

Detailed Group Tables

Overall University

November 2013

Edinburgh Napier Employee Engagement Survey 2013

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Overall University

Number Responding

Overall University (2013)	1,273
Overall University (2011)	824

Overall University

Themes	Number Responding	Percent Responding		
		■ Positive	□ Neutral	■ Negative
Atmosphere of Cooperation				
Overall University (2013)	1,162			
Overall University (2011)	773			
Equity				
Overall University (2013)	1,106			
Leadership				
Overall University (2013)	1,074			
Overall University (2011)	721			

Overall University

Themes	Number Responding	Percent Responding		
		■ Positive	□ Neutral	■ Negative
Personal Development				
Overall University (2013)	1,100			
Overall University (2011)	732			
	Number Responding	Percent Responding		
		■ Positive	□ Neutral	■ Negative
Overall Satisfaction				
Overall University (2013)	1,117			
Overall University (2011)	734			
	Number Responding	Percent Responding		
		■ Positive	□ Neutral	■ Negative
Overall Employee Engagement				
Overall University (2013)	1,087			

Overall University

Survey Questions	Number Responding	Academic			Support		Technical			Research		Senior Management (e.g., Deans, Heads of School, Directors of Service and members of the University)	
Choose your role:													
Overall University (2013)	1,273	35%			51%		7%			6%		2%	
Overall University (2011)	824	35%			49%		8%			5%		3%	
	Number Responding	Female				Male				Transgender			
What is your gender?													
Overall University (2013)	1,273	58%				42%				0%			
Overall University (2011)	824	57%				43%				0%			
	Number Responding	Business School Research Institutes	Faculty Administration of the Business School	Faculty Administration of the Faculty of Engineering, Computing and Creative Industries	Faculty Administration of the Faculty of Health, Life and Social Sciences Faculty Office	FECCI Research Institutes	FHLSS Research Institutes	Finance, Planning and Commercial Services	Human Resources & Development	Information Services	International Development and External Affairs	Office of the Vice Principal (Academic)	Principal's Office
Choose your school/service:													
Overall University (2013)	1,273	1%	4%	5%	4%	4%	0%	5%	3%	9%	3%	1%	0%
Overall University (2011)	824	2%	3%	5%	3%	2%	1%	5%	3%	10%	3%	1%	0%

Overall University

Survey Questions	Property & Facilities	School of Accounting, Financial Services and Law	School of Arts & Creative Industries	School of Computing	School of Engineering & the Built Environment	School of Life, Sport & Social Sciences	School of Management	School of Marketing Tourism & Languages	School of Nursing, Midwifery & Social Care	Student & Academic Services	University Secretary's Office
Choose your school/service:											
Overall University (2013)	8%	3%	6%	4%	6%	8%	3%	3%	7%	10%	1%
Overall University (2011)	7%	3%	5%	5%	7%	9%	3%	4%	8%	9%	1%
Choose your faculty:	Number Responding	Faculty of Health, Life and Social Science		Faculty of Engineering, Computing and Creative Industries		Business School			Not Applicable		
Overall University (2013)	1,273	21%		25%		15%			39%		
Overall University (2011)	824	22%		24%		15%			39%		
	Number Responding	Percent Responding <input type="checkbox"/> Positive <input type="checkbox"/> Neutral <input type="checkbox"/> Negative					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
1. I have a clear understanding of my school/service's priorities.											
Overall University (2013)	1,168						21%	51%	19%	7%	3%
Overall University (2011)	773						19%	48%	20%	8%	4%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
2. I understand how my work supports the school/service's goals.									
Overall University (2013)	1,167	81%	13%	6%	28%	53%	13%	4%	2%
Overall University (2011)	775	77%	15%	8%	25%	53%	15%	5%	3%
3. In my section/department, we work effectively as a team.									
Overall University (2013)	1,169	63%	21%	16%	26%	37%	21%	8%	8%
Overall University (2011)	776	59%	20%	21%	21%	38%	20%	12%	9%
4. In my part of the University, there are well defined processes and standards for how work is done.									
Overall University (2013)	1,165	54%	28%	18%	15%	39%	28%	11%	6%
Overall University (2011)	777	50%	29%	20%	11%	40%	29%	13%	7%
5. In this organisation people treat one another with trust and mutual respect.									
Overall University (2013)	1,167	45%	33%	22%	10%	35%	33%	13%	9%
Overall University (2011)	780	36%	33%	31%	8%	28%	33%	16%	14%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
		Positive	Neutral	Negative						
6. I feel encouraged to come up with new and better ways of doing things.	Overall University (2013)	1,167	57%	23%	20%	37%	23%	12%	8%	
	Overall University (2011)	777	50%	25%	15%	35%	25%	15%	10%	
7. Overall, there is a free exchange of opinions and ideas in this organisation; people are not afraid to say what they really think.	Overall University (2013)	1,167	41%	32%	10%	30%	32%	16%	12%	
	Overall University (2011)	778	35%	28%	8%	27%	28%	19%	18%	
			Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
8. How satisfied are you with your involvement in decisions that affect your work?	Overall University (2013)	1,163	53%	21%	12%	41%	21%	18%	8%	
	Overall University (2011)	774	44%	23%	8%	35%	23%	21%	13%	

Overall University

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	
		Positive	Neutral	Negative						
9. How satisfied are you with the degree of cooperation between your department and other departments?	Overall University (2013)	1,119	42%	34%	23%	4%	38%	34%	17%	7%
		Overall University (2011)	748	38%	35%	27%	4%	34%	35%	19%
10. I am proud of my team's accomplishments.	Overall University (2013)	1,158	78%	16%	6%	33%	45%	16%	5%	1%
		Overall University (2011)	772	73%	21%	7%	28%	44%	21%	4%
11. I am proud to work here.	Overall University (2013)	1,168	65%	24%	11%	24%	40%	24%	8%	3%
		Overall University (2011)	772	56%	28%	16%	18%	38%	28%	11%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
12. My immediate line manager is considerate of my need to balance work and personal life.									
Overall University (2013)	1,134	83%	10%	7%	42%	41%	10%	4%	3%
Overall University (2011)	757	77%	14%	9%	34%	42%	14%	6%	3%
13. I am confident that my immediate line manager treats me fairly.									
Overall University (2013)	1,141	80%	12%	8%	41%	39%	12%	5%	3%
Overall University (2011)	754	37%	30%	33%	8%	29%	30%	20%	13%
14. I understand how my performance is evaluated.									
Overall University (2013)	1,116	63%	20%	16%	21%	42%	20%	11%	5%
Overall University (2011)	744	51%	22%	27%	10%	41%	22%	18%	9%
15. The overall evaluation of my performance is fair.									
Overall University (2013)	1,045	69%	20%	11%	23%	46%	20%	7%	4%
Overall University (2011)	683	57%	26%	17%	11%	46%	26%	11%	6%

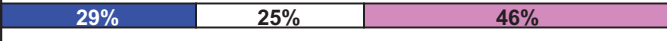


Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
16. My immediate line manager deals effectively with poor performers.									
Overall University (2013)	953	40%	29%	31%	12%	28%	29%	17%	14%
Overall University (2011)	643	33%	29%	37%	8%	25%	29%	23%	15%
17. My immediate line manager recognises quality work.									
Overall University (2013)	1,104	72%	16%	12%	29%	43%	16%	7%	5%
Overall University (2011)	743	64%	20%	16%	21%	44%	20%	9%	6%
18. My immediate line manager gives me feedback that helps me improve my performance.									
Overall University (2013)	1,121	60%	21%	19%	22%	38%	21%	13%	6%
Overall University (2011)	748	53%	22%	25%	16%	36%	22%	15%	10%

Overall University

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	
		Positive	Neutral	Negative						
19. How satisfied are you with the recognition you receive for doing a good job?										
	Overall University (2013)	1,138	52%	24%	24%	15%	37%	24%	16%	8%
	Overall University (2011)	756	44%	26%	29%	10%	34%	26%	18%	12%
20. I feel valued as an employee of the University.					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
	Overall University (2013)	1,144	47%	28%	24%	12%	35%	28%	15%	9%
	Overall University (2011)	759	39%	25%	35%	8%	31%	25%	21%	15%
21. I am paid fairly for my work.										
	Overall University (2013)	1,147	54%	24%	23%	11%	43%	24%	14%	9%
	Overall University (2011)	759	56%	23%	21%	9%	46%	23%	16%	6%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
22. The better my performance, the better my career prospects at the University will be. Overall University (2013)	1,100		8%	21%	25%	25%	21%		
23. How do you rate your total benefits package including salary, pension, leave entitlements, flexible working & family friendly policies and discount and tax benefit schemes?				Very Good	Good	Average	Poor	Very Poor	
	Overall University (2013)	1,128		16%	42%	31%	7%	3%	
	Overall University (2011)	749		14%	42%	35%	8%	1%	

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
24. I understand the University's strategy.									
Overall University (2013)	1,102	64%	26%	11%	12%	51%	26%	8%	3%
Overall University (2011)	734	61%	27%	11%	9%	52%	27%	8%	3%
25. I am confident that the University's strategy will succeed.									
Overall University (2013)	1,015	44%	45%	11%	5%	38%	45%	8%	3%
Overall University (2011)	681	39%	43%	18%	5%	35%	43%	13%	5%
26. The University is making the changes necessary to succeed in the marketplace.									
Overall University (2013)	1,003	52%	37%	11%	7%	45%	37%	8%	3%
Overall University (2011)	696	44%	39%	17%	6%	38%	39%	12%	5%
27. I understand what is expected of me in my job.									
Overall University (2013)	1,139	81%	14%	6%	21%	60%	14%	4%	1%
Overall University (2011)	753	76%	16%	8%	17%	59%	16%	6%	2%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
28. Senior management effectively communicates what the University is trying to accomplish.									
Overall University (2013)	1,106	43%	35%	22%	5%	38%	35%	14%	8%
Overall University (2011)	744	34%	34%	32%	5%	29%	34%	19%	13%
29. I am confident in the ability of senior management to make the decisions necessary to ensure the future success of the University.									
Overall University (2013)	1,067	44%	34%	22%	6%	39%	34%	13%	8%
Overall University (2011)	725	32%	36%	32%	5%	27%	36%	18%	14%
30. Sufficient effort is made to get the opinions and ideas of people who work here.									
Overall University (2013)	1,113	41%	33%	26%	7%	33%	33%	18%	9%
Overall University (2011)	739	28%	32%	40%	4%	24%	32%	21%	19%
31. Senior management understands the issues faced at my level in the organisation.									
Overall University (2013)	1,080	22%	32%	46%	4%	18%	32%	29%	17%
Overall University (2011)	729	17%	27%	55%	3%	14%	27%	27%	28%

Overall University

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	
		Positive	Neutral	Negative						
32. How satisfied are you with the information you receive from senior management on what's going on in the organisation?										
	Overall University (2013)	1,118	43%	36%	21%	5%	38%	36%	14%	7%
	Overall University (2011)	741	32%	36%	32%	4%	28%	36%	21%	11%
33. The actions of senior management are consistent with their stated values.					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
	Overall University (2013)	962	38%	39%	23%	4%	34%	39%	15%	7%
	Overall University (2011)	660	30%	36%	34%	3%	27%	36%	21%	13%

Overall University

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor	
		Positive	Neutral	Negative						
34. How do you rate the University in providing job security, provided you do a good job?										
	Overall University (2013)	1,105	68%	23%	10%	18%	50%	23%	6%	4%
	Overall University (2011)	731	44%	32%	24%	8%	35%	32%	14%	10%
35. My job is challenging and fulfilling.										
	Overall University (2013)	1,133	72%	20%	8%	28%	44%	20%	6%	2%
	Overall University (2011)	748	71%	20%	9%	21%	50%	20%	7%	2%
36. My job makes good use of my skills and abilities.										
	Overall University (2013)	1,135	66%	20%	14%	23%	42%	20%	11%	4%
	Overall University (2011)	748	66%	21%	13%	19%	46%	21%	10%	3%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
37. I have enough information to succeed in my job.									
Overall University (2013)	1,133	68%	24%	9%	16%	52%	24%	7%	2%
Overall University (2011)	747	64%	25%	11%	12%	52%	25%	9%	2%
38. My department has the resources (finances, equipment, etc.) necessary to achieve its objectives.									
Overall University (2013)	1,094	41%	33%	27%	7%	34%	33%	18%	9%
Overall University (2011)	727	35%	35%	30%	4%	31%	35%	21%	9%
39. I receive the training and development I need to do my job.									
Overall University (2013)	1,115	61%	25%	14%	15%	46%	25%	10%	5%
Overall University (2011)	737	55%	29%	16%	11%	44%	29%	13%	3%

Overall University

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	
		Positive	Neutral	Negative						
40. How satisfied are you with your physical working conditions?										
	Overall University (2013)	1,133	62%	19%	19%	13%	49%	19%	14%	6%
	Overall University (2011)	746	61%	20%	19%	13%	48%	20%	14%	5%
	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
41. I know what skills I will need in the future to be a valuable contributor to the University.										
	Overall University (2013)	1,100	70%	21%	9%	14%	56%	21%	7%	2%
	Overall University (2011)	740	58%	28%	14%	10%	48%	28%	11%	3%
42. I am given opportunities to improve my skills at the University.										
	Overall University (2013)	1,116	67%	22%	11%	15%	52%	22%	7%	4%
	Overall University (2011)	746	60%	26%	14%	13%	47%	26%	11%	4%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
		Positive	Neutral	Negative						
43. My immediate line manager takes an active interest in my growth and development.	Overall University (2013)	1,105	62%	22%	16%	21%	41%	22%	10%	7%
	Overall University (2011)	743	54%	24%	22%	16%	38%	24%	13%	9%
44. I am satisfied with my opportunities for growth and development.	Overall University (2013)	1,110	53%	26%	21%	13%	40%	26%	14%	7%
	Overall University (2011)	743	46%	27%	27%	11%	35%	27%	17%	9%
		Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
			Positive	Neutral	Negative					
45. How satisfied are you with your opportunities to advance at the University?	Overall University (2013)	1,079	31%	33%	36%	4%	27%	33%	21%	15%
	Overall University (2011)	720	26%	33%	41%	4%	22%	33%	23%	18%





Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
		Positive	Neutral	Negative						
46. The University is successful in developing and promoting employees from within.	Overall University (2013)	1,042	36%	32%	31%	6%	30%	32%	20%	12%
	Overall University (2011)	696	30%	33%	37%	5%	25%	33%	23%	14%
47. The University is doing what is necessary to keep its most talented employees.	Overall University (2013)	1,004	22%	33%	45%	4%	18%	33%	26%	19%
	Overall University (2011)	680	16%	29%	54%	3%	14%	29%	30%	24%
		Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
			Positive	Neutral	Negative					
48. Overall, how good a job do you feel is being done by your immediate line manager?	Overall University (2013)	1,116	66%	21%	13%	31%	35%	21%	9%	4%
	Overall University (2011)	733	62%	21%	17%	27%	35%	21%	10%	7%






Overall University

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	
		Positive	Neutral	Negative						
49. Considering everything, how satisfied are you with your job?										
	Overall University (2013)	1,130	66%	20%	14%	17%	50%	20%	11%	2%
	Overall University (2011)	743	60%	21%	19%	12%	48%	21%	15%	4%
50. I would recommend the University to others as a place to work.					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
	Overall University (2013)	1,121	61%	26%	13%	17%	44%	26%	9%	4%
	Overall University (2011)	735	51%	28%	21%	13%	38%	28%	14%	7%






Overall University

Survey Questions	Number Responding	Percent Responding			Certainly	Probably	Not Sure	Probably Not	Certainly Not		
		Positive	Neutral	Negative							
51. If you have your own way, will you still be working for the University 12 months from now? (If you will be retiring within the next 12 months, select "Don't Know/Not Applicable").											
	Overall University (2013)	1,088		73%	15%	12%	40%	33%	15%	9%	3%
	Overall University (2011)	713		69%	16%	15%	36%	32%	16%	10%	5%
52. Considering everything, how would you rate your overall satisfaction with the University?					Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied		
	Overall University (2013)	1,130		64%	23%	13%	13%	51%	23%	10%	3%
	Overall University (2011)	744		54%	21%	24%	11%	43%	21%	18%	7%






Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
53. I believe that the University's vision and strategic aims are effectively communicated. Overall University (2013)	1,058		6%	46%	32%	12%	3%		
54. I understand what I need to achieve to help meet the overall strategic objectives. Overall University (2013)	1,058		7%	48%	29%	13%	2%		
55. I believe my immediate line manager trusts the decisions I make within the scope of my role. Overall University (2013)	1,099		31%	50%	12%	4%	3%		
56. I believe I act with integrity. Overall University (2013)	1,119		58%	39%	2%	0%	0%		
57. I believe my views are welcomed, encouraged and also challenged where appropriate. Overall University (2013)	1,107		21%	43%	23%	9%	4%		

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
		Positive	Neutral	Negative						
58. My knowledge and experience is valued by students and colleagues. Overall University (2013)	1,094		76%	19%	6%	24%	52%	19%	4%	2%
59. My motivation at work is generally high. Overall University (2013)	1,118		76%	15%	8%	29%	48%	15%	6%	2%
60. I am committed to always doing the best that I can. Overall University (2013)	1,118		96%			57%	39%	3%	0%	0%
61. The student experience is central to my work. Overall University (2013)	1,036		83%	12%	5%	48%	36%	12%	3%	1%
62. I am encouraged to contribute ideas and suggestions to enable continuous development. Overall University (2013)	1,096		63%	24%	12%	20%	43%	24%	8%	4%

Overall University

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	
		Positive	Neutral	Negative						
63. I have been personally involved (directly or indirectly) in activities which make a positive difference to people at the University. Overall University (2013)	1,041		80%	14%	6%	35%	45%	14%	5%	1%
64. I could explain to someone who didn't work here what the University is trying to achieve. Overall University (2013)	1,080		54%	31%	16%	12%	42%	31%	12%	3%
65. I believe the University is committed to equality of opportunity for all its staff. Overall University (2013)	1,073		61%	22%	17%	17%	44%	22%	11%	6%
66. In the last 12 months I have not suffered any detriment because of my Age, Disability, Gender Reassignment, Marriage and Civil Partnership status, Pregnancy or Maternity status, Race, Religion and Belief (or none), Sex or Sexual Orientation at the University. Overall University (2013)	1,089		89%	6%	6%	53%	36%	6%	3%	2%
Overall University (2011)	717		91%	6%	3%	44%	46%	5%	2%	2%

Overall University

Survey Questions	Number Responding	Percent Responding	Very Good	Good	Average	Poor	Very Poor			
		<div style="display: flex; justify-content: space-around; align-items: center;"> ■ Positive ■ Neutral ■ Negative </div>								
67. Considering everything how would you rate your overall engagement with the University?										
Overall University (2013)	1,114	<table style="margin-left: 20px; font-size: small;"> <tr> <td style="width: 33%; text-align: center;">66%</td> <td style="width: 33%; text-align: center;">26%</td> <td style="width: 33%; text-align: center;">7%</td> </tr> </table>	66%	26%	7%	20%	46%	26%	5%	2%
66%	26%	7%								

Survey Questions

Page

Survey Dimension

Choose your role:	4	
What is your gender?	4	
Choose your school/service:	4	
Choose your faculty:	5	
1. I have a clear understanding of my school/service's priorities.	5	Atmosphere of Cooperation
2. I understand how my work supports the school/service's goals.	6	Atmosphere of Cooperation
3. In my section/department, we work effectively as a team.	6	Atmosphere of Cooperation
4. In my part of the University, there are well defined processes and standards for how work is done.	6	Atmosphere of Cooperation
5. In this organisation people treat one another with trust and mutual respect.	6	Atmosphere of Cooperation
6. I feel encouraged to come up with new and better ways of doing things.	7	Atmosphere of Cooperation
7. Overall, there is a free exchange of opinions and ideas in this organisation; people are not afraid to say what they really think.	7	Atmosphere of Cooperation
8. How satisfied are you with your involvement in decisions that affect your work?	7	Atmosphere of Cooperation
9. How satisfied are you with the degree of cooperation between your department and other departments?	8	Atmosphere of Cooperation
10. I am proud of my team's accomplishments.	8	Atmosphere of Cooperation
11. I am proud to work here.	8	Atmosphere of Cooperation
12. My immediate line manager is considerate of my need to balance work and personal life.	9	Equity
13. I am confident that my immediate line manager treats me fairly.	9	Equity
14. I understand how my performance is evaluated.	9	Equity
15. The overall evaluation of my performance is fair.	9	Equity
16. My immediate line manager deals effectively with poor performers.	10	Equity
17. My immediate line manager recognises quality work.	10	Equity
18. My immediate line manager gives me feedback that helps me improve my performance.	10	Equity
19. How satisfied are you with the recognition you receive for doing a good job?	11	Equity
20. I feel valued as an employee of the University.	11	Equity
21. I am paid fairly for my work.	11	Equity
22. The better my performance, the better my career prospects at the University will be.	12	Equity

Survey Questions	Page	Survey Dimension
23. How do you rate your total benefits package including salary, pension, leave entitlements, flexible working & family friendly policies and discount and tax benefit schemes?	12	Equity
24. I understand the University's strategy.	13	Leadership
25. I am confident that the University's strategy will succeed.	13	Leadership
26. The University is making the changes necessary to succeed in the marketplace.	13	Leadership
27. I understand what is expected of me in my job.	13	Leadership
28. Senior management effectively communicates what the University is trying to accomplish.	14	Leadership
29. I am confident in the ability of senior management to make the decisions necessary to ensure the future success of the University.	14	Leadership
30. Sufficient effort is made to get the opinions and ideas of people who work here.	14	Leadership
31. Senior management understands the issues faced at my level in the organisation.	14	Leadership
32. How satisfied are you with the information you receive from senior management on what's going on in the organisation?	15	Leadership
33. The actions of senior management are consistent with their stated values.	15	Leadership
34. How do you rate the University in providing job security, provided you do a good job?	16	Leadership
35. My job is challenging and fulfilling.	16	Personal Development
36. My job makes good use of my skills and abilities.	16	Personal Development
37. I have enough information to succeed in my job.	17	Personal Development
38. My department has the resources (finances, equipment, etc.) necessary to achieve its objectives.	17	Personal Development
39. I receive the training and development I need to do my job.	17	Personal Development
40. How satisfied are you with your physical working conditions?	18	Personal Development
41. I know what skills I will need in the future to be a valuable contributor to the University.	18	Personal Development
42. I am given opportunities to improve my skills at the University.	18	Personal Development
43. My immediate line manager takes an active interest in my growth and development.	19	Personal Development
44. I am satisfied with my opportunities for growth and development.	19	Personal Development
45. How satisfied are you with your opportunities to advance at the University?	19	Personal Development
46. The University is successful in developing and promoting employees from within.	20	Personal Development
47. The University is doing what is necessary to keep its most talented employees.	20	Personal Development
48. Overall, how good a job do you feel is being done by your immediate line manager?	20	Overall Satisfaction

Overall University

Survey Questions	Page	Survey Dimension
49. Considering everything, how satisfied are you with your job?	21	Overall Satisfaction
50. I would recommend the University to others as a place to work.	21	Overall Satisfaction
51. If you have your own way, will you still be working for the University 12 months from now? (If you will be retiring within the next 12 months, select "Don't Know/Not Applicable").	22	Overall Satisfaction
52. Considering everything, how would you rate your overall satisfaction with the University?	22	Overall Satisfaction
53. I believe that the University's vision and strategic aims are effectively communicated.	23	Overall Employee Engagement
54. I understand what I need to achieve to help meet the overall strategic objectives.	23	Overall Employee Engagement
55. I believe my immediate line manager trusts the decisions I make within the scope of my role.	23	Overall Employee Engagement
56. I believe I act with integrity.	23	Overall Employee Engagement
57. I believe my views are welcomed, encouraged and also challenged where appropriate.	23	Overall Employee Engagement
58. My knowledge and experience is valued by students and colleagues.	24	Overall Employee Engagement
59. My motivation at work is generally high.	24	Overall Employee Engagement
60. I am committed to always doing the best that I can.	24	Overall Employee Engagement
61. The student experience is central to my work.	24	Overall Employee Engagement
62. I am encouraged to contribute ideas and suggestions to enable continuous development.	24	Overall Employee Engagement
63. I have been personally involved (directly or indirectly) in activities which make a positive difference to people at the University.	25	Overall Employee Engagement
64. I could explain to someone who didn't work here what the University is trying to achieve.	25	Overall Employee Engagement
65. I believe the University is committed to equality of opportunity for all its staff.	25	Overall Employee Engagement
66. In the last 12 months I have not suffered any detriment because of my Age, Disability, Gender Reassignment, Marriage and Civil Partnership status, Pregnancy or Maternity status, Race, Religion and Belief (or none), Sex or Sexual Orientation at the University.	25	Overall Employee Engagement
67. Considering everything how would you rate your overall engagement with the University?	26	Overall Employee Engagement