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of Bristol**

# **Staff Well-being – where to start?**

**VITAE Conference 8 Sept 2008  
London**



# Today

1. What is well-being?
2. How we try to shape it at Bristol

Well-being - the state of being comfortable, healthy, or happy (oxford dictionary)

# What shapes a University culture?

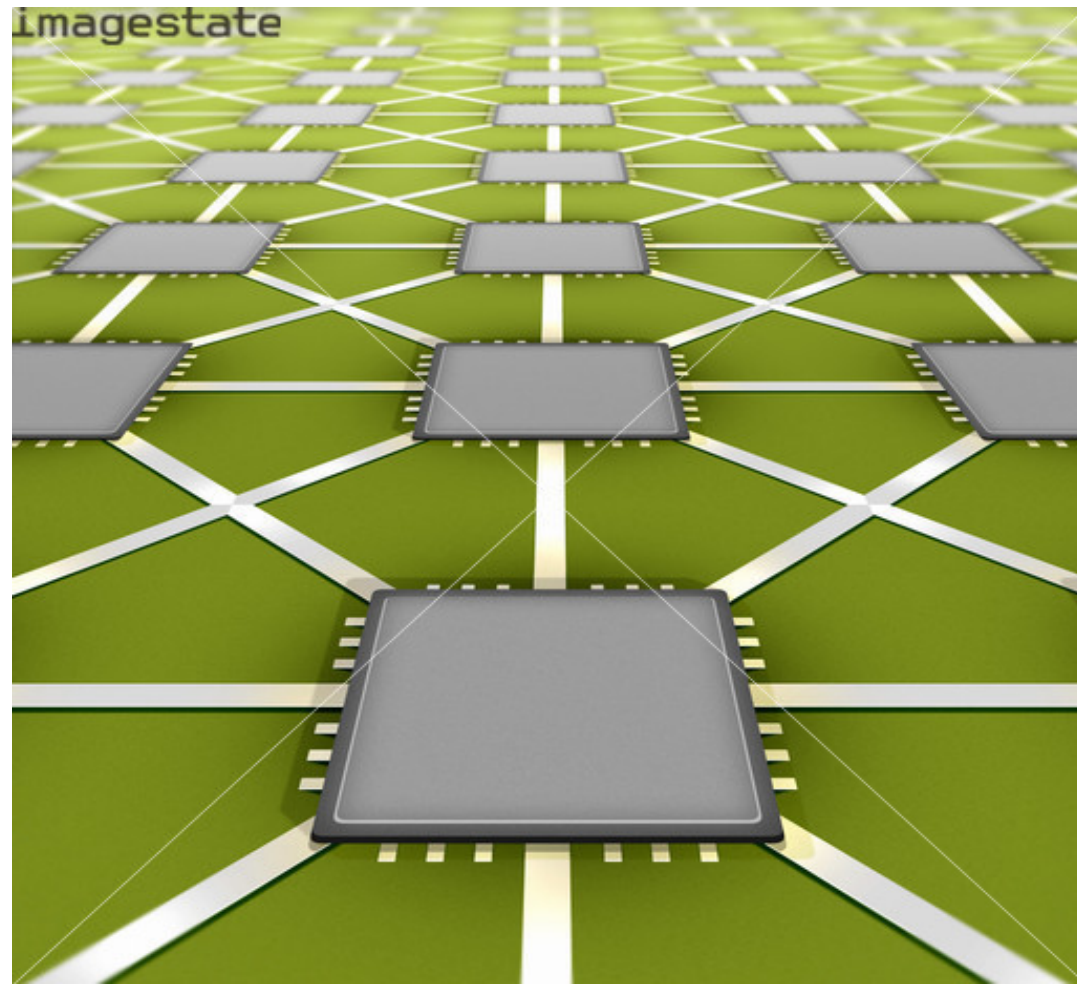
*“the way we do things around here”*



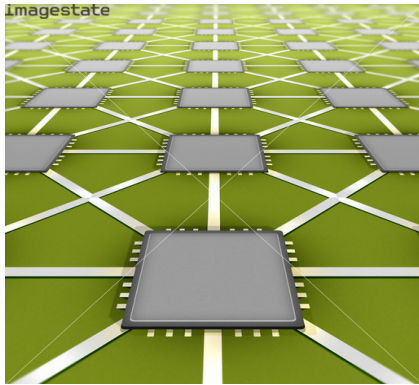














## How can we get the most from our people?



Shaping the working  
environment at Bristol

Or

Getting the most from  
people

# University of Bristol

- Founded in 1876
- Research led
- Large - 45 Departments, 6 Faculties
- Income – Government, Research (inc Industry), Students
- Students - 11,800 Undergraduates & 2000 Postgraduates
- Staff – 5800 Staff (45% Academic / 55% Support)
- Turnover - £286m
- Research output - 78% depts 'world class'



## Professor Eric Thomas, Vice Chancellor and CEO



In 2003 asked all staff.....

***“What do you think about Bristol as your employer?”***



## Survey showed doing well in .....

- High levels of **pride**
- Good **work relationships**
- **Loyalty** (immediate work teams)
- Good **Human Resource policies**
- **Training** and Development

## Survey showed room for improvement . . . . .

- Co-operation across teams
- Management 'awareness'
- Decision making processes
- The physical environment
- Stress and work-life balance
- Career pathways
- Diversity
- Bullying and harassment



**POSITIVE WORKING  
environment**

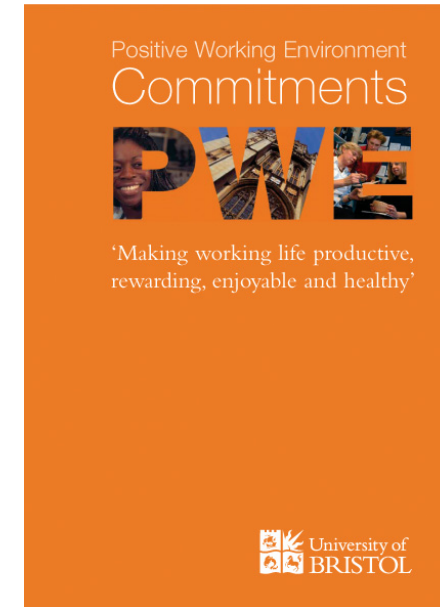


## PWE at Bristol will demonstrate.....

- **Trust** and respect between all colleagues
- A place where colleagues feel **valued**
- High quality **leadership** and management
- A respect for **diversity**
- A lack of **exclusive** clubs and cliques
- Personal **development** and career progression
- A high level of creativity and job **satisfaction**
- Good **teamwork** and co-operation

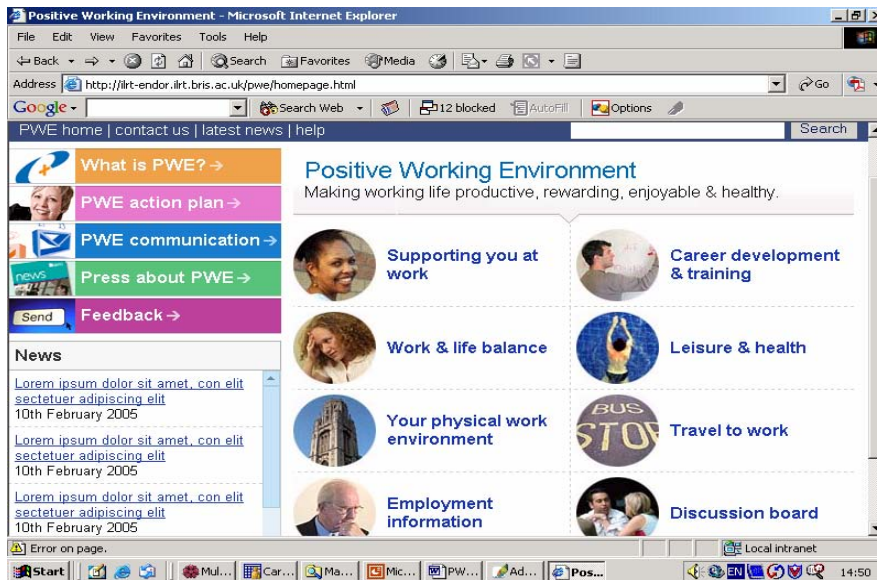
## Result - PWE Commitment leaflet (Jan 05)

- 1. Staff Support and Development
- 2. Leadership and management
- 3. Communication
- 4. Physical Environment
- 5. Monitoring and Evaluation



# What have we done so far?

## PWE website



## Leaflets

2



### Positive Communications

An initiative is under way to create a more positive working environment (PWE) for all staff. A group of academics and support staff is leading the implementation of an improvement plan drawn up after a major staff survey.

One step the group is taking is to produce a series of advice sheets – called *Positive Communications* – on issues raised by staff. The advice will always be brief and practical.

If you need part or all of this publication in an alternative format, eg in Braille, in larger print or on tape, please call 928 7776.

### Issue Two:

How to be an effective leader



## Articles



# What have we done so far?

**Positive Futures 07**



**Research Staff Annual Conference**

27 February 2007  
Explore-At-Bristol,  
Harbourside, Bristol

**Staff Conferences**

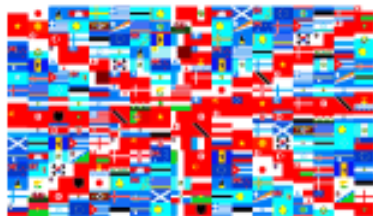
Information | Training | Support  
[www.bristol.ac.uk/researchstaff](http://www.bristol.ac.uk/researchstaff)

TOTEM GRAPHIC DESIGN | jobs.ac.uk | ENERGY NETWORK | tmp.worldwide WE'RE ALL THERE | al



**50% reduction  
in FTC's**

**The "Reward"  
project**



Flying the flag for  
**international staff**



# What have we done so far?

## Events



**pweek**

'Making working life productive, rewarding enjoyable and healthy'

**PWE Week: 12 - 16 September**  
Look out for a range of events throughout the week

**Find out more about PWE at**  
[www.bristol.ac.uk/pwe](http://www.bristol.ac.uk/pwe)

University of BRISTOL

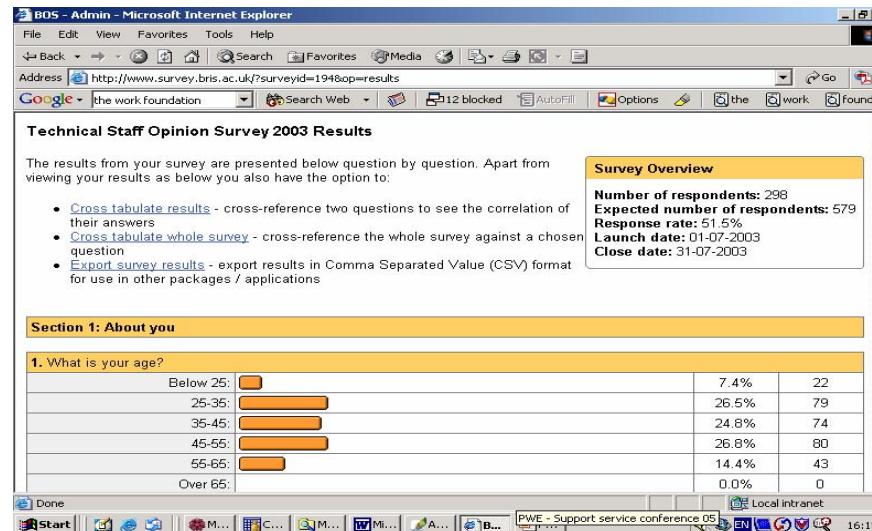
**Centre for SPORT, EXERCISE AND HEALTH**  
Catering for the needs of the entire community all welcome!  
Come inside to find out more.  
Great facilities, terrific fitness, safe, sports hall, sports medicine clinic and top quality staff.  
[www.bris.ac.uk/sport](http://www.bris.ac.uk/sport)

- Staff Counselling Service – more people
- Careers Advice – more people
- Training – more people



## Staff surveys

**£300,000 investment**



**Technical Staff Opinion Survey 2003 Results**

The results from your survey are presented below question by question. Apart from viewing your results as below you also have the option to:

- [Cross tabulate results](#) - cross-reference two questions to see the correlation of their answers
- [Cross tabulate whole survey](#) - cross-reference the whole survey against a chosen question
- [Export survey results](#) - export results in Comma Separated Value (CSV) format for use in other packages / applications

**Survey Overview**

**Number of respondents:** 298  
**Expected number of respondents:** 579  
**Response rate:** 51.5%  
**Launch date:** 01-07-2003  
**Close date:** 31-07-2003

**Section 1: About you**

**1. What is your age?**

Below 25:	<input type="checkbox"/>	7.4%	22
25-35:	<input type="checkbox"/>	26.5%	79
35-45:	<input type="checkbox"/>	24.8%	74
45-55:	<input type="checkbox"/>	26.8%	80
55-65:	<input type="checkbox"/>	14.4%	43
Over 65:	<input type="checkbox"/>	0.0%	0



# What have we done so far?



**£62 million - Physical environment**

## **Children's sports camps**



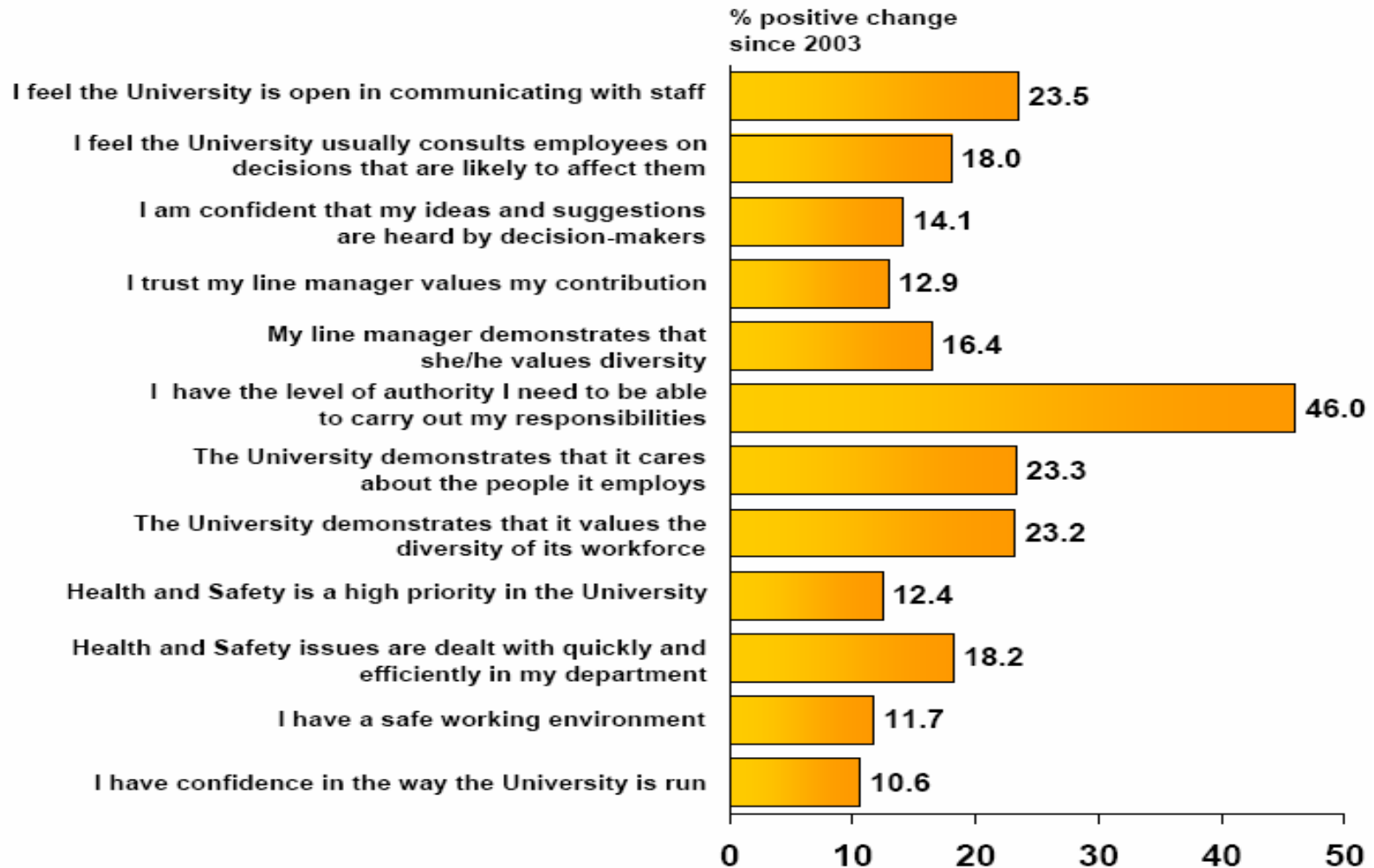
**£5 million Sports/Health**



## **Stress Management**

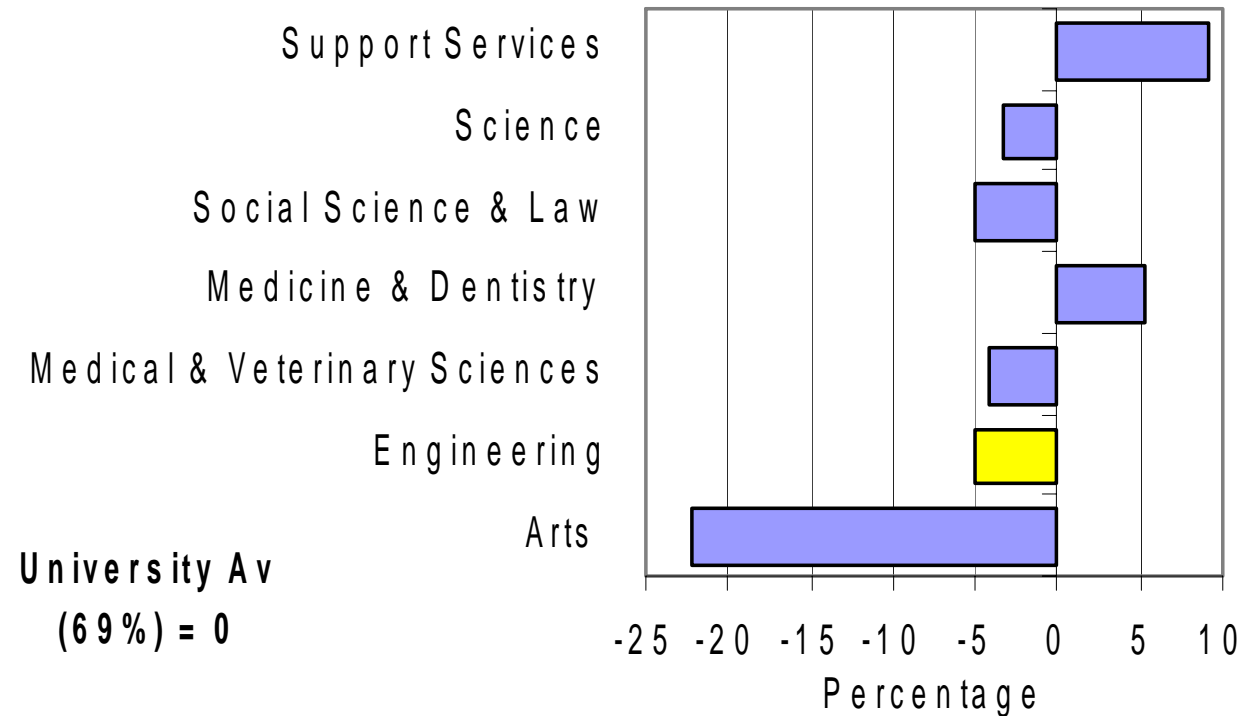


## Impact so far – 2<sup>nd</sup> PWE survey (Jan 07)

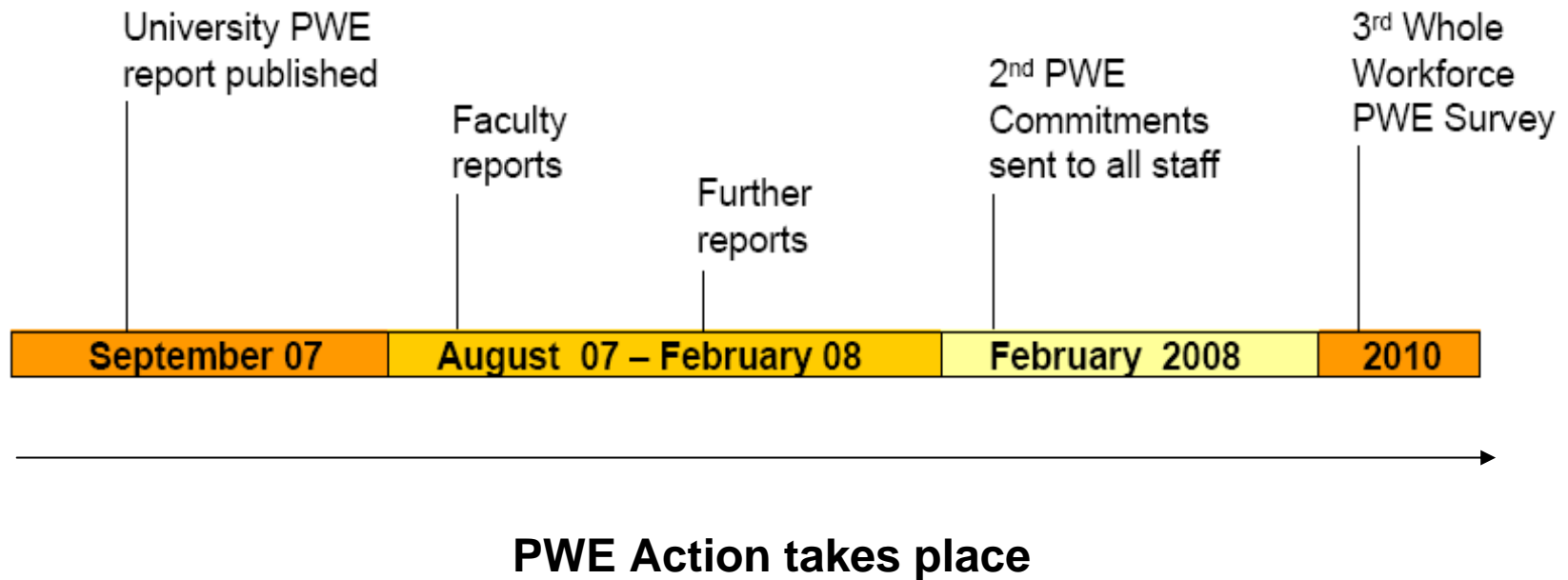


## Next Steps – Faculty & Department analysis

*'Generally speaking, my workload is reasonable'(agree)*



## Next Steps Sept 2007 – Mar 2010



## Consultancy work.....(not sales honestly!)



[www.survey.bristol.ac.uk](http://www.survey.bristol.ac.uk)



# Lessons

- “People” not at top of some agendas
- Resources - time
- Senior management ‘buy in’ (long term)
- Get help - a collective of like minded professionals
- Cynicism
- Link back to staff opinion wherever possible
- Experiment some ideas might be wacky but work

## Conclusion

***“PWE is a good start but there is much room for improvement. Many cultures need to be changed to bring Bristol to the rank to which it aspires”***

Culture change must be led and encouraged  
but it cannot be forced.

The watchwords are patience and  
perseverance.