

FAQ Personnel Monitor 2022

Why does Leiden University organise this Personnel Monitor?

The results of the Monitor reveal the current status of people's experience of their work: in the University as a whole, but also in your own faculty, institute and/or service department. The University will work on the improvement points identified for the whole organisation. And you yourself – together with your colleagues and your manager – can also discuss the results, to reach a collective decision on the main improvement points for your team or organisational unit. This ensures that we work together on a healthy, engaged and learning community, one of the ambitions in our Strategic Plan [Innovating and Connecting](#).

How is the Personnel Monitor related to the Strategic Plan?

The Personnel Monitor mainly relates to the aspects of the Strategic Plan concerning the University as an employer. These include: space for innovation; reducing the workload; building a healthy, engaged and learning organisation; relational leadership; and ample scope for talent and development.

How can I fill in the Personnel Monitor?

You will receive an email from Effactory, the external agency that helps the University to organise the Personnel Monitor. This email will contain a unique link to the questionnaire and will be sent on 17 October 2022. If you haven't received the email, please contact the Effactory helpdesk: <https://support.effactory.com>

Will my responses be saved if I take a break from filling in the Monitor, or will I have to complete it in one go?

Yes, your responses will be saved if you take a break, so you don't need to complete the Monitor in one go.

Why should I fill in the Monitor?

You are cordially invited to participate, so that you can give your opinion on a number of important themes. The more staff members who participate, the more insight we have into how people currently experience their work and the more information to continue making our university stronger. In other words, the Monitor gives you the opportunity to have your say about what is going well and what could be better. This will help with collectively designing improvement initiatives and follow-up actions, for both the University as a whole and your own organisational unit.

I'm worried that my responses could be traced back to me. How is anonymity guaranteed?

We understand that this is important for you. We want to make it very clear that your responses cannot be traced back to you in the results and the reports. The results of an

organisational unit or a specific group within that unit will only be shown if the group comprises at least 10 staff members and at least 5 of them responded. This ensures that responses cannot be traced back to a specific person. The University will never, at any time, be able to see the responses of individual staff members. Effectory is ISO certified and complies strictly with the Dutch and EU personal data protection laws.

What are the most important themes in the Personnel Monitor?

The Monitor questionnaire consists of a number of themes, established on the basis of extensive discussions with the organisation, the participation bodies and a feedback group. These themes are:

1. Engagement and commitment.
2. Work facilities: facilities and working conditions.
3. Leadership and autonomy: focus on the relationship with the direct manager and the management, cooperation with colleagues and autonomy.
4. Well-being and workload: focus on the work environment, situations that people have personally experienced and/or witnessed, causes of heavy workload, overtime and vitality.
5. Inclusion: focus on equal treatment and being allowed to be yourself.
6. Sustainable employability: focus on opportunities for promotion, internal mobility and development.
7. PhD candidates will also be asked specific questions focused on supervision, training, facilities and well-being.

How long will the Monitor be available?

The Monitor will start on 17 October and close on 11 November 2022. You will receive a maximum of two reminders if you haven't yet filled it in.

What happened with the results of the last Personnel Monitor (2018)?

The results of the last Personnel Monitor (2018) led to a range of initiatives and actions at central and faculty level. At that time, we identified the following focus areas:

Workload

A theme that has been of concern for some time is workload; this was already evident from the Personnel Monitor in 2018. To reduce workload, we released 4 million euros from the reserves. This allowed us to appoint additional people and also, for example, to replace systems. We also introduced Leiden Research Support, to assist researchers in their work.

Social safety

We continue to work on improving social safety. At the central level, we strengthened the network of confidential counsellors, and always ensure that access to the network is easy and clear. We set up a [general helpline](#) for staff members who are unsure about where to report an issue. And we also appointed a new Staff Ombuds Officer.

Career development

We made further efforts in the area of career development of our staff. For example, we introduced the Career Development ASS (Administrative & Support Staff; OBP) plan. A training course for Institute Managers was also introduced in 2018, after we saw from the Monitor that this group felt the need for one.

How is this Monitor related to the Personnel Monitor Light in 2021?

We used the Personnel Monitor Light 2021 to check the status of the theme's *workload* and *social safety*. We also used the Monitor Light for input on working after Covid (e.g. hybrid working). The faculties, institutes and/or units produced action plans based on this Monitor to alleviate workload and improve social safety. These plans will be supplemented on the basis of new insights arising from the present Personnel Monitor.

Why are there no open questions?

The results of the Personnel Monitor are the starting point for open discussion about the outcomes within the organisation. Our aim is that teams, service departments and faculties should engage in discussion about what is going well or less well and make plans for improvements together. This discussion often gives much more meaning and nuance to the outcomes than could be given in short answers to open questions. A further reason for not asking open questions is to ensure that responses can't be traced back to individuals (through their own texts).

Why is there a separate questionnaire for PhD candidates?

PhD candidates have a unique experience of work in many respects, because of the supervision, training and requirements within the PhD track. This means that the issues encountered by PhD candidates are different from those of other staff members.

Is the Personnel Monitor also available in English?

Yes, the language used in the invitation and Monitor will be either Dutch or English. However, within the questionnaire you will be able to switch between the two languages.

How will I be informed of the results?

The results will be reported in phases. In December we will announce the results for the University as an organisation, and in January 2023 the results for the faculties, units, institutes, directorates and/or service departments. Further information on this will follow in due course. The discussion of the results will also start at that time.

At what level will reporting take place?

The level of the reporting will depend on the group size (so that responses can't be traced back to individuals). Reports can relate to the smallest level in the organisation structure, provided the group is large enough: it must comprise at least 10 staff members and at least 5

of them must have responded. We can therefore expect reports not only for faculties/units but also for directorates, institutes and subgroups, if they are large enough. Using cross-links will also allow us to filter the results of groups by characteristics such as job group, age category and gender, again subject to the rule that the report group is large enough.

How was the Personnel Monitor produced?

The HRM directorate started the careful process of identifying themes and compiling the questionnaire. We also consulted a feedback group, who considered important questions like the intended approach, the themes, the questionnaire and the follow-up actions. Another crucial input was the expertise of Effectory, who gave advice on formulating the questions. Finally, discussion and decision-making took place within the Operational Management Board, Management Board and Executive Board.

What percentage of staff members filled in the Personnel Monitor last time? What is the target for 2022?

In 2018 the response rate for the Monitor was 57% of staff members and 33% of PhD candidates. It is important to us that you should have your say, and our target is the highest possible level of participation.

Will the results be compared with those of other universities?

The results will be shown in comparison with “benchmark data” derived from other Dutch universities that also worked with Effectory to organise a Personnel Monitor. Benchmarks are only possible if the same questions were asked.

The benchmark is constructed with data from the following educational institutions: Wageningen University & Research, University of Groningen, Erasmus University Rotterdam, IHE Delft, Open University, University College Roosevelt, Nyenrode and University of Humanistic Studies.

What is Effectory's role?

Effectory is the external agency that assists us with this Monitor. Effectory is a leader in organising employee satisfaction surveys. Read more about [Effectory](#) here.

We worked closely with Effectory on creating the questionnaire. Effectory also produces the reports of the results and manages the MyEffectory environment. After the Monitor has been completed, staff members can log in to this environment to view the results.

Where can I find the report of the last Personnel Monitor?

The reports of the previous Personnel Monitors (Personnel Monitor 2018 and Light 2021) are available on the [staff website](#).

Why is there a prize competition for participation?

We organise the Personnel Monitor in the context of people's experience of work and our aim to be a good employer. We therefore greatly appreciate the effort of everyone who fills in the Monitor and offer additional encouragement to participate with the chance to win a prize. This prize is sponsored by Healthy University.

What is the prize and how can you win it?

The prize is a mobile barista in your own organisational unit for a half-day, providing refreshments such as coffee, tea, and fruit & vegetable smoothies. The winner will be the first unit to achieve a 100% response rate (or close to this) and will be announced in the week of 21 November.