% (117 of 128) feel their team is supportive of flexible working
- 88% (112 of 128) consider their line manager is supportive of flexible working
- 86% (102 of 119) are satisfied with their working arrangements

Despite our strong flexible working culture, not all experiences are the same: "flexibility in my working has always been turned down", "I am not aware of the Department's stance on working flexibly", and "flexible working is not generally accepted in my group except in emergencies."
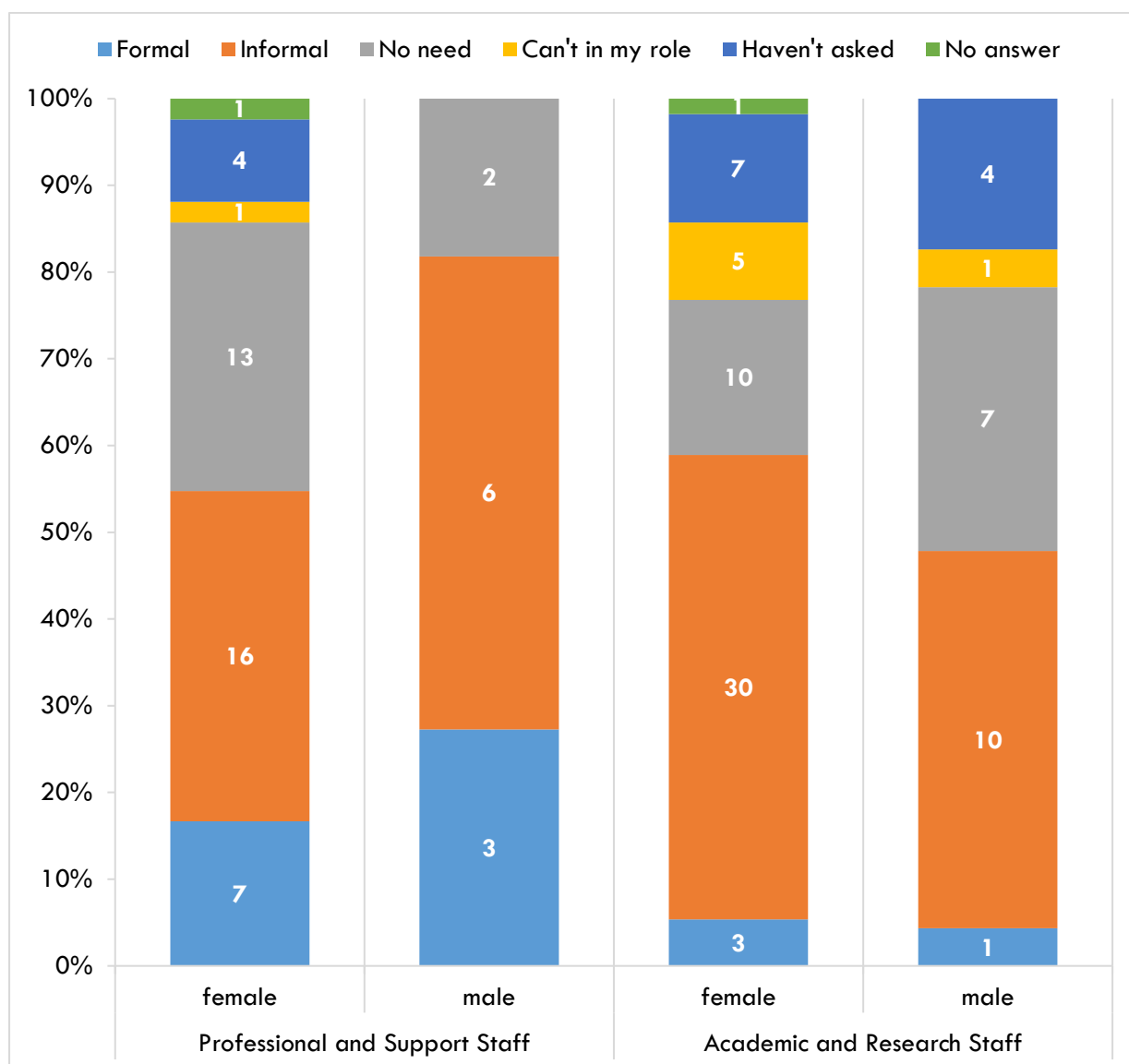
CORE HOURS (9:30 – 4PM)

Another key Athena SWAN initiative has been the establishment core hours (9:30 to 4pm), during which all departmental meetings should occur. This is to ensure timings of Departmental meetings remain convenient for the majority of staff members, and do not discriminate against those with caring responsibilities. 92% (35 of 38) of staff with caring responsibilities are happy with core hours, and 94% (33 of 35) agree that meetings are scheduled to take caring responsibilities into account.

One thing that was raised in the staff survey is that holding all meetings in core hours makes it difficult for clinicians to attend. We will be making more Department seminars available online to help with this.

TRUST AND MUTUAL RESPECT

We have a zero-tolerance policy on Bulling and Harassment (BH). In 2015, we trained two members of staff as Bullying and Harassment Advisors (Catherine Harmer and Phil Cowen). They are able to provide support and guidance on what steps to take in the cases of BH, and can direct staff to appropriate services if necessary. Posters with their contact details are displayed on the Department website, noticeboards, and in all Department toilets. In the staff survey, 87% of staff reported being aware of the University BH policy, and 75% were aware of the Department BH Advisors.

9% (8F; 4M) of staff reported experiencing BH in the workplace in the last year. This included

- negative comments
- abuse of power by senior staff
- inappropriate behaviour from colleagues
- harassment from supervisor

- disparaging comments
- rude emails
- inappropriate physical touching
- sexist jokes

Our Department Bullying and Harassment Advisors are available to provide guidance and support on all types of bullying and harassment experienced at work. We encourage anyone experiencing BH to make contact with them.

Survey responses highlighted the need to ensure equal treatment of staff regardless of sexuality and race. We will be working with the University Equality and Diversity Unit to ensure that we champion an inclusive workplace for all staff.

Athena SWAN

Susannah Murphy   Susannah.murphy@psych.ox.ac.uk

Bullying and Harassment Officers

Catherine Harmer (catherine.harmer@psych.ox.ac.uk)

Phil Cowen (phil.cowen@psych.ox.ac.uk)

Athena SWAN Committee

Ruth Abrahams

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