



Australian  
National  
University

# **ANU Staff Engagement survey**

Action plan development for Scholarly  
Information Services

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Scholarly Information Services

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# Background

Staff Engagement is a vital part of the culture in Scholarly Information Services.

Feedback is sought through a range of regular mechanisms including:

- Library Staff Consultation Committee which meets two monthly <https://services.anu.edu.au/planning-governance/governance/library-staff-consultative-committee-lscc>. All agendas and minutes are made available to staff, members communicate with staff in their areas before meetings and after meetings. Reports of meetings are provided through the fortnightly newsletters *From the University Librarian*.
- Regular meetings in all areas ranging from weekly to monthly depending upon the area
- Quarterly SIS Staff meetings
- Consultation processes including on the SIS business plan, area plans, 3 yearly workforce plan <https://anulib.anu.edu.au/about/planning-governance/library-workforce-planning>

The fundamental model for staff engagement follows a process of:

- Listening to hear views and issues
- Probing to comprehend the environment for the issues including the views of a range of staff
- Restating the feedback to ensure that all aspects are known
- Clarify to understand implications including internal and external relationships and impacts
- Actions and follow up to ensure both that appropriate steps are taken with feedback to SIS staff and where appropriate stakeholders and other parties.



Follow ups and feedback have included:

- incorporation of input into the SIS workforce plan
- adoption of input into business plans
- integration of ideas into services
- alignment of operational practices to staff views
- evolution of the SIS workplace culture.

# ANU Cultureamp survey

ANU conducted a staff engagement survey in March 2023. The ANYOU Staff Engagement Survey was conducted using the CultureAmp tool.

CultureAmp defines engagement as:

Employee engagement represents the levels of enthusiasm and connection employees have with their organization. It's a measure of how motivated people are to put in extra effort for their organization, and a sign of how committed they are to staying there.

The overall, ANU key findings were<sup>1</sup>:

## Things that are working well for ANU

These were the most favourably answered questions across the survey for ANU overall:

- My direct manager or supervisor genuinely cares about my wellbeing **84%**
- I know what I need to do to be successful in my role **81%**
- I am able to arrange time out from work when I need to **81%**

## Areas for improvement at ANU

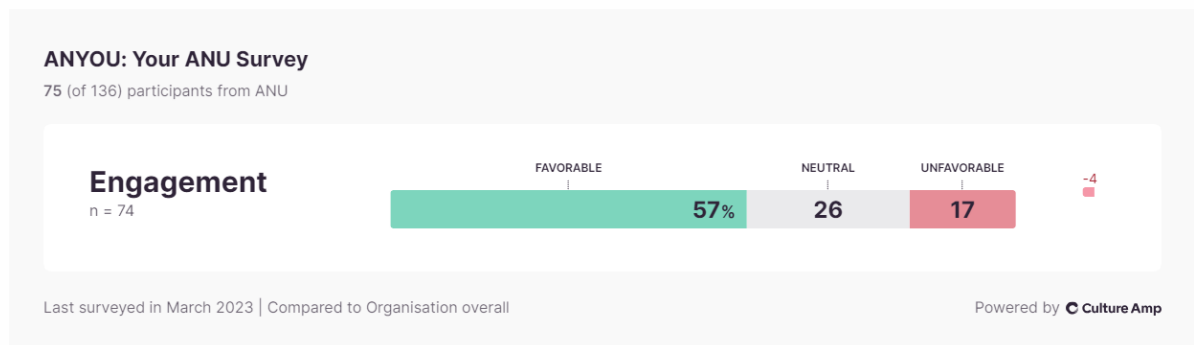
These were the least favourably answered questions across the survey for ANU overall:

- When it is clear that someone is not delivering in their role we do something about it **28%**
- ANU effectively directs resources (funding, people and effort) towards organisational goals **30%**
- I believe action will take place as a result of this survey **32%**

The results for Scholarly Information Services have been made available and shared with a presentation and detailed discussion at a SIS Senior Management Group meeting in June.

## Report on results for SIS

The report for SIS is reproduced below:



<sup>1</sup> <https://services.anu.edu.au/human-resources/supporting-development/anyou-survey>

Other factors	Favorable score	Comparison
Management	68	
Work & Life Blend	61	
Alignment & Involvement	59	
Teamwork & Ownership	56	
Wellbeing	50	
Leadership	48	-9
Enablement	47	
Collaboration & Communicat...	45	
Social Connection	44	
Learning & Development	43	
Feedback & Recognition	37	
Innovation	36	
Company Confidence	33	
Service & Quality Focus	28	
Action	25	

### Top 5 questions impacting Engagement for selected group

Impact	Question	Factor	Favorable score	Trend	Comparison
VERY HIGH	ANU is a great company for me to make a contribution to my development	Learning & Development	43	-	
VERY HIGH	I believe there are good career opportunities for me at ANU	Learning & Development	38	-	
VERY HIGH	I have confidence in the Senior Management Group at ANU (including the Vice-Chancellor and their direct reports)	Leadership	45	-	
VERY HIGH	My College/Portfolio leaders have communicated a vision that motivates me	Leadership	33	-	
VERY HIGH	I am happy with my current role relative to what was described to me	Alignment & Involvement	61	-	

# SIS response to ANU Cultureamp survey

The Human Resource Division have asked for a response by all Divisions including actions to the Cultureamp survey.

SIS approach the tasks through a number of processes including:

- Analysing the results by the Executive Group'
- Engaging the Senior Leadership Group in discussion and further analysis of findings including a presentation from HRD by Pip Cantrall, Deputy Chief People Officer (Talent & Capability) with Kirsty Abercrombie, Senior HR Consultant
- Reviewing the findings through meetings in all work areas
- One area chose to run a survey to collect staff ideas
- Seeking the qualitative views of staff to balance the quantitative data available from the survey
- Promoting discussion through the Library Staff Consultative Committee
- Encouraging discussion and input from all staff
- Giving all areas agency to develop actions relevant to their particular needs.

All staff have had a number of opportunities to consider and provide their views.

The fundamental model for staff engagement was applied as follows:

- Listening to hear views and issues – qualitative data was made available from the survey. SIS was not able to see written comments (qualitative data) as HRD would not make that available so qualitative data had to be collected directly from staff.
- Probing to comprehend the environment for the issues including the views of a range of staff – 15 meetings were held to ensure that all aspects were explored appropriately
- Restating the feedback to ensure that all aspects are known – the feedback was restated through local area and Senior Leadership Group meetings as well as the Library Staff Consultative Committee meeting.
- Clarify to understand implications including internal and external relationships and impacts – this occurred through discussion at local and divisional levels
- Actions and follow up to ensure both that appropriate steps are taken with feedback to SIS staff and where appropriate stakeholders and other parties – this is contained below in the report.

The analysis to develop a local area approach included:

- Activities that should be continued because they contribute to positive ("favourable") outcomes against the engagement factors
- Activities to contribute to improvements that could address factors identified as "unfavourable"
- Activities to contribute to improvements that could address factors identified as less "favourable": or more "unfavourable" than the university's results
- Activities to address areas where the response suggests that there is a lack of clarity by SIS staff, for example around what innovation means in relation to the work of staff in the Division.

Two options were identified for preparation of an action/implementation plan.

The Cultureamp template which includes the element of the survey, a summary addressing issues of introduction, why, instructions and a multistep process map. The alternative was a spreadsheet with fields for Factor, Question or description, Actions, Responsible officer, Timeframe and Notes.

Feedback was sought from all senior staff and option 2 was selected.



The TIME frame for the development of the plan was:

16 June SIS Senior staff briefing and Initial discussion

1 July SIS background paper to senior staff

20 July (TBC) SIS Senior staff consultation #2

29 July SIS Action plan developed in draft.

Staff consultation

14 August Finalisation of action plan

Reporting to commence at the end of Q3.

There was a slight delay due to staff availability.

## SIS PLAN

The plan is included below.

Factor	Question or description	Actions	Responsible officer	Timeframe	Notes
<b>Office of the University Librarian</b>					
Learning and development	Ensure continuation or program designed to increase knowledge, abilities and skills of staff in the Division to address factor a slightly more "unfavourable" than the overall university score	<ol style="list-style-type: none"> <li>SIS Symposium</li> <li>Roxanne Missingham and Heather Jenks Scholarly Information Services Professional Development Prize</li> </ol>	University Librarian	October 2023	Consultation commenced on symposium content - focus on knowing ourselves and increasing knowledge of SIS work
Feedback & recognition	Contribute to stronger feedback to staff congratulating success and highlighting innovation to	<ol style="list-style-type: none"> <li>Reporting positive feedback for staff performance fortnightly in the From the University</li> </ol>	University Librarian	2023 +	Encourage more contributions

	address factor a slightly more "unfavourable" than the overall university score	Librarian newsletter			
Company confidence	Increase awareness of Senior Management Group of ANU and decision making within the university including AB, URC, AQAC and TLAC to address factor a slightly more "unfavourable" than the overall university score	4. Program of presentations at SIS meetings including on the decision-making bodies within the university	University Librarian	September 2023	Speakers Belinda Farrelly on governance and Megan Easton on policy making
Collaboration	Foster collaboration with divisions and colleges to address factor a slightly more "unfavourable" than the overall university score.	5. Support collaboration with other areas including through speakers at SIS Symposium from colleges and initiatives of other areas including RSD (implementation of Pure) and copyright through leadership of UA Working Group and as CAUL lead.	University Librarian	2023 +	Emphasise successful collaboration through newsletter, reports and meeting and in area meetings

#### Information Access Library

Collaboration	Foster collaboration with divisions and colleges to address factor a slightly more "unfavourable" than the overall university score.	Staff to undertake regular cross-branch shifts from their regular Library branch. When this occurs a staff member from the "receiving" branch would also send a member of	Tom Foley, Client Services Manager, in branch Mel Burrows & Joshua Bell	6 Months	Opportunity to Collaborate on work which will lead to a better understanding of ANU Libraries and overall operations
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		staff to the "sending" branch so workloads are not impacted.			
Company confidence	Increase awareness of Senior Management Group of ANU and decision making within the university including AB, URC, AQAC and TLAC to address factor a slightly more "unfavourable" than the overall university score	Monthly library-wide meetings to be run by Christian, to serve as a conduit for broad stroke information sharing regarding library issues	Christian West, Associate Director Library Services	3 Months	This would not replace the quarterly SIS meetings run by Roxanne, nor Tom's Client Services meetings/updates, but will operate alongside them.
Collaboration	Foster collaboration with divisions and colleges to address factor a slightly more "unfavourable" than the overall university score.	Develop deeper connections and familiarity of ANU science research and teaching programs for branch library staff to increase a sense of collaboration and connection to our science community.	Cathy Burton, Information Access & Collection Management Coordinator	3 months	Opportunities for all staff to be engaged, meet, and see where particular science buildings. This provides exposure to specific areas of the science community that we support. Staff In house will develop an offering of tours and orientation on a monthly basis to the science community, publicise via Library Communication. Monthly Reports will increase awareness of new collections In science so staff can see their impact to the community.
Learning and development	Ensure continuation or program designed to increase knowledge, abilities and skills of staff in the Division to address factor a slightly more "unfavourable" than the overall university score	Develop a training and development spreadsheet of science e-resource and industry related training where staff can see at a glance sessions they can engage in to Increase opportunities for learning and development in science related e-resources, issues, and in the library industry.	Cathy Burton, Information Access & Collection Management Coordinator	3 months	Adding webinars, ALIA sessions, vendor training, ANU Library e-resource training, to a central place for staff to refer to will instil a feeling of increased opportunities to attend or participate In professional development. Attendance to be managed via the supervisor.

Collaboration	Foster collaboration with divisions and colleges to address factor a slightly more "unfavourable" than the overall university score.	Creating an Information Access 6/7 equivalent of Circulation Coordination meetings to encourage the flow of information sharing, ideas and initiatives across branches specifically relating to training, outreach and developing new initiatives in response to student/academic need.	Tom Foley, Client Services Manager, in branch Mel Burrows	3 months	Hold a monthly meeting in a similar vein to the Circulation Coordination Group reporting to a level 8 who is able to provide a broader context when ideas are brought forward and policies discussed and who can report back to senior Library staff.
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### Collection Access and Discovery (CAD)

WORK AREA	Collection Access and Discovery				
Factor	Question or description	Actions	Responsible officer	Timeframe	Notes
Learning and development	Ensure programs designed to increase knowledge, abilities and skills of staff in the Division to address factor a slightly more unfavourable than the overall university score	<ol style="list-style-type: none"> <li>1. Recommend to AD that funds be dedicated in the budget specifically for workforce development (e.g. training) and professional development (e.g. conferences) – a clear commitment which is transparently communicated to staff</li> <li>2. SM CAD to work with AD, SM CS and M, ACDC to create an annual development plan based on current work priorities and staff professional development goals, transparently</li> </ol>	<p>Senior Manager, CAD</p> <p>Senior Manager, CAD</p>	December 2023 +	

		<p>communicate this to staff</p> <p>3. SM CAD and team leaders to develop a list of standard training staff should undertake when starting in Tech Services (e.g. RDA standards, MARC, classification)</p> <p>4. SM CAD to work with SM CS and team leaders to develop a list of standard training new supervisors should undertake when starting in a supervisory role for the first time</p> <p>5. SM CAD to research grants and external funding for attending conferences (incl. international conferences)</p> <p>6. Advise staff about how to apply for the Roxanne Missingham and Heather Jenks Scholarly Information Services Professional Development Prize</p>	<p>Senior Managers, CAD &amp; CS</p> <p>Senior Manager, CAD</p> <p>Senior Manager, CAD</p> <p>Senior Manager, CAD</p>		
Social Connection	Foster commitment to social responsibility to address factor a slightly more unfavourable than the overall university score.	7. Improve metadata to remove offensive/outdated subject headings; incorporate AIATSIS subject headings and include warning in Primo about potentially offensive/outdated materials (e.g. USyd have done this).	Senior Manager, CAD	2023 +	
Company Confidence	Improve perceptions of how resources are allocated to address	8. Recommend to AD that greater budget transparency of how SIS funding is allocated – e.g. staffing, furniture,	Senior Manager, CAD	2023 +	

	‘Effectively directs resources’ which slightly more unfavourable than the overall university score.	<p>collections etc. Is shared with staff</p> <p>9. Present session to Library staff on the Collection budget</p> <p>10. Recommend creating a metadata officer role at ANU05 level in order to achieve Action Item 7 above; to implement metadata improvement projects; and to improve donor relations by processing donations backlogs and ensuring current and future donations are processed promptly</p>	<p>Senior Manager, CAD</p> <p>Senior Manager, CAD</p>		
Collaboration & Communication	Foster collaboration with divisions and colleges to address factor a slightly more unfavourable than the overall university score.	<p>11. Create a stronger relationship with the Research Office to explore innovation and collaboration opportunities. Includes Digital Scholarship Team</p> <p>12. Work with Lib Comms to improve communication and understanding with ITS, especially Unix Team</p>	<p>Senior Manager, CAD</p> <p>Manager, CIA</p> <p>Senior Manager, CAD</p>	2023 +	
Service & Quality Focus	Ensure quality and improvement are recognised to address factor a slightly more unfavourable than the overall university score.	<p>13. Continue to review and improve workflows and protocols to ensure best practice is being followed</p> <p>14. Continue to investigate functionality of new systems to ensure most streamlined workflows are implemented and followed</p> <p>15. Share and celebrate successes in quality and improvement</p>	<p>Senior Manager, CAD</p> <p>Senior Manager, CAD</p> <p>Senior Manager, CAD</p>		

## Archives and Records

Factor	Work area	Description	Actions	Responsible	Timeframe	Notes
Learning and development	Records and Archives	Programs to increase knowledge, abilities and skills	Contribute to and actively participate in SIS Symposium	All staff	Oct-23	
Feedback and recognition	Records and Archives	Contribute to feedback and celebration of success	Provide examples of feedback received to University Librarian for newsletter or other dissemination	AD Records and Archives	ongoing	
Collaboration	Records and Archives	Knowledge exchange meetings to gain better understanding of related areas and identify opportunities for collaboration and innovation	Schedule relevant 'meet and greet' occasions. Records: Digital Scholarship - research data management Archives: Digital Scholarship - CartoGIS	Megan Easton Sarah Lethbridge	Sep to Dec 2023	

## Next steps

The plan will be provided to Pip Cantrall, Deputy Chief People Officer (Talent & Capability).

A detailed quarterly reporting document will be prepared with reporting to commence in Q3.

Evidence documents of actions will be stored in the ERMS.



Hancock survey ideas  
all comments 030823.