



# FAS Staff Survey Highlights & Major Themes

## Results at a Glance



Survey Results*	TOTAL
Surveys Sent (e-mailed) to FAS staff	368
Surveys Returned	129
<b>Response Rate</b>	<b>35%</b>
% Complete responses	69%
% Partial responses	31%
# of respondents interested in focus groups/workshops	36
# of respondents interested in helping to refine processes/procedures	9
# of Subject Matter Expert referrals <sup>1</sup>	69

*\*Data collected between: June 24 – July 9, 2021*

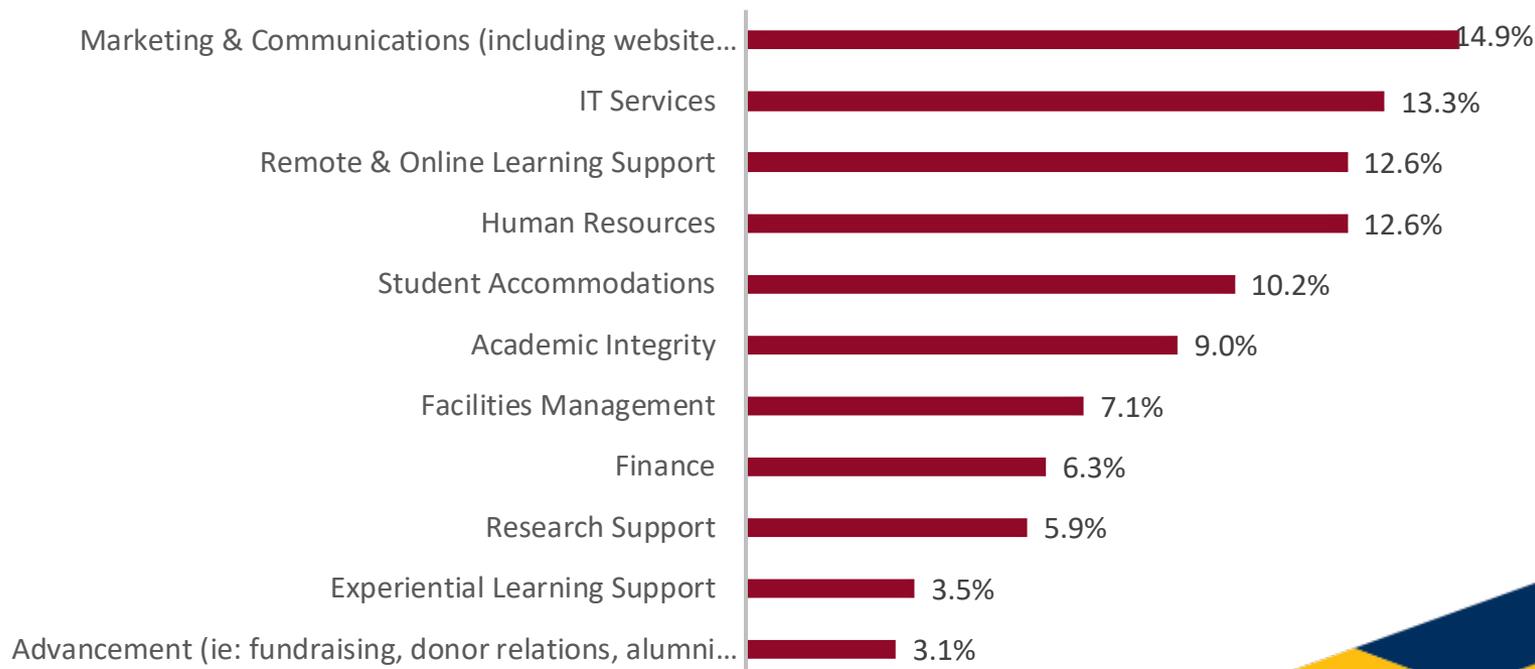
1. Respondents were asked about their key FAS contacts (ie: "Who do you rely on for information when you need it, and for what purpose?") This information will be used to invite individuals to participate in relevant focus groups/workshops as needed.

# Emerging Challenges & Opportunities

# Challenges & Opportunities



“Initial conversations with Dept. Heads and Managers/Administrators have identified the areas below as having the greatest potential to alleviate strain, increase staff/faculty support, and enrich the student experience if resourced appropriately. In your work, do you encounter challenges and/or roadblocks with any of the following?” (Select up to three)



# Top Five Emerging Challenges & Opportunities (as per data on previous slide)



1. Marketing & Communications (14.9%)
2. IT Support (13.3%)
3. Remote & Online Learning Support (12.6%)
4. Human Resources (12.6%)
5. Student Accommodations (10.2%)

# Major Themes & Representative Comments

# Major Themes



1. Increasing **workload and capacity issues** that can't always be accommodated within units.
2. Desire to **streamline processes** to increase efficiencies and reduce redundancies.
3. Interest in more **centralized or shared approaches** to support (particularly for Student Accommodations, Remote & Online Learning Support, MarCom and IT Services).

## Major Themes (cont.)

5. Need for **clear, transparent communication** – and more effective communication – across all areas.
5. Need for more **education/training/access** to practical tools, resources and technology.
6. Interest in inter-department **collaboration** and **cross-training**.
7. Questions about **EDII considerations**, and how these will be integrated into the project approach.

## Representative Comments

Increasing **workload and capacity issues** that can't always be accommodated within units.

- “... more and more keeps been [sic] downloaded to departments. It is very hard [...] to keep up with the demand as well as assist in running the department.”
- “**Student accommodations** have become overwhelming and have increased beyond a level that individual departments can cope with.”
- “The process in place to deal with a departure from **academic integrity** falls squarely on our shoulders and we just don't have time for it.”
- “The work involved in **recruiting, hiring, onboarding** and training [...] is overwhelming. [...] Quite frankly, many people are burning out.”
- “I simply do not have enough time in my day to keep our **website** and **Twitter** account current and active. Too many competing demands on my time.”
- “I am always scrambling to keep up-to-date on new initiatives and updates from IT and find it difficult to troubleshoot and manage my **IT issues**.”
- “We do not have the time to work on **donor relations** or **alumni**.”

## Representative Comments

Desire to **streamline processes** to increase efficiencies and reduce redundancies.

- “...processes seem unnecessarily complex and cumbersome...”
- “More streamlined, consistent approach to deal with **accommodations** so that staff, teaching assistants, and students are all familiar with and aware of the processes and outcomes.”
- “I would like to see the **hiring process** move more quickly.”
- “.... how long it takes to enter a new project into **TRAQ** and have it set up in FAST. This [...] takes much time when it should be a simple task. As administrators we have very limited access to TRAQ to help support [faculty members].”
- “We need to be able to change directions far more quickly than what happens currently. [...] We need to have courage to try new things, to be leaders instead of followers...”

## Representative Comments

Interest in more **centralized or shared approaches** to support.

- “There needs to be a faculty (or campus) wide approach to **accommodations**. It is currently handled in an ad hoc manner by departments and there are too many people currently involved.”
- “Assistance and tools from a central team [to support **online learning**]. Not everything needs to be managed [sic] at the level of the individual unit.”
- “A centralized location or centralized linking hub would benefit users by giving them one place to check for everything. It also would cut down on redundancy that I see in multiple people creating resources for the same problem/situation.”
- “[It would be helpful to] have a central FAS team that is knowledgeable in a wider range of areas and handles **IT support** requests efficiently and knowledgeably.”
- “[Would like to see] a shared support person with excellent training and access to [**marketing & communications**] tools and resources.”

## Representative Comments

Need for **clear, transparent communication** – and more effective communication – across all areas.

- “There is limited, and often lack of communication at Queen's - not just in FAS, but broadly. Services are isolated, disconnected and unaware of one another's work. FAS could take on better communications leadership at Queen's to connect to the staff, resources and services...”
- “I would like there to be more direct communication/consultation between the people that make the policies and those who have to adapt their teaching and administrative approaches to make the accommodations.”
- “Dissemination of information by FAS could be greatly improved.”

## Representative Comments

Need for more **education/training/access** to practical tools, resources and technology.

- “[Would appreciate] more professional development/support/tech around personal learning pathways and agile systems that allow us to personalize the **learning experience** for students!”
- “[Would like to see] process changes, access to tools/resources/training, technology, [and] communications considerations. And broader awareness re: tenets of **academic integrity** at Queen’s.”
- “Training opportunities should take more of a front stage presence.”
- “Increased access to [**online support**] tools/resources/training for all involved.”
- “[Would appreciate] training! Please teach us how to use **social media** in the workplace.”

# Representative Comments



Interest in inter-department **collaboration** and **cross-training**.

- “The idea of cross-training is really important and needs to happen more and encouraged more.”
- “There are members of FAS with incredible skills and knowledge that should be used and promoted to teach others.”
- “[Would like to see] a dedicated departmental and separate research finance person and cross-training for vacation and sick times, etc.”
- “Collaboration across departments/units remains a challenge.”

## Representative Comments

Questions about **EDII considerations**, and how these will be integrated into the project approach.

- “How do representation and diversity fall into the project vision?”
- “[Need to ensure we are] reviewing all processes with an EDII lens.”
- “It is crucial to have quality assurance mechanisms that include EDII and anti-oppressive lenses in online learning (even more so than face-to-face because teaching teams aren't always engaged in discussions and group work).”
- “How does this strategy and outline include principles of inclusion and diversity within staff (and students) in FAS?”

# Feedback on Project Vision Statement

## Project Vision Statement

“As Queen’s largest faculty with 30 departments of varying size and complexity, and in light of fast-growing and diversifying demands on staff that cannot always be accommodated within units, a more equitable and consistent approach to service and support is increasingly essential for the Faculty of Arts and Science.

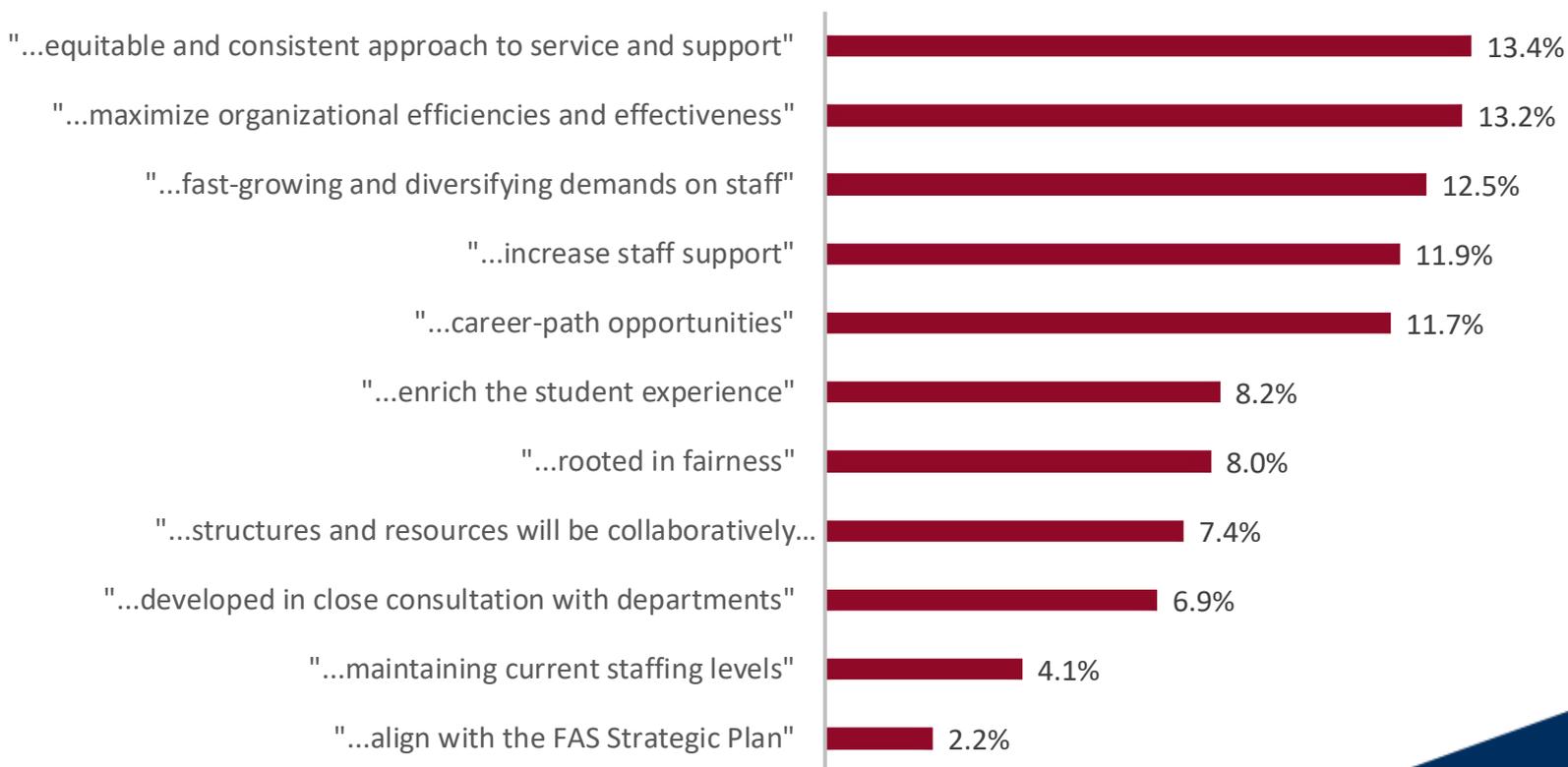
Under the guiding principle of maintaining current staffing levels, solutions to this emergent issue will be developed in close consultation with departments to align with the FAS Strategic Plan. Specifically, existing structures and resources will be collaboratively reimagined to:

- Increase staff support and career-path opportunities
- Enrich the student experience by ensuring equitable, consistent access to critical services
- Enable a dynamic teaching and research environment by providing faculty members with appropriate and consistent resources and support
- Maximize organizational efficiencies and effectiveness
- Provide units with equitable levels of support to meet key, emerging functions

Ultimately, this approach will be rooted in fairness and a strong commitment to supporting our people as departments collectively strive for excellence in teaching, research and service.”

## Vision Statement Feedback

“Which words and/or phrases from the vision statement stand out and/or resonate with you the most?” (Select up to five)



## Vision Statement Feedback

“What questions come to mind when you read the project vision statement?” (*representative comments*)

- “...**units are quite distinct** in their operations and require on-site specialists to provide tailored support. [...] How would FAS identify such units and work with departments to **ensure their distinct operational support needs are met?**”
- “How will **career-path opportunities** be supported?”
- “I think **fairness** is a good word but I'd like to know more about how it's being used here.”
- “How will we evaluate the **significant increase on workloads** [...] **due to COVID-19** vs regular requirements? [...] How will this be addressed?”
- “How will this be **implemented?** [...] What exactly will change and how does the university intend to drive it forward? How will you **measure the success** of the program?”
- “What is the **real meaning and motivation** behind all this?”



<https://www.queensu.ca/artsci/sees>