



## FAQ

### The 2022 Personnel Monitor

#### Results

##### ***When will the results be announced?***

The results will be announced on 19 December 2022. On that day, you will receive an e-mail from Effactory with an invitation to view the results in their secure online environment.

##### ***How can I view the results? (employee)***

1. If you previously logged in to My Effactory, you can use your chosen password. If this is your first time logging in to My Effactory, you can create a new account. Select a password with at least one uppercase, one number, and one special character.

If you previously logged into My Feedback to view your answers, you can use your Leiden University e-mail address and selected password to log in via the link in the e-mail.

If this is your first time logging in to My Feedback, you can use the personal link in the e-mail to create an account and view the results. You can do so even if you did not complete the questionnaire. You will be asked to create a password for the purpose, to guarantee that your personal answers remain confidential and can only be viewed by you.

If you cannot log in to the online environment, or if you have another technical question, do not hesitate to contact the [Effactory Helpdesk](#).

##### ***How can I view the results? (manager)***

Log in to your personal My Effactory account for a clear overview of the results of your unit or team, and to explore follow-up actions. The results can also be downloaded. On 19 December, you will receive a separate e-mail on how to log in to My Effactory.

##### ***Which results can I see?***

All employees have access to the results from their own 'line'. This means that when you log in to My Feedback, you will see your own results compared to the average scores per question for your direct team, the two layers just above it (for example your institute and faculty), and the University as a whole. Where possible, your results will also be compared to the results of the 2018 Personnel Monitor and the University's benchmarks.

A number of employees need broader access to the results because of their administrative and/or advisory position. Deans, operational managers, and HR departments can for example access group level results for all the teams within their faculty. Managers can also access group results for the teams under their responsibility.

The results cannot in any way be traced back to individual employees.

### ***What are the most important results?***

#### **Preliminary observations that we are proud of:**

- **Employees enjoy their work and their immediate environment**
  - Employees have good contact with their supervisor, and there is a feeling of mutual trust.
  - Employees generally enjoy a high degree of autonomy in their work.
  - Employees have workable agreements with their supervisors about working from home, and these agreements are respected.
- **Employees generally feel safe working at Leiden University**
  - Employees feel accepted for who they are.

#### **Preliminary observations that require improvement:**

- **Work pressure remains a topic that requires attention**
  - Employees are often unable to complete their work to their satisfaction within their contract hours. Important reasons for this are the amount of work, the regulatory pressure, and the lack of clear expectations and deadlines.
  - Managers are under pressure; they experience more work pressure than other employees. A lot is required of them, and they need better support and facilitation.
- **Pride in Leiden University has declined**
  - Employees feel less engaged with the University. A majority of respondents report having too little opportunity to contribute to discussions relating to the University's vision.
  - Employees would like management to communicate more regularly about relevant developments, and to be more open to new ideas.

#### **Better support in dealing with undesirable behaviour**

Structural attention for social safety remains crucial. We aim to work together to create a safe work and learning environment. Employees know where they can report unwanted behaviour, but they do not always feel adequately supported in dealing with these incidents.

#### ***Who completed the Personnel Monitor?***

All staff in service were invited to take the Monitor, including PhD candidates with a position at the University. In addition, all PhD candidates (including those with a grant and external candidates) were asked a number of extra questions exclusively for PhD candidates.

#### ***What are the response percentages?***

Employees were invited to take part in this year's Personnel Monitor from 17 October to 11 November. In total, 58.9% of employees and 33.2% of PhD candidates completed the questionnaire. Thanks again to everyone who took the time to make their voices heard. We are very grateful for your input!

See [here](#) for more information about response percentages per faculty and unit.

### **Why do I see the results of the PhD Monitor on My Effactory?**

For some employees, the Personnel Monitor will appear on the screen first, and for others the PhD Monitor. You can view the results of both monitors in My Feedback or My Effactory. Go to *Personnel & PhD Monitor, October 2022* and then to *Results*. Select the relevant monitor under *Group* (see screenshot below):

**Personeels- & Promovendimonitor, Oktober 2022**  
okt.17, 2022 • nov.11, 2022 | Groep: Universiteit Leiden

Overzicht Scores Thema's Rapportages Acties

**Bevlogenheid** 31% 4% ↓

**eNPS** -10

**Responspercentage** 59% 3380/5738 DEELNEMERS

**Personeels- & Promovendimonitor, Oktober 2022**  
okt.17, 2022 • nov.11, 2022 | Groep: Universiteit Leiden

Overzicht Scores Thema's

**Groepsselectie**

Organisatiestructuur selecteren

- Universiteit Leiden - Personeelsmonitor
- Universiteit Leiden - Promovendimonitor

> Eenheid

> Faculteit

Resultaten weergeven

Bevlogenheid 31%

Bevlogen 1037

### **I am concerned about the traceability of my results. How is anonymity guaranteed?**

We understand that this is important to you. We want to make it absolutely clear that your answers cannot be traced back to you in the results or the reports. For the results of an organisational unit or a specific group to be available as a report, this group must consist of at least ten staff members, with at least five members having completed the questionnaire. This ensures that the results cannot be traced back to individual employees.

At no point will Leiden University have access to the answers of individual employees. Effactory is ISO-certified, and complies strictly with Dutch and European legislation on the protection of personal data. Effactory processes all the data confidentially. For more information, see the [Effactory online helpdesk](#).

### ***Where can I view the results for PhD candidates?***

PhD candidates under contract with Leiden University were invited to take part in the regular Personnel Monitor. Just as for other employees, their answers to the monitor questions are included in the reports generated for the organisational units of which they are part.

The results for the questions from the PhD Monitor (the list of questions that were only asked of PhD candidates) are accessible to supervisors via MyEffactory. These results are also subject to the non-traceability rules: reports are only generated if the group is large enough (at least ten PhD candidates per unit, of whom at least five took part in the PhD Monitor). Supervisors have been asked to share and discuss the results of the PhD Monitor with their PhD candidates.

No later than early February, information will be sent out concerning the most important observations and results of the Leiden University PhD Monitor, together with planned follow-up steps.

### ***How are the results concerning social safety displayed?***

The Personnel Monitor includes a number of questions about social safety, for example on whether employees have experienced problems in this area, the nature of these problems, and whether employees have spoken to anyone about it. These results are expressed in percentages, whereas other monitor results are expressed as average scores from 0 to 10. This way of reporting requires different conditions to guarantee non-traceability.

So far, the results of questions concerning social safety are only available at university level and at faculty and unit level (General Administration Services, expertise centres) on condition that the organisational unit in question consists of at least 75 employees. We apply this minimum group size irrespective of the number of respondents.

Since Thursday 22 December 2022, the results for underlying organisational units (for example institutes within the faculties) have also become available, on condition that the organisational unit consists of at least 75 employees.

### ***How are the results for international employees displayed?***

Just as with other results, we want to avoid the results for international employees being traceable to any individual. Since there are few international employees working within faculties and expertise centres, we only display these results at the total 'faculty/expertise centre' level.

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questions are included in the reports generated for the organisational units of which they are part.

Answers to the questions from the PhD Monitor (the list of questions that were only sent to PhD candidates) can be viewed by supervisors via My Effectory. Here too, the non-traceability rules apply: reports are only generated if the group is large enough (at least ten PhD candidates per unit, of whom at least five responded to the Personnel Monitor). Managers have been asked to share the results of the PhD monitor with their PhD candidates and to initiate a dialogue around this.

No later than early February, information will be sent out concerning the most important observations and results of the Leiden University PhD Monitor and planned follow-up steps.

### ***At what organisational level are reports generated?***

- The level at which a report is generated depends on group size, due to the great importance we attach to the non-traceability of individual results.
- Reports can be generated down to the smallest level of organisational structure, as long as the group is large enough: the group should consist of at least ten staff members, of whom at least five have completed the questionnaire.
- You can expect reports for faculties/units, but also for institutes, directorates, and sub-groups, as long as the groups are large enough.
- For answers concerning social safety and international employees who arrived in the Netherlands in the last five years, the minimum group size is 75 persons, irrespective of the number of respondents. This applies to both the Personnel Monitor and the PhD Monitor.

### ***Can I filter the results?***

Yes, you can filter the results for groups by certain criteria ('cross-links'). Please note that you can only apply these criteria at the faculty or unit level and not at a lower level in the organisational structure. This guarantees the anonymity of individual employees within organisational units. You can filter the results by the following criteria:

- Academic staff (WP)/Support staff (OBP)
- Gender
- Age group
- Dutch/Non-Dutch
- Number of years of employment
- Permanent/Temporary contract
- Manager/Non-manager

Go to *Scores* and click at the top right on *Comparisons: Groups and Benchmarks*. Click on *Groups and Benchmarks* for a drop-down menu of various cross-links. Click on your chosen cross-link. The results will be automatically adjusted for the relevant cross-link.

## Personeels- & Promovendimonitor, Oktober 2022

okt. 17, 2022 • • nov. 11, 2022 Groep: Universiteit Leiden

Overzicht Scores Thema's Rapportages Acties

Scores | Alle onderzoeksvragen en scores

Q Zoeken

Go to Scores.

Click on *Comparisons: Groups and Benchmarks* to see this drop-down menu.

Sorteren op

Standaard

Vergelijkingen: Groepen en benchmarks

Projecten > Personeels- & Promovendimonitor, Oktober 2022 > Resultaten > Scores

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okt. 17, 2022 • • nov. 11, 2022 Groep: Universiteit Leiden

Overzicht Scores Thema's Rapportages Acties

Scores | Alle onderzoeksvragen en scores

Q Zoeken

Click on *Groups and Benchmarks*.

Vergelijken en leren

Selecteer een categorie voor je vergelijkingen

Groepen en benchmarks

Kies welke groepen en benchmarks je met elkaar wilt vergelijken.

Alles selecteren

Universiteit Leiden

Universiteiten

Vorige onderzoek

Sorteren op

Standaard

Vergelijkingen: Groepen en benchmarks

Projecten > Personeels- & Promovendimonitor, Oktober 2022 > Resultaten > Scores

## Personeels- & Promovendimonitor, Oktober 2022

okt. 17, 2022 • • nov. 11, 2022 Groep: Universiteit Leiden

Overzicht Scores Thema's Rapportages Acties

Scores | Alle onderzoeksvragen en scores

Q Zoeken

Select a cross-link.

Vergelijken en leren

Selecteer een categorie voor je vergelijkingen

Groepen en benchmarks

Groepsniveau onder

Geslacht

WP/OBP

Nationaliteit

Dienstjaren

Sorteren op

Standaard

Vergelijkingen: Groepen en benchmarks

### **Why can I see final scores for some topics but not others?**

You can see a final score for questions and topics that have been validated by Effactory. As an organisation, however, we also needed tailored solutions so we could ask questions about our priorities. Take, for instance, the questions about unacceptable behaviour and development opportunities. Final scores are not possible for these topics. Look instead at the results per question.

### **Who counts as a manager in the Monitor?**

This was defined in the questionnaire as the person with whom you have your Performance and Development Interview.

### ***What does the dashboard in MyEffactory show? (manager)***

In the My Effactory secure environment managers will have access to the results and actions they can take. Under 'overview' in MyEffactory you will see a dashboard with various results. These relate to the group whose results you have selected to view. You will see, for example, the group's eNPS score, a graphical representation of the group's score for the topics determined by Effactory and the highest and lowest scores.

### ***What is the eNPS score?***

This score measures how satisfied employees are with their employer. This science-based method is often used. A score of between -100 and +100 is possible. For more information, click on the information icon in MyEffactory or go to <https://www.effactory.com/knowledge/why-the-enps-is-all-the-rage-right-now/>

### ***The results are shown per group. Can these groups be changed?***

No, unfortunately not. The results are shown for groups as based on the organisational structure and registered in SAP on 1 October 2022. In other words: the formal organisational structure of the university, faculty (institute) or department determines the structure of the survey results.

## **Follow-up**

### ***What are the results used for?***

The results of the Monitor form the starting point of an open conversation that we will have with each other about what goes well, what requires attention, and where we can improve things. In the coming period, managers will therefore discuss the results with each other and their teams. What do the results tell us? Where do we need more clarity? What are we doing well, where do we need to improve, and how can we realise these improvements?

In mid-March 2023, the Executive Board will decide which themes will be given University-wide attention in 2023. In addition, the faculties, institutes, and expertise centres will also determine their own action plans.

### ***What is expected of me as a manager?***

Invite your employees to have a look at the results, and organise a moment to discuss the results with them. What do you notice? What requires attention? Which changes would the team like to see, and what steps are required to make this possible? Talk about what you can achieve together, but also about what you need from others.

We understand that it can be difficult to start the conversation around the theme of social safety, and we want you to know that you do not have to do this alone. See the [staff page](#) for the information and tools that the University offers. It goes without saying that you can always ask for help from your HR adviser or your own supervisor.

### ***What will happen with the results of the PhD Monitor?***

The results of the PhD Monitor will also be analysed and discussed at university and faculty level, with a view to both university-wide and faculty-wide developments. The graduate schools also play an important role in this context. As with the Personnel Monitor, we will send out regular communications concerning any important developments and follow-up steps.

### ***For how long are the results of the Monitor available online?***

You can view and download the results via My Feedback and/or My Effectory until 31 March 2023. All faculties and units are requested to do so in timely fashion. The Leiden University results will remain available on the staff page.

## **Help and support**

### ***What is the difference between My Effectory and My Feedback?***

My Feedback is the digital environment in which employees can view the results of their own team and organisational unit.

My Effectory is for managers to view group level scores for their teams. My Effectory is also open to a select group of employees whose position requires them to have broader access to the results (for example for an entire institute or faculty).

### ***Who can I contact if I have a question?***

For content-related questions about the results of your team, you can contact your supervisor, your colleagues, and if needed your HR adviser.

For questions about logging in and other technical questions about the reports, see the Effectory Helpdesk.

For questions on how to read the results in My Effectory, see this explanatory video from Effectory: <https://www.youtube.com/watch?v=vvTYmThH0w8>

For questions concerning how the results were generated, we advise you to first consult the Effectory information. At the start of each report, an explanation is provided of how the reports were generated, for example using colours and statistical significance. For further questions, please contact the Effectory Helpdesk: <https://support.effectory.com>

## **Development of the 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 Effectory, 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 Effectory helpdesk: <https://support.effectory.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.

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.