

Detailed Group Tables

School/Service

November 2013

Edinburgh Napier Employee Engagement Survey 2013

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	Number Responding
Overall University (2013)	1,273
Overall University (2011)	824
Business School Research Institutes (2013)	15
Business School Research Institutes (2011)	13
Faculty Administration of the Business School (2013)	49
Faculty Office of the Business School (2011)	27
Faculty Administration of the FECCI (2013)	59
Faculty Office of the FECCI (2011)	39
Faculty Administration of the FHLSS (2013)	54
Faculty Office of the FHLSS (2011)	28
FECCI Research Institutes (2013)	49
FECCI Research Institutes (2011)	20
FHLSS Research Institutes (2013)	~
FHLSS Research Institutes (2011)	~
Finance, Planning and Commercial Services (2013)	60
Finance, Planning and Commercial Services (2011)	38
Human Resources & Development (2013)	39
Human Resources (2011)	27
Information Services (2013)	120
Information Services (2011)	81
International, Development and External Affairs (2013)	40
International, Development and External Affairs (2011)	28
Office of the Vice Principal (Academic) (2013)	15
Office of the Vice Principal (Academic) (2011)	12
Principal's Office (2013)	~
Principal's Office (2011)	~
Property & Facilities (2013)	108

	Number Responding
Property & Facilities (2011)	55
School of Accounting, Financial Services and Law (2013)	34
School of Accounting, Financial Services and Law (2011)	22
School of Arts & Creative Industries (2013)	79
School of Arts & Creative Industries (2011)	43
School of Computing (2013)	51
School of Computing (2011)	41
School of Engineering & the Built Environment (2013)	82
School of Engineering & the Built Environment (2011)	57
School of Life, Sport & Social Sciences (2013)	100
School of Life, Sport & Social Sciences (2011)	77
School of Management (2013)	36
School of Management (2011)	26
School of Marketing Tourism & Languages (2013)	44
School of Marketing Tourism & Languages (2011)	33
School of Nursing, Midwifery & Social Care (2013)	94
School of Nursing, Midwifery & Social Care (2011)	64
Student & Academic Services (2013)	127
Student & Academic Services (2011)	74
University Secretary's Office (2013)	~
University Secretary's Office (2011)	~

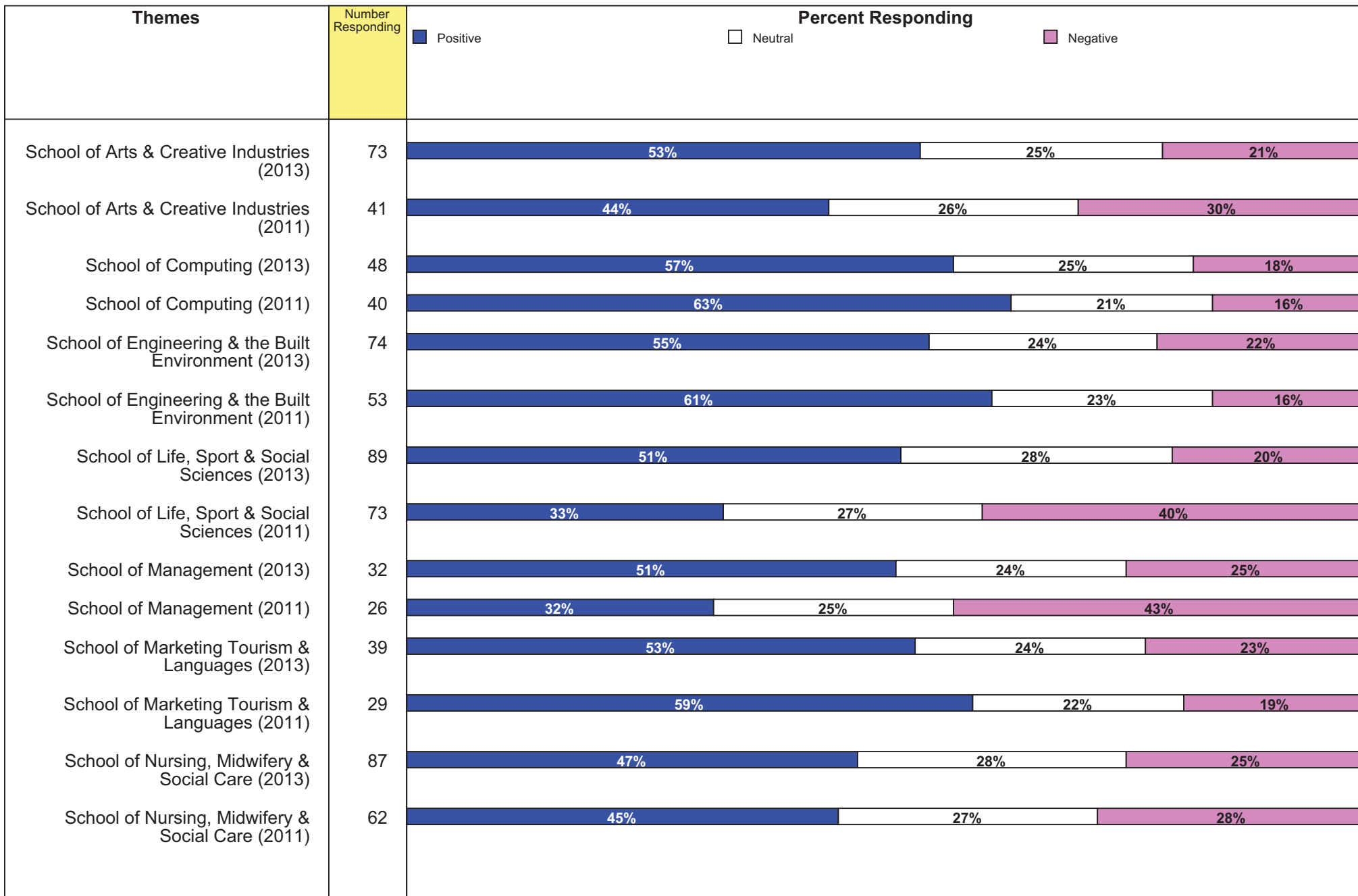
School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Atmosphere of Cooperation				
Overall University (2013)	1,162	59%	24%	17%
Overall University (2011)	773	53%	25%	22%
Business School Research Institutes (2013)	14	64%	25%	11%
Business School Research Institutes (2011)	11	56%	22%	22%
Faculty Administration of the Business School (2013)	44	62%	24%	14%
Faculty Office of the Business School (2011)	26	60%	24%	16%
Faculty Administration of the FECCI (2013)	53	61%	24%	15%
Faculty Office of the FECCI (2011)	37	56%	25%	19%
Faculty Administration of the FHLSS (2013)	50	52%	24%	25%
Faculty Office of the FHLSS (2011)	25	51%	29%	19%
FECCI Research Institutes (2013)	44	60%	25%	15%
FECCI Research Institutes (2011)	17	66%	17%	17%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size		
FHLSS Research Institutes (2011)	6	Insufficient Sample Size		
Finance, Planning and Commercial Services (2013)	57	60%	26%	14%

School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Finance, Planning and Commercial Services (2011)	34	50%	28%	21%
Human Resources & Development (2013)	36	80%	15%	5%
Human Resources (2011)	26	74%	19%	7%
Information Services (2013)	105	63%	22%	15%
Information Services (2011)	77	59%	27%	14%
International, Development and External Affairs (2013)	37	51%	29%	20%
International, Development and External Affairs (2011)	27	64%	24%	12%
Office of the Vice Principal (Academic) (2013)	15	73%	21%	6%
Office of the Vice Principal (Academic) (2011)	10	65%	26%	8%
Principal's Office (2013)	4	Insufficient Sample Size		
Principal's Office (2011)	4	Insufficient Sample Size		
Property & Facilities (2013)	101	66%	21%	13%
Property & Facilities (2011)	51	66%	22%	12%
School of Accounting, Financial Services and Law (2013)	31	70%	19%	11%
School of Accounting, Financial Services and Law (2011)	21	55%	23%	23%

School/Service



School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Student & Academic Services (2013)	120	64%	25%	11%
Student & Academic Services (2011)	71	45%	29%	26%
University Secretary's Office (2013)	5	Insufficient Sample Size		
University Secretary's Office (2011)	8	Insufficient Sample Size		

School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Equity				
Overall University (2013)	1,106	59%	22%	19%
Business School Research Institutes (2013)	13	63%	29%	8%
Faculty Administration of the Business School (2013)	42	58%	21%	21%
Faculty Administration of the FECCI (2013)	51	60%	21%	19%
Faculty Administration of the FHLSS (2013)	46	57%	19%	24%
FECCI Research Institutes (2013)	40	63%	20%	17%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size		
Finance, Planning and Commercial Services (2013)	54	68%	17%	14%
Human Resources & Development (2013)	36	74%	17%	10%
Information Services (2013)	101	61%	22%	17%
International, Development and External Affairs (2013)	36	63%	21%	16%
Office of the Vice Principal (Academic) (2013)	15	71%	21%	7%
Principal's Office (2013)	4	Insufficient Sample Size		
Property & Facilities (2013)	98	67%	20%	13%

School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
School of Accounting, Financial Services and Law (2013)	29	63%	23%	14%
School of Arts & Creative Industries (2013)	69	49%	22%	29%
School of Computing (2013)	46	61%	21%	18%
School of Engineering & the Built Environment (2013)	69	56%	23%	21%
School of Life, Sport & Social Sciences (2013)	87	51%	25%	24%
School of Management (2013)	29	46%	26%	27%
School of Marketing Tourism & Languages (2013)	38	55%	21%	24%
School of Nursing, Midwifery & Social Care (2013)	82	49%	26%	25%
Student & Academic Services (2013)	114	62%	21%	17%
University Secretary's Office (2013)	5	Insufficient Sample Size		

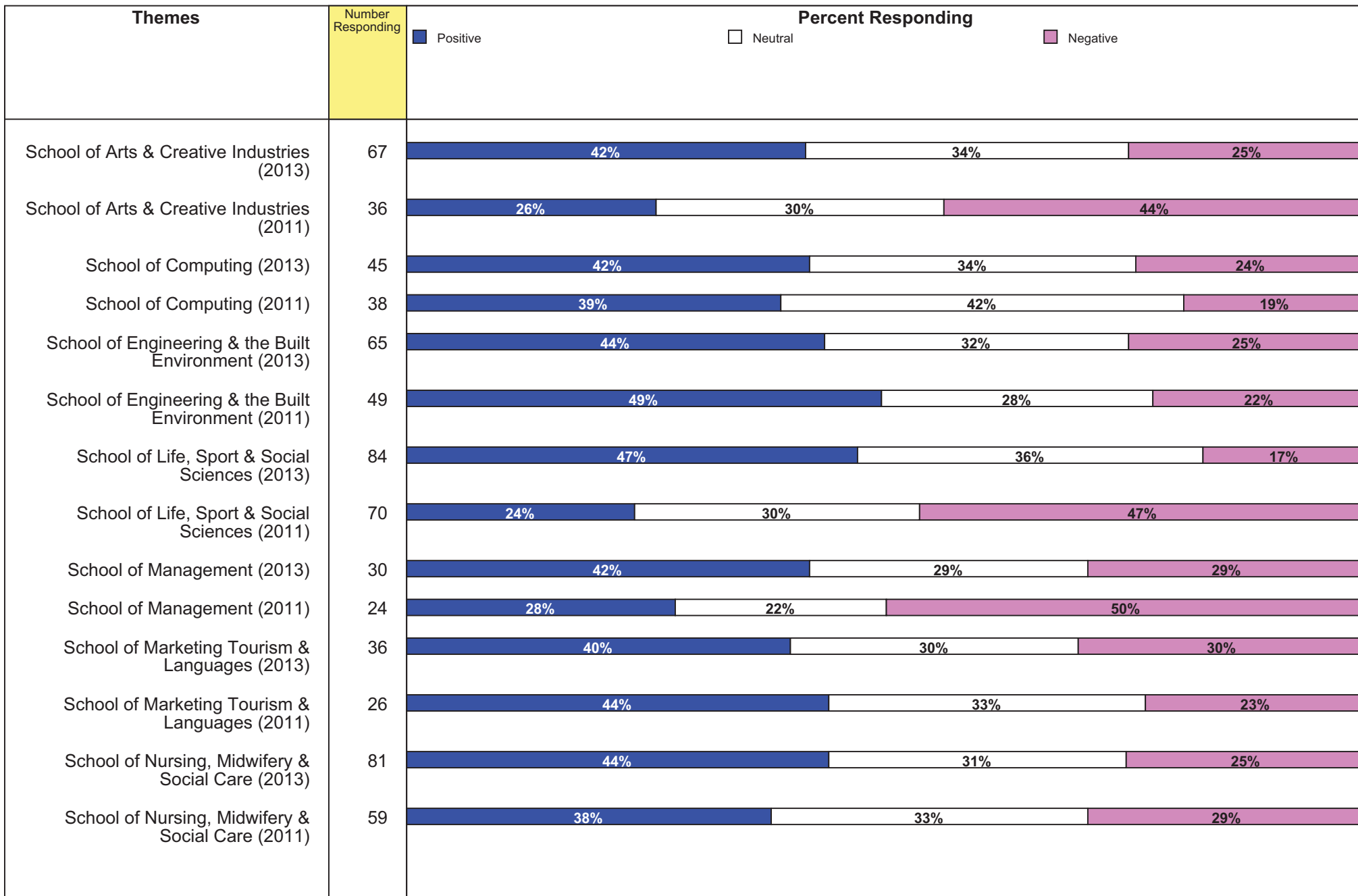
School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Leadership				
Overall University (2013)	1,074	49%	32%	19%
Overall University (2011)	721	40%	32%	28%
Business School Research Institutes (2013)	13	44%	40%	16%
Business School Research Institutes (2011)	10	36%	39%	26%
Faculty Administration of the Business School (2013)	42	52%	26%	22%
Faculty Office of the Business School (2011)	26	48%	37%	15%
Faculty Administration of the FECCI (2013)	49	54%	28%	18%
Faculty Office of the FECCI (2011)	35	40%	36%	25%
Faculty Administration of the FHLSS (2013)	45	49%	32%	18%
Faculty Office of the FHLSS (2011)	24	40%	39%	22%
FECCI Research Institutes (2013)	38	41%	32%	26%
FECCI Research Institutes (2011)	16	59%	26%	16%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size		
FHLSS Research Institutes (2011)	4	Insufficient Sample Size		
Finance, Planning and Commercial Services (2013)	52	51%	36%	14%

School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Finance, Planning and Commercial Services (2011)	32	36%	40%	24%
Human Resources & Development (2013)	36	65%	25%	11%
Human Resources (2011)	26	45%	41%	13%
Information Services (2013)	98	55%	33%	13%
Information Services (2011)	71	47%	37%	16%
International, Development and External Affairs (2013)	35	47%	33%	21%
International, Development and External Affairs (2011)	22	50%	32%	19%
Office of the Vice Principal (Academic) (2013)	14	58%	34%	8%
Office of the Vice Principal (Academic) (2011)	9	Insufficient Sample Size		
Principal's Office (2013)	4	Insufficient Sample Size		
Principal's Office (2011)	4	Insufficient Sample Size		
Property & Facilities (2013)	94	61%	27%	12%
Property & Facilities (2011)	49	60%	21%	19%
School of Accounting, Financial Services and Law (2013)	27	53%	30%	17%
School of Accounting, Financial Services and Law (2011)	19	37%	22%	40%

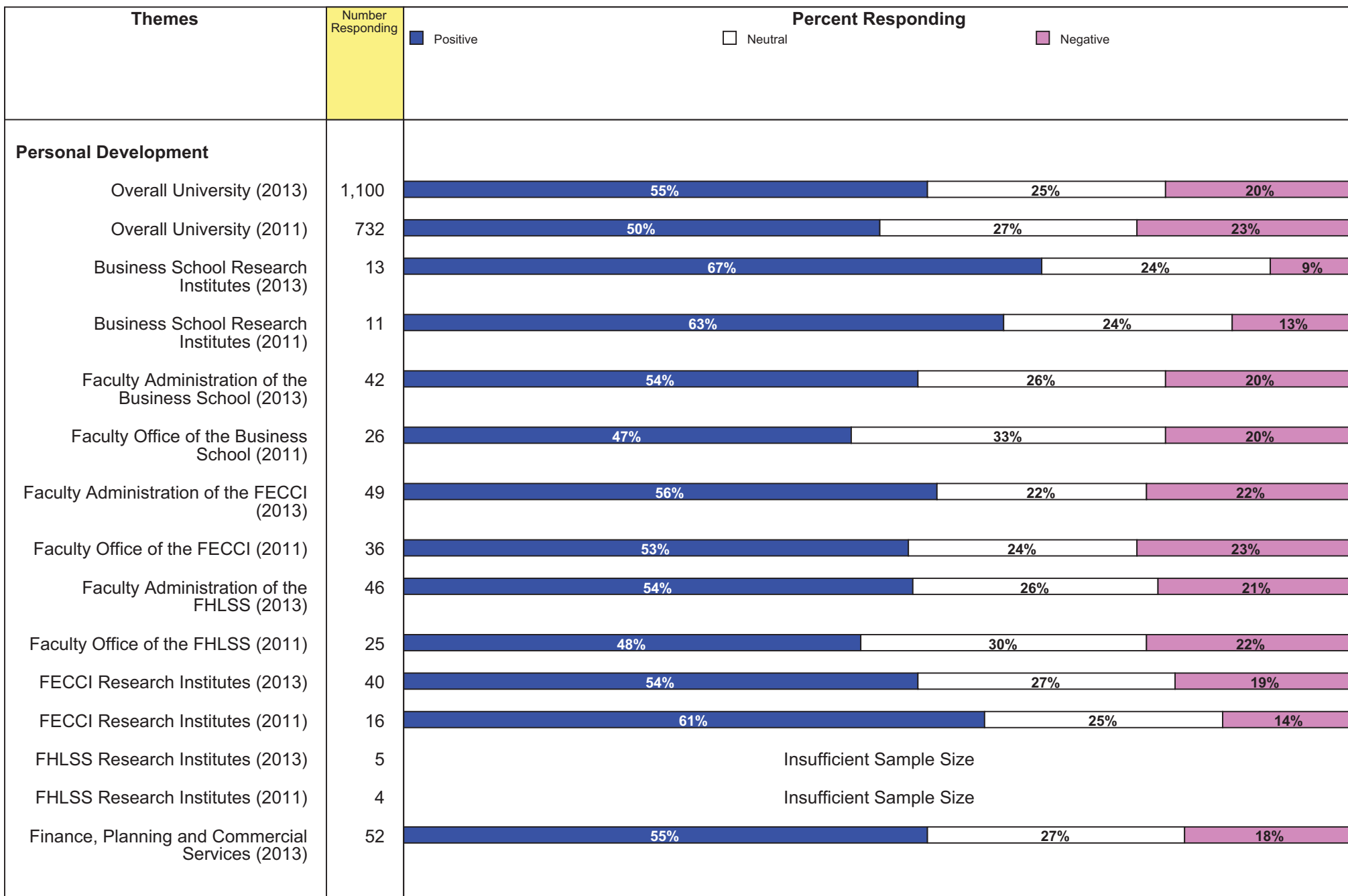
School/Service



School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Student & Academic Services (2013)	111	48%	35%	16%
Student & Academic Services (2011)	66	32%	35%	33%
University Secretary's Office (2013)	5	Insufficient Sample Size		
University Secretary's Office (2011)	8	Insufficient Sample Size		

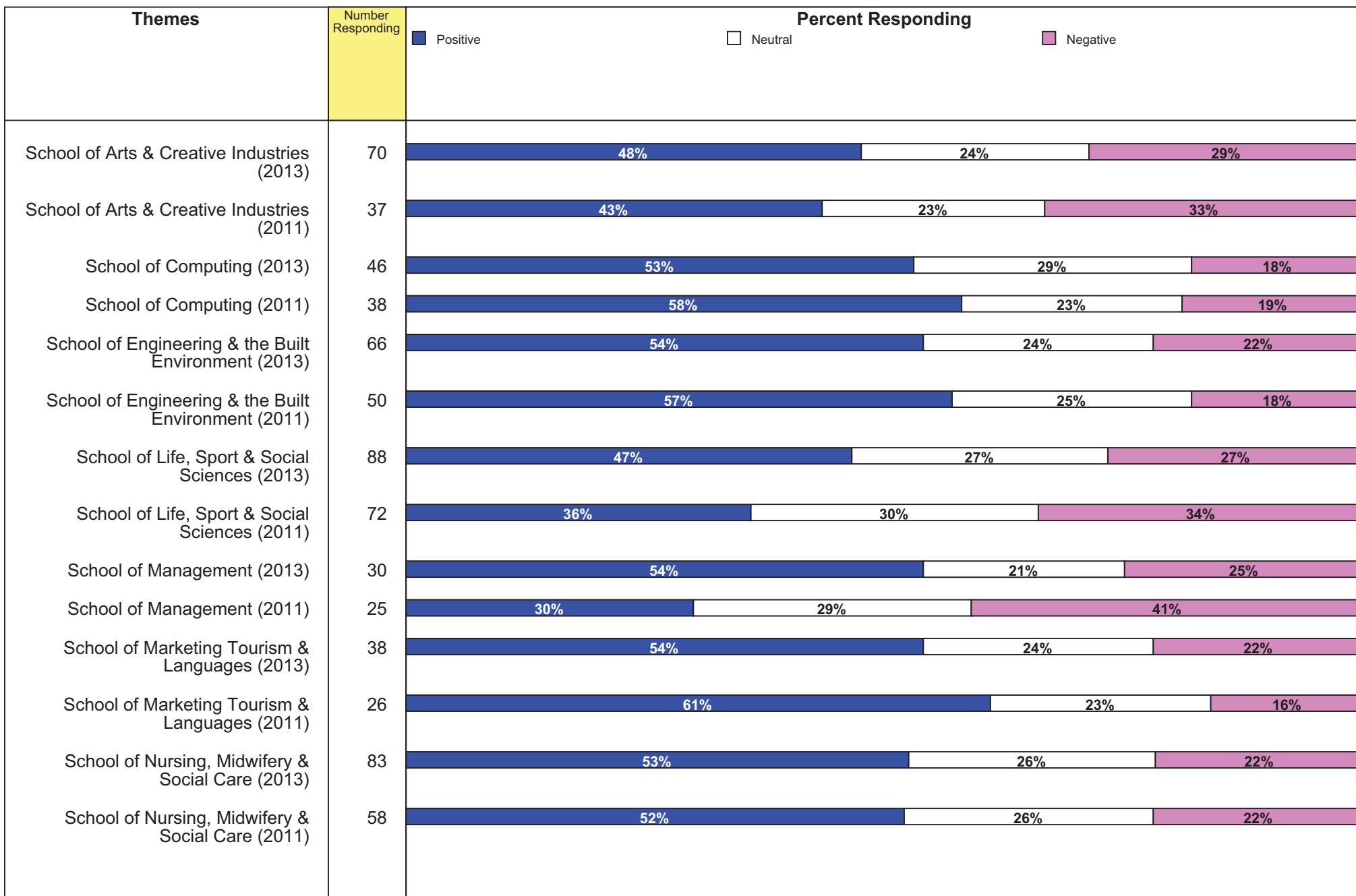
School/Service



School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Finance, Planning and Commercial Services (2011)	31	41%	33%	26%
Human Resources & Development (2013)	36	70%	18%	11%
Human Resources (2011)	26	64%	27%	10%
Information Services (2013)	101	51%	27%	22%
Information Services (2011)	72	45%	32%	24%
International, Development and External Affairs (2013)	36	51%	26%	23%
International, Development and External Affairs (2011)	23	63%	23%	14%
Office of the Vice Principal (Academic) (2013)	15	56%	34%	10%
Office of the Vice Principal (Academic) (2011)	10	60%	25%	15%
Principal's Office (2013)	4	Insufficient Sample Size		
Principal's Office (2011)	4	Insufficient Sample Size		
Property & Facilities (2013)	96	65%	23%	13%
Property & Facilities (2011)	49	64%	22%	14%
School of Accounting, Financial Services and Law (2013)	28	67%	18%	15%
School of Accounting, Financial Services and Law (2011)	19	60%	22%	17%

School/Service



School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Student & Academic Services (2013)	112	56%	28%	16%
Student & Academic Services (2011)	67	40%	30%	31%
University Secretary's Office (2013)	5	Insufficient Sample Size		
University Secretary's Office (2011)	8	Insufficient Sample Size		

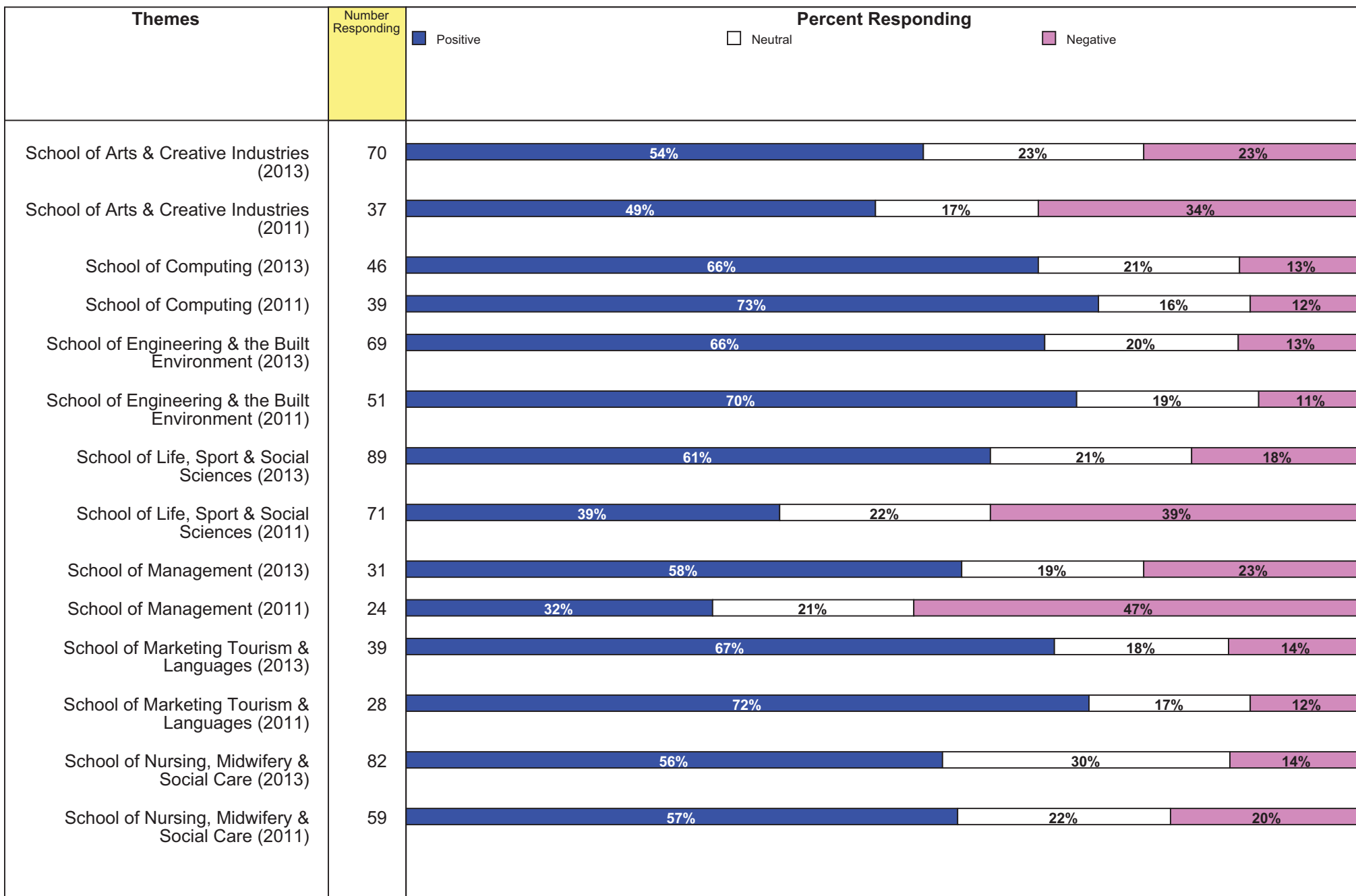
School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Overall Satisfaction				
Overall University (2013)	1,117	66%	21%	13%
Overall University (2011)	734	59%	21%	19%
Business School Research Institutes (2013)	13	77%	17%	6%
Business School Research Institutes (2011)	10	57%	22%	20%
Faculty Administration of the Business School (2013)	42	65%	22%	12%
Faculty Office of the Business School (2011)	26	61%	27%	12%
Faculty Administration of the FECCI (2013)	51	63%	24%	13%
Faculty Office of the FECCI (2011)	36	61%	21%	17%
Faculty Administration of the FHLSS (2013)	45	60%	27%	13%
Faculty Office of the FHLSS (2011)	26	58%	30%	12%
FECCI Research Institutes (2013)	41	63%	23%	14%
FECCI Research Institutes (2011)	16	75%	11%	14%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size		
FHLSS Research Institutes (2011)	3	Insufficient Sample Size		
Finance, Planning and Commercial Services (2013)	55	74%	20%	6%

School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Finance, Planning and Commercial Services (2011)	31	48%	29%	22%
Human Resources & Development (2013)	37	85%	11%	4%
Human Resources (2011)	26	84%	14%	
Information Services (2013)	102	66%	19%	15%
Information Services (2011)	72	66%	25%	9%
International, Development and External Affairs (2013)	35	61%	24%	14%
International, Development and External Affairs (2011)	23	75%	12%	12%
Office of the Vice Principal (Academic) (2013)	15	73%	21%	5%
Office of the Vice Principal (Academic) (2011)	10	61%	27%	12%
Principal's Office (2013)	4	Insufficient Sample Size		
Principal's Office (2011)	4	Insufficient Sample Size		
Property & Facilities (2013)	97	77%	15%	8%
Property & Facilities (2011)	50	71%	19%	10%
School of Accounting, Financial Services and Law (2013)	29	79%	15%	6%
School of Accounting, Financial Services and Law (2011)	19	63%	27%	9%

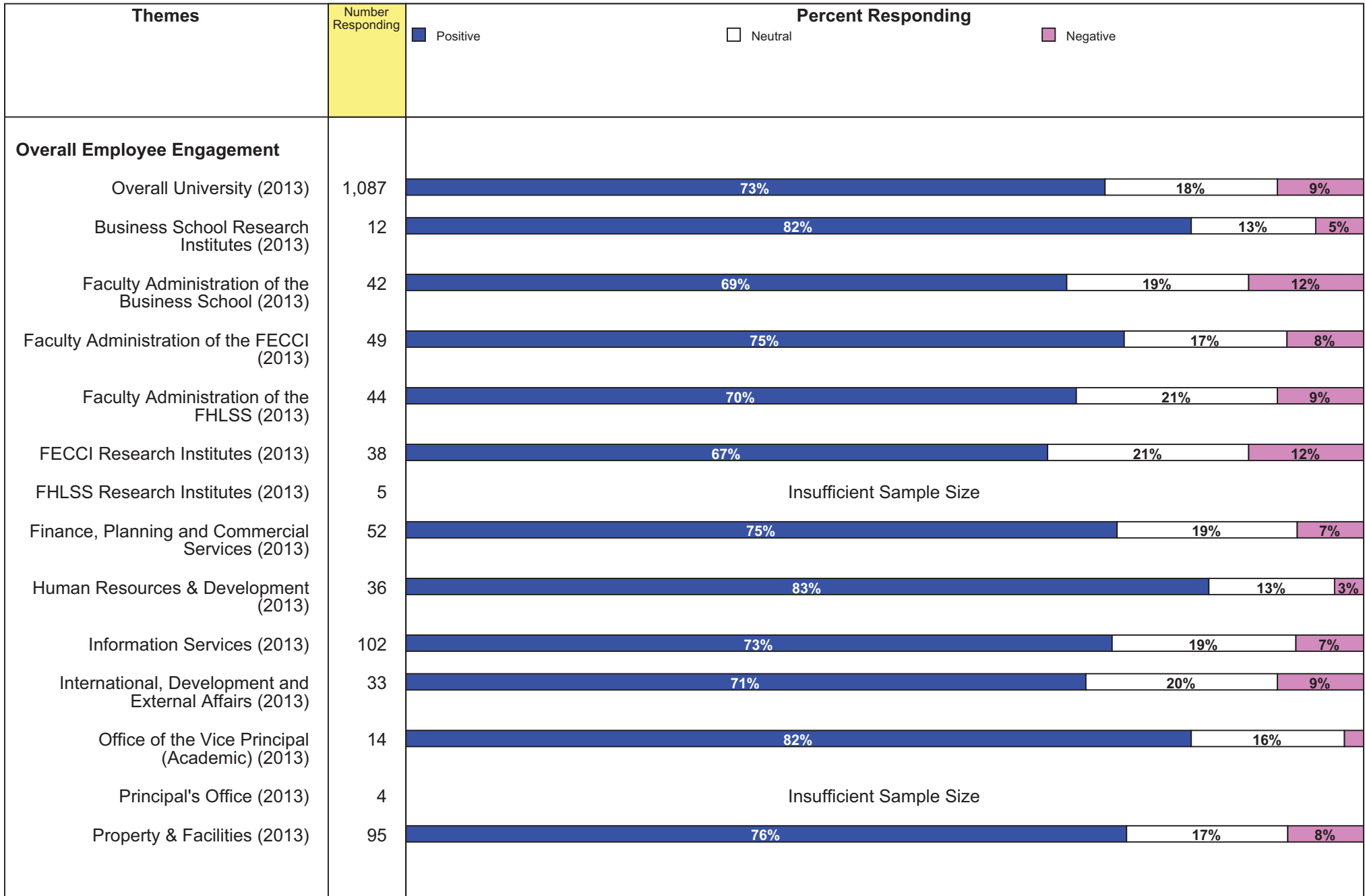
School/Service



School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
Student & Academic Services (2013)	115	68%	21%	10%
Student & Academic Services (2011)	67	47%	24%	29%
University Secretary's Office (2013)	5	Insufficient Sample Size		
University Secretary's Office (2011)	8	Insufficient Sample Size		

School/Service



School/Service

Themes	Number Responding	Percent Responding		
		Positive	Neutral	Negative
School of Accounting, Financial Services and Law (2013)	28	81%	13%	6%
School of Arts & Creative Industries (2013)	69	72%	17%	12%
School of Computing (2013)	46	73%	17%	10%
School of Engineering & the Built Environment (2013)	66	68%	20%	12%
School of Life, Sport & Social Sciences (2013)	87	72%	18%	10%
School of Management (2013)	30	69%	15%	16%
School of Marketing Tourism & Languages (2013)	37	68%	20%	12%
School of Nursing, Midwifery & Social Care (2013)	77	72%	18%	10%
Student & Academic Services (2013)	113	75%	18%	6%
University Secretary's Office (2013)	5	Insufficient Sample Size		

School/Service

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%
Business School Research Institutes (2013)	15	33%	33%	0%	20%	13%
Business School Research Institutes (2011)	13	38%	23%	0%	31%	8%
Faculty Administration of the Business School (2013)	49	4%	92%	2%	0%	2%
Faculty Office of the Business School (2011)	27	4%	81%	4%	0%	11%
Faculty Administration of the FECCI (2013)	59	15%	68%	8%	5%	3%
Faculty Office of the FECCI (2011)	39	18%	44%	26%	5%	8%
Faculty Administration of the FHLSS (2013)	54	22%	72%	2%	0%	4%
Faculty Office of the FHLSS (2011)	28	14%	79%	4%	4%	0%
FECCI Research Institutes (2013)	49	10%	29%	8%	51%	2%
FECCI Research Institutes (2011)	20	5%	25%	5%	40%	25%
FHLSS Research Institutes (2013)	5	~	~	~	~	~
FHLSS Research Institutes (2011)	6	~	~	~	~	~
Finance, Planning and Commercial Services (2013)	60	2%	95%	0%	0%	3%

School/Service

Survey Questions	Number Responding	Academic	Support	Technical	Research	Senior Management (e.g., Deans, Heads of School, Directors of Service and members of the University)
Finance, Planning and Commercial Services (2011)	38	0%	100%	0%	0%	0%
Human Resources & Development (2013)	39	3%	95%	0%	0%	3%
Human Resources (2011)	27	4%	93%	0%	0%	4%
Information Services (2013)	120	1%	68%	29%	0%	2%
Information Services (2011)	81	0%	79%	20%	0%	1%
International, Development and External Affairs (2013)	40	3%	93%	0%	0%	5%
International, Development and External Affairs (2011)	28	4%	89%	4%	0%	4%
Office of the Vice Principal (Academic) (2013)	15	27%	40%	7%	7%	20%
Office of the Vice Principal (Academic) (2011)	12	8%	75%	0%	0%	17%
Principal's Office (2013)	5	~	~	~	~	~
Principal's Office (2011)	4	~	~	~	~	~
Property & Facilities (2013)	108	0%	95%	4%	0%	1%
Property & Facilities (2011)	55	0%	91%	7%	0%	2%
School of Accounting, Financial Services and Law (2013)	34	88%	3%	0%	9%	0%
School of Accounting, Financial Services and Law (2011)	22	86%	9%	0%	0%	5%

School/Service

Survey Questions	Number Responding	Academic	Support	Technical	Research	Senior Management (e.g., Deans, Heads of School, Directors of Service and members of the University)
School of Arts & Creative Industries (2013)	79	75%	13%	11%	0%	1%
School of Arts & Creative Industries (2011)	43	60%	21%	19%	0%	0%
School of Computing (2013)	51	82%	2%	0%	14%	2%
School of Computing (2011)	41	76%	7%	0%	17%	0%
School of Engineering & the Built Environment (2013)	82	55%	12%	10%	23%	0%
School of Engineering & the Built Environment (2011)	57	53%	11%	21%	16%	0%
School of Life, Sport & Social Sciences (2013)	100	68%	7%	17%	7%	1%
School of Life, Sport & Social Sciences (2011)	77	78%	5%	12%	4%	1%
School of Management (2013)	36	92%	3%	0%	3%	3%
School of Management (2011)	26	85%	12%	0%	0%	4%
School of Marketing Tourism & Languages (2013)	44	91%	7%	0%	0%	2%
School of Marketing Tourism & Languages (2011)	33	88%	9%	0%	0%	3%
School of Nursing, Midwifery & Social Care (2013)	94	86%	11%	0%	3%	0%
School of Nursing, Midwifery & Social Care (2011)	64	78%	16%	0%	5%	2%

School/Service

Survey Questions	Number Responding	Academic	Support	Technical	Research	Senior Management (e.g., Deans, Heads of School, Directors of Service and members of the University)
Student & Academic Services (2013)	127	1%	98%	1%	0%	1%
Student & Academic Services (2011)	74	1%	97%	0%	0%	1%
University Secretary's Office (2013)	8	~	~	~	~	~
University Secretary's Office (2011)	9	~	~	~	~	~

School/Service

Survey Questions	Number Responding	Female	Male	Transgender
What is your gender?				
Overall University (2013)	1,273	58%	42%	0%
Overall University (2011)	824	57%	43%	0%
Business School Research Institutes (2013)	15	73%	27%	0%
Business School Research Institutes (2011)	13	46%	46%	8%
Faculty Administration of the Business School (2013)	49	80%	20%	0%
Faculty Office of the Business School (2011)	27	81%	19%	0%
Faculty Administration of the FECCI (2013)	59	78%	22%	0%
Faculty Office of the FECCI (2011)	39	49%	51%	0%
Faculty Administration of the FHLSS (2013)	54	83%	17%	0%
Faculty Office of the FHLSS (2011)	28	75%	25%	0%
FECCI Research Institutes (2013)	49	43%	57%	0%
FECCI Research Institutes (2011)	20	35%	65%	0%
FHLSS Research Institutes (2013)	5	~	~	~
FHLSS Research Institutes (2011)	6	~	~	~
Finance, Planning and Commercial Services (2013)	60	60%	38%	2%

School/Service

Survey Questions	Number Responding	Female	Male	Transgender
Finance, Planning and Commercial Services (2011)	38	68%	32%	0%
Human Resources & Development (2013)	39	74%	26%	0%
Human Resources (2011)	27	81%	19%	0%
Information Services (2013)	120	53%	46%	1%
Information Services (2011)	81	60%	40%	0%
International, Development and External Affairs (2013)	40	70%	30%	0%
International, Development and External Affairs (2011)	28	64%	36%	0%
Office of the Vice Principal (Academic) (2013)	15	80%	20%	0%
Office of the Vice Principal (Academic) (2011)	12	83%	17%	0%
Principal's Office (2013)	5	~	~	~
Principal's Office (2011)	4	~	~	~
Property & Facilities (2013)	108	42%	57%	1%
Property & Facilities (2011)	55	44%	56%	0%
School of Accounting, Financial Services and Law (2013)	34	29%	71%	0%
School of Accounting, Financial Services and Law (2011)	22	32%	68%	0%

School/Service

Survey Questions	Number Responding	Female	Male	Transgender
School of Arts & Creative Industries (2013)	79	42%	58%	0%
School of Arts & Creative Industries (2011)	43	44%	56%	0%
School of Computing (2013)	51	20%	78%	2%
School of Computing (2011)	41	29%	71%	0%
School of Engineering & the Built Environment (2013)	82	29%	71%	0%
School of Engineering & the Built Environment (2011)	57	25%	75%	0%
School of Life, Sport & Social Sciences (2013)	100	61%	39%	0%
School of Life, Sport & Social Sciences (2011)	77	61%	39%	0%
School of Management (2013)	36	39%	61%	0%
School of Management (2011)	26	46%	54%	0%
School of Marketing Tourism & Languages (2013)	44	61%	39%	0%
School of Marketing Tourism & Languages (2011)	33	64%	36%	0%
School of Nursing, Midwifery & Social Care (2013)	94	80%	20%	0%
School of Nursing, Midwifery & Social Care (2011)	64	80%	20%	0%

School/Service

Survey Questions	Number Responding	Female	Male	Transgender
Student & Academic Services (2013)	127	77%	23%	0%
Student & Academic Services (2011)	74	77%	23%	0%
University Secretary's Office (2013)	8	~	~	~
University Secretary's Office (2011)	9	~	~	~

School/Service

Survey Questions	Number Responding	Business School Research Institutes	Faculty Administration of the Business School	Faculty Administration of the Faculty of Engineering, Computing and Creative	Faculty Administration of the Faculty of Health, Life and Social Sciences Faculty	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%
Business School Research Institutes (2013)	15	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Business School Research Institutes (2011)	13	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Faculty Administration of the Business School (2013)	49	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Faculty Office of the Business School (2011)	27	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Faculty Administration of the FECCI (2013)	59	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Faculty Office of the FECCI (2011)	39	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Faculty Administration of the FHLSS (2013)	54	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%
Faculty Office of the FHLSS (2011)	28	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%
FECCI Research Institutes (2013)	49	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%
FECCI Research Institutes (2011)	20	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%
FHLSS Research Institutes (2013)	5	~	~	~	~	~	~	~	~	~	~	~	~
FHLSS Research Institutes (2011)	6	~	~	~	~	~	~	~	~	~	~	~	~
Finance, Planning and Commercial Services (2013)	60	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%

School/Service

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
Finance, Planning and Commercial Services (2011)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Human Resources & Development (2013)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Human Resources (2011)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Information Services (2013)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Information Services (2011)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
International, Development and External Affairs (2013)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
International, Development and External Affairs (2011)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Office of the Vice Principal (Academic) (2013)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Office of the Vice Principal (Academic) (2011)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Principal's Office (2013)	~	~	~	~	~	~	~	~	~	~	~
Principal's Office (2011)	~	~	~	~	~	~	~	~	~	~	~
Property & Facilities (2013)	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Property & Facilities (2011)	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Accounting, Financial Services and Law (2013)	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Accounting, Financial Services and Law (2011)	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%

School/Service

Survey Questions	Number Responding	Business School Research Institutes	Faculty Administration of the Business School	Faculty Administration of the Faculty of Engineering, Computing and Creative	Faculty Administration of the Faculty of Health, Life and Social Sciences Faculty	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
School of Arts & Creative Industries (2013)	79	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Arts & Creative Industries (2011)	43	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Computing (2013)	51	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Computing (2011)	41	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Engineering & the Built Environment (2013)	82	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Engineering & the Built Environment (2011)	57	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Life, Sport & Social Sciences (2013)	100	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Life, Sport & Social Sciences (2011)	77	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Management (2013)	36	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Management (2011)	26	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Marketing Tourism & Languages (2013)	44	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Marketing Tourism & Languages (2011)	33	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Nursing, Midwifery & Social Care (2013)	94	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
School of Nursing, Midwifery & Social Care (2011)	64	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

School/Service

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
Student & Academic Services (2013)	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
Student & Academic Services (2011)	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
University Secretary's Office (2013)	~	~	~	~	~	~	~	~	~	~	~
University Secretary's Office (2011)	~	~	~	~	~	~	~	~	~	~	~

School/Service

Survey Questions	Number Responding	Faculty of Health, Life and Social Science	Faculty of Engineering, Computing and Creative Industries	Business School	Not Applicable
Choose your faculty:					
Overall University (2013)	1,273	21%	25%	15%	39%
Overall University (2011)	824	22%	24%	15%	39%
Business School Research Institutes (2013)	15	0%	0%	80%	20%
Business School Research Institutes (2011)	13	8%	0%	85%	8%
Faculty Administration of the Business School (2013)	49	0%	0%	100%	0%
Faculty Office of the Business School (2011)	27	0%	0%	100%	0%
Faculty Administration of the FECCI (2013)	59	2%	95%	0%	3%
Faculty Office of the FECCI (2011)	39	3%	97%	0%	0%
Faculty Administration of the FHLSS (2013)	54	98%	2%	0%	0%
Faculty Office of the FHLSS (2011)	28	100%	0%	0%	0%
FECCI Research Institutes (2013)	49	0%	96%	0%	4%
FECCI Research Institutes (2011)	20	0%	100%	0%	0%
FHLSS Research Institutes (2013)	5	~	~	~	~
FHLSS Research Institutes (2011)	6	~	~	~	~
Finance, Planning and Commercial Services (2013)	60	0%	2%	3%	95%

School/Service

Survey Questions	Number Responding	Faculty of Health, Life and Social Science	Faculty of Engineering, Computing and Creative Industries	Business School	Not Applicable
Finance, Planning and Commercial Services (2011)	38	3%	0%	3%	95%
Human Resources & Development (2013)	39	0%	0%	5%	95%
Human Resources (2011)	27	0%	0%	4%	96%
Information Services (2013)	120	8%	2%	4%	86%
Information Services (2011)	81	4%	1%	2%	93%
International, Development and External Affairs (2013)	40	0%	0%	0%	100%
International, Development and External Affairs (2011)	28	0%	0%	4%	96%
Office of the Vice Principal (Academic) (2013)	15	0%	0%	0%	100%
Office of the Vice Principal (Academic) (2011)	12	0%	0%	0%	100%
Principal's Office (2013)	5	~	~	~	~
Principal's Office (2011)	4	~	~	~	~
Property & Facilities (2013)	108	3%	1%	0%	96%
Property & Facilities (2011)	55	0%	0%	0%	100%
School of Accounting, Financial Services and Law (2013)	34	0%	0%	100%	0%
School of Accounting, Financial Services and Law (2011)	22	0%	0%	100%	0%

School/Service

Survey Questions	Number Responding	Faculty of Health, Life and Social Science	Faculty of Engineering, Computing and Creative Industries	Business School	Not Applicable
School of Arts & Creative Industries (2013)	79	0%	100%	0%	0%
School of Arts & Creative Industries (2011)	43	2%	98%	0%	0%
School of Computing (2013)	51	0%	100%	0%	0%
School of Computing (2011)	41	2%	98%	0%	0%
School of Engineering & the Built Environment (2013)	82	1%	98%	0%	1%
School of Engineering & the Built Environment (2011)	57	0%	96%	0%	4%
School of Life, Sport & Social Sciences (2013)	100	99%	0%	0%	1%
School of Life, Sport & Social Sciences (2011)	77	99%	0%	0%	1%
School of Management (2013)	36	0%	0%	97%	3%
School of Management (2011)	26	0%	0%	100%	0%
School of Marketing Tourism & Languages (2013)	44	0%	0%	100%	0%
School of Marketing Tourism & Languages (2011)	33	0%	0%	100%	0%
School of Nursing, Midwifery & Social Care (2013)	94	100%	0%	0%	0%
School of Nursing, Midwifery & Social Care (2011)	64	100%	0%	0%	0%

School/Service

Survey Questions	Number Responding	Faculty of Health, Life and Social Science	Faculty of Engineering, Computing and Creative Industries	Business School	Not Applicable
Student & Academic Services (2013)	127	2%	2%	2%	95%
Student & Academic Services (2011)	74	1%	1%	0%	97%
University Secretary's Office (2013)	8	~	~	~	~
University Secretary's Office (2011)	9	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
1. I have a clear understanding of my school/service's priorities.									
Overall University (2013)	1,168	71%	19%	10%	21%	51%	19%	7%	3%
Overall University (2011)	773	68%	20%	12%	19%	48%	20%	8%	4%
Business School Research Institutes (2013)	14	71%	29%		50%	21%	29%	0%	0%
Business School Research Institutes (2011)	10	60%	20%	20%	30%	30%	20%	10%	10%
Faculty Administration of the Business School (2013)	44	75%	20%		18%	57%	20%	2%	2%
Faculty Office of the Business School (2011)	26	62%	31%	8%	19%	42%	31%	8%	0%
Faculty Administration of the FECCI (2013)	54	78%	19%		30%	48%	19%	2%	2%
Faculty Office of the FECCI (2011)	37	70%	22%	8%	22%	49%	22%	5%	3%
Faculty Administration of the FHLSS (2013)	51	61%	27%	12%	16%	45%	27%	6%	6%
Faculty Office of the FHLSS (2011)	25	64%	24%	12%	16%	48%	24%	12%	0%
FECCI Research Institutes (2013)	43	67%	14%	19%	12%	56%	14%	12%	7%
FECCI Research Institutes (2011)	17	71%	18%	12%	41%	29%	18%	12%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	57	75%	14%	11%	21%	54%	14%	9%	2%
Finance, Planning and Commercial Services (2011)	34	53%	32%	15%	21%	32%	32%	12%	3%
Human Resources & Development (2013)	37	84%		11%	30%	54%	11%	3%	3%
Human Resources (2011)	26	88%		8%	31%	58%	8%	4%	0%
Information Services (2013)	106	84%		11%	24%	60%	11%	4%	1%
Information Services (2011)	77	81%		17%	26%	55%	17%	1%	1%
International, Development and External Affairs (2013)	37	73%	16%	11%	30%	43%	16%	8%	3%
International, Development and External Affairs (2011)	27	74%	15%	11%	15%	59%	15%	7%	4%
Office of the Vice Principal (Academic) (2013)	15	60%	40%		27%	33%	40%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	30%	10%	20%	40%	30%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	101	85%	9%	6%	30%	55%	9%	6%	0%
Property & Facilities (2011)	51	90%		8%	29%	61%	8%	2%	0%
School of Accounting, Financial Services and Law (2013)	31	84%	10%	6%	32%	52%	10%	6%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	76%	10%	14%	43%	33%	10%	14%	0%
School of Arts & Creative Industries (2013)	73	49%	29%	22%	15%	34%	29%	12%	10%
School of Arts & Creative Industries (2011)	40	55%	18%	28%	10%	45%	18%	20%	8%
School of Computing (2013)	48	60%	25%	15%	15%	46%	25%	13%	2%
School of Computing (2011)	40	83%	13%		15%	68%	13%	3%	3%
School of Engineering & the Built Environment (2013)	74	58%	26%	16%	16%	42%	26%	11%	5%
School of Engineering & the Built Environment (2011)	53	64%	30%	6%	13%	51%	30%	4%	2%
School of Life, Sport & Social Sciences (2013)	89	62%	26%	12%	8%	54%	26%	8%	4%
School of Life, Sport & Social Sciences (2011)	73	47%	27%	26%	8%	38%	27%	12%	14%
School of Management (2013)	33	61%	18%	21%	15%	45%	18%	18%	3%
School of Management (2011)	26	50%	23%	27%	15%	35%	23%	15%	12%
School of Marketing Tourism & Languages (2013)	39	67%	18%	15%	8%	59%	18%	13%	3%
School of Marketing Tourism & Languages (2011)	29	72%	14%	14%	17%	55%	14%	7%	7%
School of Nursing, Midwifery & Social Care (2013)	87	61%	25%	14%	10%	51%	25%	9%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	62		8%	53%	19%	15%	5%		
Student & Academic Services (2013)	121		30%	55%	15%	1%	0%		
Student & Academic Services (2011)	71		21%	48%	20%	7%	4%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	14	86%	14%		64%	21%	14%	0%	0%
Business School Research Institutes (2011)	10	70%	20%	10%	30%	40%	20%	0%	10%
Faculty Administration of the Business School (2013)	44	86%	9%		30%	57%	9%	2%	2%
Faculty Office of the Business School (2011)	26	88%		8%	31%	58%	4%	8%	0%
Faculty Administration of the FECCI (2013)	54	83%	13%		37%	46%	13%	4%	0%
Faculty Office of the FECCI (2011)	37	78%	19%		24%	54%	19%	3%	0%
Faculty Administration of the FHLSS (2013)	51	76%	18%	6%	22%	55%	18%	4%	2%
Faculty Office of the FHLSS (2011)	26	88%		8%	23%	65%	8%	4%	0%
FECCI Research Institutes (2013)	43	77%	14%	9%	9%	67%	14%	7%	2%
FECCI Research Institutes (2011)	17	76%	12%	12%	47%	29%	12%	12%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	57	81%	12%	7%	32%	49%	12%	4%	4%
Finance, Planning and Commercial Services (2011)	34	68%	24%	9%	21%	47%	24%	6%	3%
Human Resources & Development (2013)	37	95%			38%	57%	5%	0%	0%
Human Resources (2011)	26	96%			35%	62%	4%	0%	0%
Information Services (2013)	106	87%	10%		32%	55%	10%	2%	1%
Information Services (2011)	77	91%	9%		30%	61%	9%	0%	0%
International, Development and External Affairs (2013)	37	95%			30%	65%	3%	0%	3%
International, Development and External Affairs (2011)	27	81%	15%		30%	52%	15%	0%	4%
Office of the Vice Principal (Academic) (2013)	15	93%	7%		33%	60%	7%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	90%	10%		10%	80%	0%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	101	90%	7%		35%	55%	7%	3%	0%
Property & Facilities (2011)	52	87%	12%		27%	60%	12%	2%	0%
School of Accounting, Financial Services and Law (2013)	31	90%	6%		39%	52%	3%	6%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	76%	24%		38%	38%	24%	0%	0%
School of Arts & Creative Industries (2013)	73	70%	16%	14%	19%	51%	16%	8%	5%
School of Arts & Creative Industries (2011)	39	67%	18%	15%	18%	49%	18%	10%	5%
School of Computing (2013)	48	73%	21%	6%	29%	44%	21%	4%	2%
School of Computing (2011)	40	88%	13%		25%	63%	13%	0%	0%
School of Engineering & the Built Environment (2013)	73	77%	18%		26%	51%	18%	3%	3%
School of Engineering & the Built Environment (2011)	53	79%	19%		26%	53%	19%	2%	0%
School of Life, Sport & Social Sciences (2013)	90	70%	23%	7%	22%	48%	23%	4%	2%
School of Life, Sport & Social Sciences (2011)	74	59%	16%	24%	9%	50%	16%	9%	15%
School of Management (2013)	33	76%	15%	9%	18%	58%	15%	6%	3%
School of Management (2011)	26	54%	15%	31%	19%	35%	15%	19%	12%
School of Marketing Tourism & Languages (2013)	38	79%	11%	11%	16%	63%	11%	11%	0%
School of Marketing Tourism & Languages (2011)	29	83%	10%	7%	24%	59%	10%	0%	7%
School of Nursing, Midwifery & Social Care (2013)	87	69%	20%	11%	18%	51%	20%	9%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	62		11%	58%	18%	13%	0%		
Student & Academic Services (2013)	121		36%	50%	13%	2%	0%		
Student & Academic Services (2011)	71		31%	39%	23%	1%	6%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	14	79%	14%	7%	50%	29%	14%	7%	0%
Business School Research Institutes (2011)	11	55%	27%	18%	9%	45%	27%	18%	0%
Faculty Administration of the Business School (2013)	43	84%	12%		33%	51%	12%	2%	2%
Faculty Office of the Business School (2011)	26	73%	15%	12%	23%	50%	15%	12%	0%
Faculty Administration of the FECCI (2013)	53	66%	15%	19%	30%	36%	15%	8%	11%
Faculty Office of the FECCI (2011)	37	76%	11%	14%	19%	57%	11%	5%	8%
Faculty Administration of the FHLSS (2013)	51	63%	14%	24%	35%	27%	14%	12%	12%
Faculty Office of the FHLSS (2011)	26	54%	23%	23%	12%	42%	23%	8%	15%
FECCI Research Institutes (2013)	44	73%	16%	11%	16%	57%	16%	5%	7%
FECCI Research Institutes (2011)	17	65%	12%	24%	29%	35%	12%	6%	18%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	57	68%	23%	9%	26%	42%	23%	5%	4%



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	33	55%	18%	27%	24%	30%	18%	15%	12%
Human Resources & Development (2013)	37	70%	24%		35%	35%	24%	5%	0%
Human Resources (2011)	26	69%	19%	12%	35%	35%	19%	4%	8%
Information Services (2013)	106	64%	20%	16%	20%	44%	20%	8%	8%
Information Services (2011)	77	65%	21%	14%	17%	48%	21%	10%	4%
International, Development and External Affairs (2013)	37	38%	41%	22%	11%	27%	41%	11%	11%
International, Development and External Affairs (2011)	27	52%	26%	22%	15%	37%	26%	19%	4%
Office of the Vice Principal (Academic) (2013)	15	80%	20%		40%	40%	20%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	30%		30%	40%	30%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	101	61%	22%	17%	30%	32%	22%	10%	7%
Property & Facilities (2011)	52	67%	25%	8%	19%	48%	25%	6%	2%
School of Accounting, Financial Services and Law (2013)	31	74%	19%	6%	45%	29%	19%	6%	0%
School of Accounting, Financial Services and Law (2011)	21	86%	10%		62%	24%	10%	0%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	74	64%	23%	14%	24%	39%	23%	3%	11%
School of Arts & Creative Industries (2011)	41	59%	20%	22%	29%	29%	20%	2%	20%
School of Computing (2013)	48	58%	19%	23%	15%	44%	19%	8%	15%
School of Computing (2011)	40	65%	18%	18%	13%	53%	18%	13%	5%
School of Engineering & the Built Environment (2013)	74	65%	18%	18%	36%	28%	18%	8%	9%
School of Engineering & the Built Environment (2011)	53	62%	23%	15%	26%	36%	23%	13%	2%
School of Life, Sport & Social Sciences (2013)	89	56%	27%	17%	8%	48%	27%	9%	8%
School of Life, Sport & Social Sciences (2011)	73	37%	23%	40%	12%	25%	23%	21%	19%
School of Management (2013)	33	58%	18%	24%	12%	45%	18%	9%	15%
School of Management (2011)	26	38%	23%	38%	15%	23%	23%	15%	23%
School of Marketing Tourism & Languages (2013)	40	55%	23%	23%	20%	35%	23%	18%	5%
School of Marketing Tourism & Languages (2011)	29	62%	21%	17%	17%	45%	21%	10%	7%
School of Nursing, Midwifery & Social Care (2013)	87	51%	29%	21%	18%	32%	29%	10%	10%
School of Nursing, Midwifery & Social Care (2011)	62	39%	23%	39%	11%	27%	23%	21%	18%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	121		34%	28%	25%	7%	7%		
Student & Academic Services (2011)	71		27%	32%	17%	14%	10%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	14	50%	29%	21%	7%	43%	29%	14%	7%
Business School Research Institutes (2011)	10	50%	20%	30%	0%	50%	20%	20%	10%
Faculty Administration of the Business School (2013)	44	48%	36%	16%	16%	32%	36%	9%	7%
Faculty Office of the Business School (2011)	26	62%	19%	19%	4%	58%	19%	19%	0%
Faculty Administration of the FECCI (2013)	53	57%	30%	13%	25%	32%	30%	9%	4%
Faculty Office of the FECCI (2011)	37	43%	35%	22%	11%	32%	35%	19%	3%
Faculty Administration of the FHLSS (2013)	51	39%	35%	25%	8%	31%	35%	14%	12%
Faculty Office of the FHLSS (2011)	26	50%	27%	23%	8%	42%	27%	15%	8%
FECCI Research Institutes (2013)	44	64%	14%	23%	9%	55%	14%	14%	9%
FECCI Research Institutes (2011)	17	53%	24%	24%	35%	18%	24%	18%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~

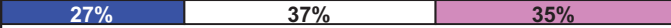


School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	57	58%	28%	14%	16%	42%	28%	5%	9%
Finance, Planning and Commercial Services (2011)	34	35%	41%	24%	3%	32%	41%	9%	15%
Human Resources & Development (2013)	37	76%	22%		22%	54%	22%	3%	0%
Human Resources (2011)	26	69%	27%		23%	46%	27%	4%	0%
Information Services (2013)	106	65%	23%	12%	19%	46%	23%	8%	4%
Information Services (2011)	77	70%	21%	9%	17%	53%	21%	5%	4%
International, Development and External Affairs (2013)	37	43%	41%	16%	8%	35%	41%	14%	3%
International, Development and External Affairs (2011)	27	41%	48%	11%	11%	30%	48%	7%	4%
Office of the Vice Principal (Academic) (2013)	15	80%	20%		13%	67%	20%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	10%	20%	0%	70%	10%	20%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	101	63%	25%	12%	23%	41%	25%	9%	3%
Property & Facilities (2011)	52	73%	23%		15%	58%	23%	4%	0%
School of Accounting, Financial Services and Law (2013)	31	74%	16%	10%	29%	45%	16%	10%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	62%	14%	24%	29%	33%	14%	24%	0%
School of Arts & Creative Industries (2013)	74	50%	24%	26%	11%	39%	24%	18%	8%
School of Arts & Creative Industries (2011)	41	39%	29%	32%	12%	27%	29%	12%	20%
School of Computing (2013)	48	54%	27%	19%	15%	40%	27%	13%	6%
School of Computing (2011)	40	63%	20%	18%	5%	58%	20%	15%	3%
School of Engineering & the Built Environment (2013)	72	47%	31%	22%	17%	31%	31%	11%	11%
School of Engineering & the Built Environment (2011)	53	58%	28%	13%	9%	49%	28%	9%	4%
School of Life, Sport & Social Sciences (2013)	90	44%	32%	23%	12%	32%	32%	14%	9%
School of Life, Sport & Social Sciences (2011)	74	35%	35%	30%	3%	32%	35%	14%	16%
School of Management (2013)	33	33%	30%	36%	12%	21%	30%	12%	24%
School of Management (2011)	26	31%	23%	46%	4%	27%	23%	15%	31%
School of Marketing Tourism & Languages (2013)	39	46%	41%	13%	3%	44%	41%	10%	3%
School of Marketing Tourism & Languages (2011)	29	59%	24%	17%	7%	52%	24%	10%	7%
School of Nursing, Midwifery & Social Care (2013)	86	33%	36%	31%	2%	30%	36%	23%	8%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	62		2%	26%	37%	27%	8%		
Student & Academic Services (2013)	119		18%	45%	29%	7%	3%		
Student & Academic Services (2011)	71		15%	25%	38%	13%	8%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	14	57%	29%	14%	14%	43%	29%	14%	0%
Business School Research Institutes (2011)	11	55%	18%	27%	9%	45%	18%	18%	9%
Faculty Administration of the Business School (2013)	44	57%	25%	18%	9%	48%	25%	9%	9%
Faculty Office of the Business School (2011)	26	42%	35%	23%	0%	42%	35%	12%	12%
Faculty Administration of the FECCI (2013)	53	53%	25%	23%	13%	40%	25%	15%	8%
Faculty Office of the FECCI (2011)	37	41%	38%	22%	5%	35%	38%	8%	14%
Faculty Administration of the FHLSS (2013)	51	25%	31%	43%	8%	18%	31%	20%	24%
Faculty Office of the FHLSS (2011)	26	38%	27%	35%	8%	31%	27%	19%	15%
FECCI Research Institutes (2013)	44	59%	23%	18%	11%	48%	23%	9%	9%
FECCI Research Institutes (2011)	17	71%	12%	18%	24%	47%	12%	6%	12%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	57	37%	44%	19%	4%	33%	44%	12%	7%
Finance, Planning and Commercial Services (2011)	34	35%	41%	24%	6%	29%	41%	21%	3%
Human Resources & Development (2013)	36	72%	28%		19%	53%	28%	0%	0%
Human Resources (2011)	26	50%	46%		4%	46%	46%	0%	4%
Information Services (2013)	105	46%	31%	23%	9%	37%	31%	13%	10%
Information Services (2011)	77	40%	35%	25%	8%	32%	35%	21%	4%
International, Development and External Affairs (2013)	37	19%	51%	30%	0%	19%	51%	19%	11%
International, Development and External Affairs (2011)	27	56%	26%	19%	7%	48%	26%	7%	11%
Office of the Vice Principal (Academic) (2013)	15	53%	40%	7%	13%	40%	40%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	50%	30%	20%	20%	30%	30%	10%	10%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	100	51%	34%	15%	15%	36%	34%	8%	7%
Property & Facilities (2011)	52	40%	44%	15%	15%	25%	44%	12%	4%
School of Accounting, Financial Services and Law (2013)	31	48%	42%	10%	10%	39%	42%	3%	6%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	19%	48%	33%	10%	10%	48%	19%	14%
School of Arts & Creative Industries (2013)	73	45%	29%	26%	12%	33%	29%	12%	14%
School of Arts & Creative Industries (2011)	42	21%	38%	40%	12%	10%	38%	19%	21%
School of Computing (2013)	48	58%	27%	15%	15%	44%	27%	8%	6%
School of Computing (2011)	40	45%	40%	15%	8%	38%	40%	10%	5%
School of Engineering & the Built Environment (2013)	74	55%	26%	19%	15%	41%	26%	9%	9%
School of Engineering & the Built Environment (2011)	54	61%	22%	17%	17%	44%	22%	13%	4%
School of Life, Sport & Social Sciences (2013)	90	40%	29%	31%	3%	37%	29%	18%	13%
School of Life, Sport & Social Sciences (2011)	74	18%	22%	61%	4%	14%	22%	19%	42%
School of Management (2013)	33	39%	33%	27%	18%	21%	33%	15%	12%
School of Management (2011)	26	19%	27%	54%	4%	15%	27%	27%	27%
School of Marketing Tourism & Languages (2013)	40	50%	23%	28%	10%	40%	23%	15%	13%
School of Marketing Tourism & Languages (2011)	29	41%	31%	28%	10%	31%	31%	10%	17%
School of Nursing, Midwifery & Social Care (2013)	87	22%	41%	37%	5%	17%	41%	23%	14%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	62	24%	27%	48%	5%	19%	27%	26%	23%
Student & Academic Services (2013)	121	40%	42%	17%	12%	28%	42%	12%	5%
Student & Academic Services (2011)	71	24%	42%	34%	4%	20%	42%	17%	17%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%	20%	37%	23%	12%	8%
Overall University (2011)	777	50%	25%	25%	15%	35%	25%	15%	10%
Business School Research Institutes (2013)	14	71%	21%	7%	21%	50%	21%	7%	0%
Business School Research Institutes (2011)	11	73%	9%	18%	9%	64%	9%	0%	18%
Faculty Administration of the Business School (2013)	44	50%	30%	20%	16%	34%	30%	11%	9%
Faculty Office of the Business School (2011)	26	42%	27%	31%	23%	19%	27%	31%	0%
Faculty Administration of the FECCI (2013)	53	60%	19%	21%	26%	34%	19%	17%	4%
Faculty Office of the FECCI (2011)	37	51%	30%	19%	14%	38%	30%	16%	3%
Faculty Administration of the FHLSS (2013)	50	56%	10%	34%	12%	44%	10%	28%	6%
Faculty Office of the FHLSS (2011)	25	56%	20%	24%	16%	40%	20%	16%	8%
FECCI Research Institutes (2013)	44	48%	36%	16%	11%	36%	36%	2%	14%
FECCI Research Institutes (2011)	17	59%	18%	24%	35%	24%	18%	12%	12%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	57	63%	21%	16%	19%	44%	21%	5%	11%
Finance, Planning and Commercial Services (2011)	34	59%	21%	21%	9%	50%	21%	15%	6%
Human Resources & Development (2013)	36	89%	6%	6%	36%	53%	6%	6%	0%
Human Resources (2011)	26	85%	8%	8%	27%	58%	8%	8%	0%
Information Services (2013)	106	57%	23%	21%	21%	36%	23%	11%	9%
Information Services (2011)	76	49%	29%	22%	13%	36%	29%	18%	4%
International, Development and External Affairs (2013)	37	49%	32%	19%	11%	38%	32%	16%	3%
International, Development and External Affairs (2011)	27	78%	15%	7%	15%	63%	15%	4%	4%
Office of the Vice Principal (Academic) (2013)	15	80%	13%	7%	33%	47%	13%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	20%	10%	20%	50%	20%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	100	59%	25%	16%	18%	41%	25%	11%	5%
Property & Facilities (2011)	52	62%	17%	21%	19%	42%	17%	13%	8%
School of Accounting, Financial Services and Law (2013)	31	77%	16%	6%	39%	39%	16%	0%	6%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	48%	33%	19%	14%	33%	33%	19%	0%
School of Arts & Creative Industries (2013)	74	51%	28%	20%	14%	38%	28%	8%	12%
School of Arts & Creative Industries (2011)	42	45%	21%	33%	14%	31%	21%	19%	14%
School of Computing (2013)	48	52%	31%	17%	25%	27%	31%	6%	10%
School of Computing (2011)	40	53%	25%	23%	15%	38%	25%	10%	13%
School of Engineering & the Built Environment (2013)	75	47%	27%	27%	23%	24%	27%	16%	11%
School of Engineering & the Built Environment (2011)	53	62%	21%	17%	17%	45%	21%	11%	6%
School of Life, Sport & Social Sciences (2013)	90	53%	18%	29%	11%	42%	18%	18%	11%
School of Life, Sport & Social Sciences (2011)	74	24%	35%	41%	5%	19%	35%	19%	22%
School of Management (2013)	32	56%	22%	22%	16%	41%	22%	13%	9%
School of Management (2011)	26	19%	27%	54%	8%	12%	27%	19%	35%
School of Marketing Tourism & Languages (2013)	39	51%	15%	33%	13%	38%	15%	21%	13%
School of Marketing Tourism & Languages (2011)	29	48%	31%	21%	14%	34%	31%	14%	7%
School of Nursing, Midwifery & Social Care (2013)	87	39%	30%	31%	11%	28%	30%	22%	9%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	62		10%	39%	26%	15%	11%		
Student & Academic Services (2013)	121		32%	36%	21%	7%	3%		
Student & Academic Services (2011)	71		20%	25%	28%	13%	14%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%	28%	10%	30%	32%	16%	12%
Overall University (2011)	778	35%	28%	37%	8%	27%	28%	19%	18%
Business School Research Institutes (2013)	14	43%	29%	29%	0%	43%	29%	21%	7%
Business School Research Institutes (2011)	11	45%	27%	27%	18%	27%	27%	18%	9%
Faculty Administration of the Business School (2013)	44	34%	45%	20%	9%	25%	45%	7%	14%
Faculty Office of the Business School (2011)	26	35%	31%	35%	8%	27%	31%	19%	15%
Faculty Administration of the FECCI (2013)	53	40%	42%	19%	13%	26%	42%	11%	8%
Faculty Office of the FECCI (2011)	37	30%	35%	35%	11%	19%	35%	19%	16%
Faculty Administration of the FHLSS (2013)	51	29%	22%	49%	8%	22%	22%	24%	25%
Faculty Office of the FHLSS (2011)	26	23%	35%	42%	4%	19%	35%	23%	19%
FECCI Research Institutes (2013)	44	52%	27%	20%	11%	41%	27%	7%	14%
FECCI Research Institutes (2011)	17	53%	18%	29%	18%	35%	18%	12%	18%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~

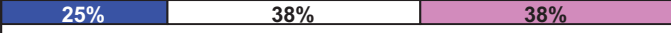
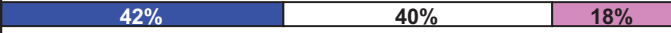

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	56	36%	36%	29%	7%	29%	36%	20%	9%
Finance, Planning and Commercial Services (2011)	34	41%	32%	26%	3%	38%	32%	18%	9%
Human Resources & Development (2013)	36	64%	22%	14%	19%	44%	22%	11%	3%
Human Resources (2011)	26	50%	27%	23%	12%	38%	27%	15%	8%
Information Services (2013)	105	40%	27%	33%	7%	33%	27%	17%	16%
Information Services (2011)	76	32%	34%	34%	3%	29%	34%	26%	8%
International, Development and External Affairs (2013)	37	19%	41%	41%	0%	19%	41%	30%	11%
International, Development and External Affairs (2011)	27	44%	33%	22%	7%	37%	33%	11%	11%
Office of the Vice Principal (Academic) (2013)	15	53%	33%	13%	7%	47%	33%	7%	7%
Office of the Vice Principal (Academic) (2011)	10	70%	20%	10%	20%	50%	20%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	100	45%	30%	25%	13%	32%	30%	19%	6%
Property & Facilities (2011)	52	48%	29%	23%	10%	38%	29%	15%	8%
School of Accounting, Financial Services and Law (2013)	31	32%	42%	26%	6%	26%	42%	16%	10%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	24%	14%	62%	5%	19%	14%	33%	29%
School of Arts & Creative Industries (2013)	73	44%	25%	32%	8%	36%	25%	14%	18%
School of Arts & Creative Industries (2011)	42	31%	26%	43%	10%	21%	26%	14%	29%
School of Computing (2013)	48	52%	25%	23%	23%	29%	25%	15%	8%
School of Computing (2011)	40	60%	25%	15%	20%	40%	25%	8%	8%
School of Engineering & the Built Environment (2013)	75	48%	27%	25%	15%	33%	27%	13%	12%
School of Engineering & the Built Environment (2011)	54	56%	20%	24%	19%	37%	20%	11%	13%
School of Life, Sport & Social Sciences (2013)	91	42%	32%	26%	8%	34%	32%	16%	10%
School of Life, Sport & Social Sciences (2011)	74	11%	19%	70%	3%	8%	19%	27%	43%
School of Management (2013)	33	30%	30%	39%	9%	21%	30%	21%	18%
School of Management (2011)	26	15%	23%	62%	12%	4%	23%	23%	38%
School of Marketing Tourism & Languages (2013)	40	38%	25%	38%	8%	30%	25%	18%	20%
School of Marketing Tourism & Languages (2011)	29	52%	24%	24%	7%	45%	24%	7%	17%
School of Nursing, Midwifery & Social Care (2013)	87	28%	31%	41%	8%	20%	31%	24%	17%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	61		2%	23%	38%	18%	20%		
Student & Academic Services (2013)	120		13%	28%	40%	14%	4%		
Student & Academic Services (2011)	71		4%	23%	27%	25%	21%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
8. How satisfied are you with your involvement in decisions that affect your work?									
Overall University (2013)	1,163	53%	21%	26%	12%	41%	21%	18%	8%
Overall University (2011)	774	44%	23%	34%	8%	35%	23%	21%	13%
Business School Research Institutes (2013)	14	71%	29%		7%	64%	29%	0%	0%
Business School Research Institutes (2011)	11	36%	27%	36%	18%	18%	27%	27%	9%
Faculty Administration of the Business School (2013)	43	53%	16%	30%	14%	40%	16%	19%	12%
Faculty Office of the Business School (2011)	26	50%	35%	15%	12%	38%	35%	15%	0%
Faculty Administration of the FECCI (2013)	53	55%	19%	26%	25%	30%	19%	17%	9%
Faculty Office of the FECCI (2011)	37	43%	22%	35%	14%	30%	22%	24%	11%
Faculty Administration of the FHLSS (2013)	51	41%	27%	31%	8%	33%	27%	20%	12%
Faculty Office of the FHLSS (2011)	26	38%	38%	23%	8%	31%	38%	12%	12%
FECCI Research Institutes (2013)	43	49%	35%	16%	7%	42%	35%	5%	12%
FECCI Research Institutes (2011)	16	81%	19%		6%	75%	0%	13%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~

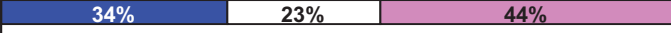

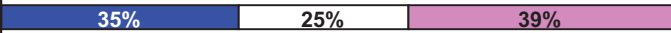
School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	56	55%	25%	20%	11%	45%	25%	14%	5%
Finance, Planning and Commercial Services (2011)	34	44%	21%	35%	3%	41%	21%	24%	12%
Human Resources & Development (2013)	36	78%	17%	6%	19%	58%	17%	6%	0%
Human Resources (2011)	26	73%	15%	12%	12%	62%	15%	8%	4%
Information Services (2013)	105	52%	19%	29%	13%	39%	19%	21%	8%
Information Services (2011)	77	52%	25%	23%	9%	43%	25%	17%	6%
International, Development and External Affairs (2013)	37	43%	27%	30%	0%	43%	27%	24%	5%
International, Development and External Affairs (2011)	27	63%	22%	15%	7%	56%	22%	11%	4%
Office of the Vice Principal (Academic) (2013)	15	73%	13%	13%	27%	47%	13%	13%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	30%		10%	60%	30%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	100	59%	18%	23%	11%	48%	18%	17%	6%
Property & Facilities (2011)	50	66%	12%	22%	10%	56%	12%	20%	2%
School of Accounting, Financial Services and Law (2013)	31	74%	10%	16%	13%	61%	10%	10%	6%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	43%	14%	43%	10%	33%	14%	33%	10%
School of Arts & Creative Industries (2013)	73	45%	22%	33%	7%	38%	22%	21%	12%
School of Arts & Creative Industries (2011)	42	29%	24%	48%	14%	14%	24%	21%	26%
School of Computing (2013)	47	53%	21%	26%	21%	32%	21%	17%	9%
School of Computing (2011)	40	50%	23%	28%	15%	35%	23%	13%	15%
School of Engineering & the Built Environment (2013)	75	44%	16%	40%	11%	33%	16%	28%	12%
School of Engineering & the Built Environment (2011)	53	45%	23%	32%	8%	38%	23%	26%	6%
School of Life, Sport & Social Sciences (2013)	90	50%	24%	26%	6%	44%	24%	16%	10%
School of Life, Sport & Social Sciences (2011)	73	16%	23%	60%	3%	14%	23%	29%	32%
School of Management (2013)	33	42%	18%	39%	9%	33%	18%	27%	12%
School of Management (2011)	26	19%	19%	62%	8%	12%	19%	23%	38%
School of Marketing Tourism & Languages (2013)	39	36%	26%	38%	3%	33%	26%	28%	10%
School of Marketing Tourism & Languages (2011)	28	46%	21%	32%	14%	32%	21%	21%	11%
School of Nursing, Midwifery & Social Care (2013)	87	45%	24%	31%	6%	39%	24%	21%	10%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	62		0%	34%	23%	27%	16%		
Student & Academic Services (2013)	121		20%	41%	22%	14%	2%		
Student & Academic Services (2011)	71		4%	31%	25%	30%	10%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%	9%
Business School Research Institutes (2013)	13	23%	31%	46%	0%	23%	31%	23%	23%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	44	50%	30%	20%	5%	45%	30%	9%	11%
Faculty Office of the Business School (2011)	26	50%	35%	15%	8%	42%	35%	15%	0%
Faculty Administration of the FECCI (2013)	52	48%	37%	15%	8%	40%	37%	10%	6%
Faculty Office of the FECCI (2011)	34	47%	21%	32%	3%	44%	21%	24%	9%
Faculty Administration of the FHLSS (2013)	48	35%	48%	17%	4%	31%	48%	10%	6%
Faculty Office of the FHLSS (2011)	25	40%	44%	16%	8%	32%	44%	8%	8%
FECCI Research Institutes (2013)	43	28%	49%	23%	5%	23%	49%	9%	14%
FECCI Research Institutes (2011)	16	44%	38%	19%	6%	38%	38%	19%	0%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~

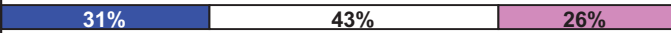

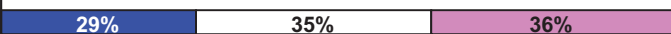
School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	56	34%	45%	21%	4%	30%	45%	14%	7%
Finance, Planning and Commercial Services (2011)	34	32%	35%	32%	0%	32%	35%	21%	12%
Human Resources & Development (2013)	36	75%	17%	8%	6%	69%	17%	8%	0%
Human Resources (2011)	26	69%	27%		8%	62%	27%	4%	0%
Information Services (2013)	103	46%	41%	14%	3%	43%	41%	10%	4%
Information Services (2011)	76	41%	42%	17%	3%	38%	42%	14%	3%
International, Development and External Affairs (2013)	37	49%	32%	19%	0%	49%	32%	14%	5%
International, Development and External Affairs (2011)	27	59%	30%	11%	4%	56%	30%	11%	0%
Office of the Vice Principal (Academic) (2013)	15	67%	7%	27%	0%	67%	7%	27%	0%
Office of the Vice Principal (Academic) (2011)	10	50%	40%	10%	10%	40%	40%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	100	58%	22%	20%	9%	49%	22%	14%	6%
Property & Facilities (2011)	51	51%	25%	24%	6%	45%	25%	20%	4%
School of Accounting, Financial Services and Law (2013)	31	58%	19%	23%	3%	55%	19%	16%	6%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	29%	33%	38%	0%	29%	33%	29%	10%
School of Arts & Creative Industries (2013)	69	33%	43%	23%	3%	30%	43%	13%	10%
School of Arts & Creative Industries (2011)	41	22%	41%	37%	5%	17%	41%	22%	15%
School of Computing (2013)	45	29%	31%	40%	4%	24%	31%	33%	7%
School of Computing (2011)	38	39%	29%	32%	0%	39%	29%	18%	13%
School of Engineering & the Built Environment (2013)	69	30%	32%	38%	1%	29%	32%	26%	12%
School of Engineering & the Built Environment (2011)	51	33%	41%	25%	4%	29%	41%	20%	6%
School of Life, Sport & Social Sciences (2013)	77	31%	44%	25%	4%	27%	44%	18%	6%
School of Life, Sport & Social Sciences (2011)	64	13%	45%	42%	0%	13%	45%	23%	19%
School of Management (2013)	30	27%	37%	37%	10%	17%	37%	33%	3%
School of Management (2011)	24	33%	25%	42%	4%	29%	25%	25%	17%
School of Marketing Tourism & Languages (2013)	39	26%	46%	28%	0%	26%	46%	26%	3%
School of Marketing Tourism & Languages (2011)	27	41%	26%	33%	4%	37%	26%	22%	11%
School of Nursing, Midwifery & Social Care (2013)	84	36%	32%	32%	0%	36%	32%	23%	10%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	61		2%	30%	43%	18%	8%		
Student & Academic Services (2013)	115		6%	44%	29%	17%	3%		
Student & Academic Services (2011)	69		4%	25%	35%	20%	16%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%	2%
Business School Research Institutes (2013)	14	79%	21%		43%	36%	21%	0%	0%
Business School Research Institutes (2011)	11	64%	27%	9%	18%	45%	27%	9%	0%
Faculty Administration of the Business School (2013)	42	79%	19%		36%	43%	19%	0%	2%
Faculty Office of the Business School (2011)	25	88%	8%		28%	60%	8%	4%	0%
Faculty Administration of the FECCI (2013)	53	70%	19%	11%	36%	34%	19%	6%	6%
Faculty Office of the FECCI (2011)	36	78%	17%	6%	33%	44%	17%	3%	3%
Faculty Administration of the FHLSS (2013)	49	76%	12%	12%	35%	41%	12%	12%	0%
Faculty Office of the FHLSS (2011)	26	65%	31%		23%	42%	31%	0%	4%
FECCI Research Institutes (2013)	43	86%	12%		35%	51%	12%	0%	2%
FECCI Research Institutes (2011)	17	82%	18%		47%	35%	18%	0%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	57	79%	16%		25%	54%	16%	4%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	34	71%	18%	12%	12%	59%	18%	6%	6%
Human Resources & Development (2013)	36	92%	6%	6%	33%	58%	6%	3%	0%
Human Resources (2011)	26	88%	12%		38%	50%	12%	0%	0%
Information Services (2013)	106	78%	18%	6%	30%	48%	18%	3%	1%
Information Services (2011)	76	70%	28%	2%	26%	43%	28%	3%	0%
International, Development and External Affairs (2013)	36	81%	11%	8%	28%	53%	11%	6%	3%
International, Development and External Affairs (2011)	27	96%	4%		41%	56%	4%	0%	0%
Office of the Vice Principal (Academic) (2013)	15	87%	13%		60%	27%	13%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	90%	10%		40%	50%	10%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	101	78%	15%	7%	39%	40%	15%	6%	1%
Property & Facilities (2011)	51	78%	20%	2%	27%	51%	20%	2%	0%
School of Accounting, Financial Services and Law (2013)	31	90%	6%	4%	52%	39%	6%	3%	0%
School of Accounting, Financial Services and Law (2011)	21	90%	10%		67%	24%	10%	0%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	73	78%	18%	4%	32%	47%	18%	3%	1%
School of Arts & Creative Industries (2011)	42	71%	17%	12%	33%	38%	17%	10%	2%
School of Computing (2013)	47	70%	26%	4%	32%	38%	26%	0%	4%
School of Computing (2011)	39	79%	15%	6%	31%	49%	15%	5%	0%
School of Engineering & the Built Environment (2013)	73	71%	18%	11%	37%	34%	18%	8%	3%
School of Engineering & the Built Environment (2011)	54	76%	19%	6%	28%	48%	19%	4%	2%
School of Life, Sport & Social Sciences (2013)	90	66%	24%	10%	20%	46%	24%	8%	2%
School of Life, Sport & Social Sciences (2011)	72	64%	25%	11%	26%	38%	25%	8%	3%
School of Management (2013)	32	72%	22%	6%	19%	53%	22%	6%	0%
School of Management (2011)	26	46%	35%	19%	19%	27%	35%	8%	12%
School of Marketing Tourism & Languages (2013)	39	72%	13%	15%	18%	54%	13%	15%	0%
School of Marketing Tourism & Languages (2011)	29	76%	17%	7%	21%	55%	17%	3%	3%
School of Nursing, Midwifery & Social Care (2013)	87	77%	17%	6%	30%	47%	17%	6%	0%
School of Nursing, Midwifery & Social Care (2011)	62	68%	24%	8%	16%	52%	24%	5%	3%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	120				42%	43%	15%	1%	0%
Student & Academic Services (2011)	70				33%	26%	30%	6%	6%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%	5%
Business School Research Institutes (2013)	14	71%	29%		14%	57%	29%	0%	0%
Business School Research Institutes (2011)	11	45%	36%	18%	18%	27%	36%	18%	0%
Faculty Administration of the Business School (2013)	43	67%	23%	9%	28%	40%	23%	5%	5%
Faculty Office of the Business School (2011)	25	68%	28%		12%	56%	28%	4%	0%
Faculty Administration of the FECCI (2013)	54	61%	28%	11%	33%	28%	28%	6%	6%
Faculty Office of the FECCI (2011)	37	59%	24%	16%	24%	35%	24%	14%	3%
Faculty Administration of the FHLSS (2013)	51	65%	20%	16%	18%	47%	20%	12%	4%
Faculty Office of the FHLSS (2011)	23	48%	48%		22%	26%	48%	4%	0%
FECCI Research Institutes (2013)	44	61%	32%	7%	18%	43%	32%	5%	2%
FECCI Research Institutes (2011)	17	71%	18%	12%	47%	24%	18%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	56	77%	18%		14%	63%	18%	4%	2%


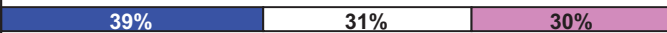
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	34	62%	26%	12%	3%	59%	26%	6%	6%
Human Resources & Development (2013)	37	89%	8%		30%	59%	8%	3%	0%
Human Resources (2011)	26	81%	15%		27%	54%	15%	4%	0%
Information Services (2013)	106	68%	23%	9%	16%	52%	23%	8%	2%
Information Services (2011)	76	62%	34%		16%	46%	34%	4%	0%
International, Development and External Affairs (2013)	37	54%	27%	19%	19%	35%	27%	16%	3%
International, Development and External Affairs (2011)	27	59%	30%	11%	26%	33%	30%	7%	4%
Office of the Vice Principal (Academic) (2013)	15	80%	20%		47%	33%	20%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	30%	70%		10%	20%	70%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	101	76%	20%		37%	40%	20%	2%	2%
Property & Facilities (2011)	51	65%	27%	8%	33%	31%	27%	6%	2%
School of Accounting, Financial Services and Law (2013)	31	71%	23%	6%	39%	32%	23%	3%	3%
School of Accounting, Financial Services and Law (2011)	21	48%	43%	10%	24%	24%	43%	5%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	73	56%	23%	21%	23%	33%	23%	19%	1%
School of Arts & Creative Industries (2011)	42	50%	31%	19%	17%	33%	31%	12%	7%
School of Computing (2013)	48	69%	19%	13%	31%	38%	19%	6%	6%
School of Computing (2011)	40	73%	13%	15%	33%	40%	13%	10%	5%
School of Engineering & the Built Environment (2013)	75	56%	27%	17%	35%	21%	27%	11%	7%
School of Engineering & the Built Environment (2011)	52	73%	12%	15%	27%	46%	12%	13%	2%
School of Life, Sport & Social Sciences (2013)	90	48%	32%	20%	11%	37%	32%	12%	8%
School of Life, Sport & Social Sciences (2011)	74	34%	32%	34%	11%	23%	32%	24%	9%
School of Management (2013)	32	63%	19%	19%	25%	38%	19%	16%	3%
School of Management (2011)	26	27%	35%	38%	12%	15%	35%	23%	15%
School of Marketing Tourism & Languages (2013)	40	60%	25%	15%	18%	43%	25%	15%	0%
School of Marketing Tourism & Languages (2011)	29	72%	17%	10%	10%	62%	17%	3%	7%
School of Nursing, Midwifery & Social Care (2013)	87	59%	25%	16%	21%	38%	25%	13%	3%
School of Nursing, Midwifery & Social Care (2011)	62	63%	24%	13%	11%	52%	24%	11%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	120		26%	43%	25%	6%	1%		
Student & Academic Services (2011)	71		10%	30%	31%	20%	10%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	69%	23%	8%	31%	38%	23%	0%	8%
Business School Research Institutes (2011)	11	55%	36%	9%	18%	36%	36%	9%	0%
Faculty Administration of the Business School (2013)	44	84%	9%	7%	52%	32%	9%	2%	5%
Faculty Office of the Business School (2011)	26	77%	19%		35%	42%	19%	4%	0%
Faculty Administration of the FECCI (2013)	53	83%	9%	8%	55%	28%	9%	2%	6%
Faculty Office of the FECCI (2011)	36	75%	17%	8%	44%	31%	17%	0%	8%
Faculty Administration of the FHLSS (2013)	46	78%	11%	11%	37%	41%	11%	7%	4%
Faculty Office of the FHLSS (2011)	26	96%			35%	62%	0%	0%	4%
FECCI Research Institutes (2013)	41	88%	10%		44%	44%	10%	0%	2%
FECCI Research Institutes (2011)	16	81%	13%	6%	25%	56%	13%	0%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	5	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	56	86%	7%	7%	57%	29%	7%	0%	7%
Finance, Planning and Commercial Services (2011)	33	79%	15%	6%	24%	55%	15%	3%	3%
Human Resources & Development (2013)	37	86%	14%		65%	22%	14%	0%	0%
Human Resources (2011)	26	96%			54%	42%	0%	4%	0%
Information Services (2013)	103	80%	14%	7%	31%	49%	14%	6%	1%
Information Services (2011)	74	80%	14%	7%	32%	47%	14%	4%	3%
International, Development and External Affairs (2013)	36	83%	11%	6%	44%	39%	11%	0%	6%
International, Development and External Affairs (2011)	24	92%			38%	54%	4%	4%	0%
Office of the Vice Principal (Academic) (2013)	15	93%		7%	53%	40%	0%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	100%			90%	10%	0%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	82%	12%	6%	38%	43%	12%	5%	1%
Property & Facilities (2011)	51	76%	20%		37%	39%	20%	4%	0%
School of Accounting, Financial Services and Law (2013)	30	83%	17%		40%	43%	17%	0%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	100%			52%	48%	0%	0%	0%
School of Arts & Creative Industries (2013)	71	80%	8%	11%	32%	48%	8%	6%	6%
School of Arts & Creative Industries (2011)	38	68%	18%	13%	34%	34%	18%	8%	5%
School of Computing (2013)	46	93%			41%	52%	4%	0%	2%
School of Computing (2011)	39	77%	18%		38%	38%	18%	5%	0%
School of Engineering & the Built Environment (2013)	71	86%	8%	6%	39%	46%	8%	1%	4%
School of Engineering & the Built Environment (2011)	53	77%	13%	9%	38%	40%	13%	6%	4%
School of Life, Sport & Social Sciences (2013)	90	78%	16%	7%	31%	47%	16%	2%	4%
School of Life, Sport & Social Sciences (2011)	74	69%	11%	20%	28%	41%	11%	11%	9%
School of Management (2013)	31	68%	23%	10%	26%	42%	23%	6%	3%
School of Management (2011)	25	52%	32%	16%	16%	36%	32%	8%	8%
School of Marketing Tourism & Languages (2013)	37	81%		14%	43%	38%	5%	11%	3%
School of Marketing Tourism & Languages (2011)	28	82%	11%	7%	32%	50%	11%	4%	4%
School of Nursing, Midwifery & Social Care (2013)	83	77%	14%	8%	34%	43%	14%	5%	4%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	61		26%	36%	21%	15%	2%		
Student & Academic Services (2013)	118		53%	38%	3%	4%	1%		
Student & Academic Services (2011)	68		38%	41%	13%	6%	1%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	92%	8%		54%	38%	8%	0%	0%
Business School Research Institutes (2011)	11	36%	27%	36%	0%	36%	27%	18%	18%
Faculty Administration of the Business School (2013)	44	89%	7%		50%	39%	5%	2%	5%
Faculty Office of the Business School (2011)	26	35%	42%	23%	12%	23%	42%	12%	12%
Faculty Administration of the FECCI (2013)	52	75%	17%	8%	50%	25%	17%	4%	4%
Faculty Office of the FECCI (2011)	36	33%	36%	31%	8%	25%	36%	25%	6%
Faculty Administration of the FHLSS (2013)	48	71%	19%	10%	31%	40%	19%	6%	4%
Faculty Office of the FHLSS (2011)	25	48%	36%	16%	8%	40%	36%	16%	0%
FECCI Research Institutes (2013)	41	85%	10%		41%	44%	10%	0%	5%
FECCI Research Institutes (2011)	16	63%	25%	13%	19%	44%	25%	13%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~

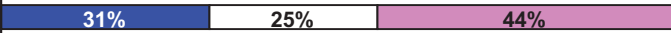

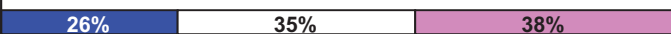
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	56				48%	41%	2%	5%	4%
Finance, Planning and Commercial Services (2011)	32				0%	50%	22%	22%	6%
Human Resources & Development (2013)	37				57%	24%	16%	3%	0%
Human Resources (2011)	26				4%	31%	54%	12%	0%
Information Services (2013)	104				35%	40%	14%	8%	3%
Information Services (2011)	74				5%	38%	38%	16%	3%
International, Development and External Affairs (2013)	36				44%	39%	11%	0%	6%
International, Development and External Affairs (2011)	24				13%	29%	33%	17%	8%
Office of the Vice Principal (Academic) (2013)	15				67%	13%	13%	7%	0%
Office of the Vice Principal (Academic) (2011)	10				0%	30%	40%	20%	10%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99				34%	44%	17%	2%	2%
Property & Facilities (2011)	52				12%	42%	19%	23%	4%
School of Accounting, Financial Services and Law (2013)	30				47%	40%	10%	0%	3%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	24%	33%	43%	5%	19%	33%	29%	14%
School of Arts & Creative Industries (2013)	71	72%	14%	14%	32%	39%	14%	8%	6%
School of Arts & Creative Industries (2011)	39	31%	21%	49%	10%	21%	21%	10%	38%
School of Computing (2013)	46	85%	15%		46%	39%	15%	0%	0%
School of Computing (2011)	39	59%	31%	10%	15%	44%	31%	8%	3%
School of Engineering & the Built Environment (2013)	71	85%	7%	8%	44%	41%	7%	7%	1%
School of Engineering & the Built Environment (2011)	52	48%	31%	21%	12%	37%	31%	13%	8%
School of Life, Sport & Social Sciences (2013)	92	80%	14%		28%	52%	14%	1%	4%
School of Life, Sport & Social Sciences (2011)	72	15%	18%	67%	7%	8%	18%	39%	28%
School of Management (2013)	31	74%	16%	10%	32%	42%	16%	3%	6%
School of Management (2011)	26	27%	12%	62%	8%	19%	12%	27%	35%
School of Marketing Tourism & Languages (2013)	38	74%	8%	18%	37%	37%	8%	11%	8%
School of Marketing Tourism & Languages (2011)	26	31%	35%	35%	4%	27%	35%	19%	15%
School of Nursing, Midwifery & Social Care (2013)	83	76%	11%	13%	35%	41%	11%	7%	6%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	61		3%	28%	25%	23%	21%		
Student & Academic Services (2013)	120		48%	32%	12%	8%	2%		
Student & Academic Services (2011)	68		4%	22%	35%	22%	16%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	77%	8%	15%	8%	69%	8%	15%	0%
Business School Research Institutes (2011)	11	64%	27%	9%	9%	55%	27%	0%	9%
Faculty Administration of the Business School (2013)	41	66%	15%	20%	17%	49%	15%	12%	7%
Faculty Office of the Business School (2011)	25	64%	20%	16%	24%	40%	20%	12%	4%
Faculty Administration of the FECCI (2013)	50	62%	24%	14%	22%	40%	24%	12%	2%
Faculty Office of the FECCI (2011)	36	56%	11%	33%	8%	47%	11%	19%	14%
Faculty Administration of the FHLSS (2013)	48	65%	13%	23%	15%	50%	13%	15%	8%
Faculty Office of the FHLSS (2011)	25	48%	28%	24%	4%	44%	28%	20%	4%
FECCI Research Institutes (2013)	39	67%	18%	15%	31%	36%	18%	10%	5%
FECCI Research Institutes (2011)	15	60%	27%	13%	20%	40%	27%	7%	7%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	53	75%	9%	15%	21%	55%	9%	9%	6%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	34	47%	29%	24%	3%	44%	29%	18%	6%
Human Resources & Development (2013)	37	76%	16%	8%	35%	41%	16%	8%	0%
Human Resources (2011)	26	65%	23%	12%	8%	58%	23%	12%	0%
Information Services (2013)	102	69%	21%	11%	19%	50%	21%	8%	3%
Information Services (2011)	74	61%	26%	14%	14%	47%	26%	12%	1%
International, Development and External Affairs (2013)	36	78%	19%		22%	56%	19%	3%	0%
International, Development and External Affairs (2011)	24	63%	21%	17%	8%	54%	21%	8%	8%
Office of the Vice Principal (Academic) (2013)	15	73%	20%	7%	20%	53%	20%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	10%	30%	10%	50%	10%	30%	0%
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	69%	20%	11%	27%	41%	20%	9%	2%
Property & Facilities (2011)	50	72%	10%	18%	22%	50%	10%	16%	2%
School of Accounting, Financial Services and Law (2013)	30	70%	27%		20%	50%	27%	3%	0%
School of Accounting, Financial Services and Law (2011)	21	48%	24%	29%	14%	33%	24%	29%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	70	46%	29%	26%	14%	31%	29%	13%	13%
School of Arts & Creative Industries (2011)	38	32%	24%	45%	11%	21%	24%	18%	26%
School of Computing (2013)	46	67%	20%	13%	24%	43%	20%	11%	2%
School of Computing (2011)	38	63%	21%	16%	11%	53%	21%	13%	3%
School of Engineering & the Built Environment (2013)	69	49%	29%	22%	20%	29%	29%	14%	7%
School of Engineering & the Built Environment (2011)	50	52%	26%	22%	4%	48%	26%	12%	10%
School of Life, Sport & Social Sciences (2013)	87	48%	30%	22%	16%	32%	30%	13%	9%
School of Life, Sport & Social Sciences (2011)	73	37%	15%	48%	11%	26%	15%	25%	23%
School of Management (2013)	31	42%	23%	35%	13%	29%	23%	26%	10%
School of Management (2011)	26	38%		58%	8%	31%	4%	31%	27%
School of Marketing Tourism & Languages (2013)	39	59%	23%	18%	21%	38%	23%	10%	8%
School of Marketing Tourism & Languages (2011)	27	48%	37%	15%	4%	44%	37%	11%	4%
School of Nursing, Midwifery & Social Care (2013)	84	50%	25%	25%	18%	32%	25%	13%	12%
School of Nursing, Midwifery & Social Care (2011)	59	42%	24%	34%	3%	39%	24%	29%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	114				27%	49%	11%	11%	3%
Student & Academic Services (2011)	65				11%	35%	29%	15%	9%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	85%	15%		8%	77%	15%	0%	0%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	38	71%	18%	11%	16%	55%	18%	5%	5%
Faculty Office of the Business School (2011)	25	72%	20%	8%	20%	52%	20%	4%	4%
Faculty Administration of the FECCI (2013)	46	70%	20%	11%	28%	41%	20%	9%	2%
Faculty Office of the FECCI (2011)	32	59%	19%	22%	9%	50%	19%	19%	3%
Faculty Administration of the FHLSS (2013)	43	77%	9%	14%	12%	65%	9%	9%	5%
Faculty Office of the FHLSS (2011)	19	63%	21%	16%	5%	58%	21%	16%	0%
FECCI Research Institutes (2013)	36	69%	19%	11%	28%	42%	19%	6%	6%
FECCI Research Institutes (2011)	15	67%	27%	7%	20%	47%	27%	0%	7%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	3	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	50	82%	8%	10%	24%	58%	8%	4%	6%



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	31	55%	23%	23%	3%	52%	23%	13%	10%
Human Resources & Development (2013)	36	81%	17%		39%	42%	17%	3%	0%
Human Resources (2011)	25	68%	24%	8%	12%	56%	24%	8%	0%
Information Services (2013)	97	70%	23%	7%	16%	54%	23%	5%	2%
Information Services (2011)	71	75%	17%	8%	14%	61%	17%	4%	4%
International, Development and External Affairs (2013)	36	81%	11%	8%	22%	58%	11%	3%	6%
International, Development and External Affairs (2011)	20	65%	25%	10%	15%	50%	25%	0%	10%
Office of the Vice Principal (Academic) (2013)	14	71%	29%		29%	43%	29%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	30%	10%	20%	40%	30%	10%	0%
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	70%	21%	9%	25%	44%	21%	8%	1%
Property & Facilities (2011)	49	67%	22%	10%	18%	49%	22%	8%	2%
School of Accounting, Financial Services and Law (2013)	28	82%	18%		25%	57%	18%	0%	0%
School of Accounting, Financial Services and Law (2011)	20	55%	40%		15%	40%	40%	5%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	63	54%	25%	21%	19%	35%	25%	14%	6%
School of Arts & Creative Industries (2011)	31	45%	42%	13%	10%	35%	42%	6%	6%
School of Computing (2013)	46	76%	11%	13%	26%	50%	11%	11%	2%
School of Computing (2011)	37	70%	11%	19%	16%	54%	11%	16%	3%
School of Engineering & the Built Environment (2013)	63	63%	29%	8%	22%	41%	29%	5%	3%
School of Engineering & the Built Environment (2011)	46	63%	22%	15%	4%	59%	22%	9%	7%
School of Life, Sport & Social Sciences (2013)	78	63%	19%	18%	17%	46%	19%	9%	9%
School of Life, Sport & Social Sciences (2011)	62	37%	32%	31%	11%	26%	32%	15%	16%
School of Management (2013)	26	54%	23%	23%	15%	38%	23%	8%	15%
School of Management (2011)	26	35%	23%	42%	8%	27%	23%	19%	23%
School of Marketing Tourism & Languages (2013)	38	71%	18%	11%	26%	45%	18%	8%	3%
School of Marketing Tourism & Languages (2011)	23	57%	30%	13%	9%	48%	30%	9%	4%
School of Nursing, Midwifery & Social Care (2013)	76	49%	36%	16%	21%	28%	36%	9%	7%
School of Nursing, Midwifery & Social Care (2011)	55	38%	40%	22%	4%	35%	40%	16%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	106		28%	43%	19%	8%	1%		
Student & Academic Services (2011)	63		10%	41%	32%	11%	6%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	10	30%	70%		0%	30%	70%	0%	0%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	36	36%	36%	28%	14%	22%	36%	22%	6%
Faculty Office of the Business School (2011)	22	50%	27%	23%	9%	41%	27%	18%	5%
Faculty Administration of the FECCI (2013)	41	46%	24%	29%	20%	27%	24%	17%	12%
Faculty Office of the FECCI (2011)	30	40%	23%	37%	13%	27%	23%	20%	17%
Faculty Administration of the FHLSS (2013)	43	33%	23%	44%	0%	33%	23%	14%	30%
Faculty Office of the FHLSS (2011)	19	37%	26%	37%	11%	26%	26%	26%	11%
FECCI Research Institutes (2013)	29	45%	34%	21%	14%	31%	34%	10%	10%
FECCI Research Institutes (2011)	15	33%	60%	7%	13%	20%	60%	0%	7%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	2	Insufficient Sample Size			~	~	~	~	~



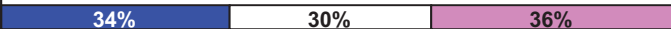
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	44	50%	30%	20%	11%	39%	30%	7%	14%
Finance, Planning and Commercial Services (2011)	26	46%	19%	35%	4%	42%	19%	19%	15%
Human Resources & Development (2013)	29	66%	14%	21%	24%	41%	14%	7%	14%
Human Resources (2011)	25	48%	36%	16%	16%	32%	36%	12%	4%
Information Services (2013)	93	52%	27%	22%	13%	39%	27%	14%	8%
Information Services (2011)	66	36%	29%	35%	6%	30%	29%	23%	12%
International, Development and External Affairs (2013)	33	48%	24%	27%	12%	36%	24%	12%	15%
International, Development and External Affairs (2011)	19	42%	26%	32%	16%	26%	26%	26%	5%
Office of the Vice Principal (Academic) (2013)	12	33%	50%	17%	0%	33%	50%	17%	0%
Office of the Vice Principal (Academic) (2011)	7	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	96	51%	20%	29%	18%	33%	20%	23%	6%
Property & Facilities (2011)	48	48%	21%	31%	15%	33%	21%	23%	8%
School of Accounting, Financial Services and Law (2013)	26	23%	46%	31%	12%	12%	46%	19%	12%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	17	29%	41%	29%	6%	24%	41%	24%	6%
School of Arts & Creative Industries (2013)	59	31%	20%	49%	14%	17%	20%	24%	25%
School of Arts & Creative Industries (2011)	34	24%	15%	62%	9%	15%	15%	35%	26%
School of Computing (2013)	40	23%	30%	48%	10%	13%	30%	28%	20%
School of Computing (2011)	35	29%	34%	37%	3%	26%	34%	20%	17%
School of Engineering & the Built Environment (2013)	61	36%	34%	30%	20%	16%	34%	13%	16%
School of Engineering & the Built Environment (2011)	45	33%	38%	29%	2%	31%	38%	16%	13%
School of Life, Sport & Social Sciences (2013)	71	34%	35%	31%	7%	27%	35%	17%	14%
School of Life, Sport & Social Sciences (2011)	61	21%	26%	52%	5%	16%	26%	33%	20%
School of Management (2013)	23	43%	35%	22%	9%	35%	35%	9%	13%
School of Management (2011)	20	20%	30%	50%	5%	15%	30%	25%	25%
School of Marketing Tourism & Languages (2013)	32	28%	28%	44%	6%	22%	28%	22%	22%
School of Marketing Tourism & Languages (2011)	23	26%	35%	39%	4%	22%	35%	26%	13%
School of Nursing, Midwifery & Social Care (2013)	71	15%	34%	51%	3%	13%	34%	28%	23%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	51		0%	12%	37%	29%	22%		
Student & Academic Services (2013)	93		14%	30%	27%	18%	11%		
Student & Academic Services (2011)	61		13%	21%	30%	20%	16%		
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	85%	15%		23%	62%	15%	0%	0%
Business School Research Institutes (2011)	10	60%	20%	20%	30%	30%	20%	10%	10%
Faculty Administration of the Business School (2013)	42	67%	21%	12%	33%	33%	21%	5%	7%
Faculty Office of the Business School (2011)	24	67%	13%	21%	21%	46%	13%	17%	4%
Faculty Administration of the FECCI (2013)	50	70%	20%	10%	36%	34%	20%	4%	6%
Faculty Office of the FECCI (2011)	36	64%	28%	8%	31%	33%	28%	3%	6%
Faculty Administration of the FHLSS (2013)	45	60%	18%	22%	13%	47%	18%	2%	20%
Faculty Office of the FHLSS (2011)	26	81%	12%	8%	19%	62%	12%	8%	0%
FECCI Research Institutes (2013)	41	76%	15%	10%	27%	49%	15%	7%	2%
FECCI Research Institutes (2011)	16	81%		19%	19%	63%	0%	13%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	56	79%	14%	7%	32%	46%	14%	2%	5%



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	31	65%	26%	10%	19%	45%	26%	6%	3%
Human Resources & Development (2013)	36	78%	17%	6%	50%	28%	17%	6%	0%
Human Resources (2011)	26	81%	12%	8%	35%	46%	12%	8%	0%
Information Services (2013)	99	71%	14%	15%	26%	44%	14%	11%	4%
Information Services (2011)	75	65%	19%	16%	12%	53%	19%	8%	8%
International, Development and External Affairs (2013)	36	69%	19%	11%	33%	36%	19%	6%	6%
International, Development and External Affairs (2011)	23	65%	30%		30%	35%	30%	4%	0%
Office of the Vice Principal (Academic) (2013)	15	80%	7%	13%	40%	40%	7%	13%	0%
Office of the Vice Principal (Academic) (2011)	10	100%			40%	60%	0%	0%	0%
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	78%	14%	8%	32%	45%	14%	6%	2%
Property & Facilities (2011)	52	67%	12%	21%	33%	35%	12%	17%	4%
School of Accounting, Financial Services and Law (2013)	30	83%	10%	7%	37%	47%	10%	3%	3%
School of Accounting, Financial Services and Law (2011)	21	81%	10%	10%	24%	57%	10%	10%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	67	66%	15%	19%	21%	45%	15%	10%	9%
School of Arts & Creative Industries (2011)	37	59%	16%	24%	22%	38%	16%	8%	16%
School of Computing (2013)	46	80%	11%	9%	30%	50%	11%	4%	4%
School of Computing (2011)	39	74%	26%		28%	46%	26%	0%	0%
School of Engineering & the Built Environment (2013)	68	78%	10%	12%	41%	37%	10%	6%	6%
School of Engineering & the Built Environment (2011)	51	75%	22%		24%	51%	22%	2%	2%
School of Life, Sport & Social Sciences (2013)	86	66%	17%	16%	19%	48%	17%	8%	8%
School of Life, Sport & Social Sciences (2011)	71	44%	21%	35%	14%	30%	21%	20%	15%
School of Management (2013)	29	66%	21%	14%	21%	45%	21%	3%	10%
School of Management (2011)	24	54%	21%	25%	8%	46%	21%	8%	17%
School of Marketing Tourism & Languages (2013)	36	69%	14%	17%	25%	44%	14%	11%	6%
School of Marketing Tourism & Languages (2011)	27	78%	19%		19%	59%	19%	0%	4%
School of Nursing, Midwifery & Social Care (2013)	82	55%	29%	16%	15%	40%	29%	10%	6%
School of Nursing, Midwifery & Social Care (2011)	60	50%	23%	27%	8%	42%	23%	20%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	115		35%	41%	16%	7%	2%		
Student & Academic Services (2011)	67		21%	40%	25%	7%	6%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	54%	46%		23%	31%	46%	0%	0%
Business School Research Institutes (2011)	11	45%	27%	27%	18%	27%	27%	9%	18%
Faculty Administration of the Business School (2013)	40	58%	25%	18%	25%	33%	25%	13%	5%
Faculty Office of the Business School (2011)	25	52%	28%	20%	16%	36%	28%	16%	4%
Faculty Administration of the FECCI (2013)	52	54%	25%	21%	27%	27%	25%	12%	10%
Faculty Office of the FECCI (2011)	34	56%	18%	26%	26%	29%	18%	18%	9%
Faculty Administration of the FHLSS (2013)	47	57%	13%	30%	11%	47%	13%	11%	19%
Faculty Office of the FHLSS (2011)	26	58%	27%	15%	12%	46%	27%	12%	4%
FECCI Research Institutes (2013)	41	63%	17%	20%	15%	49%	17%	15%	5%
FECCI Research Institutes (2011)	16	50%	38%	13%	19%	31%	38%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	5	Insufficient Sample Size			~	~	~	~	~

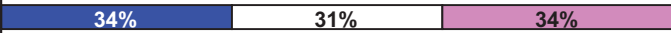


School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	55	78%	11%	11%	27%	51%	11%	5%	5%
Finance, Planning and Commercial Services (2011)	34	56%	12%	32%	6%	50%	12%	21%	12%
Human Resources & Development (2013)	37	78%	8%	14%	41%	38%	8%	14%	0%
Human Resources (2011)	26	73%	19%	8%	31%	42%	19%	4%	4%
Information Services (2013)	101	66%	19%	15%	20%	47%	19%	10%	5%
Information Services (2011)	74	55%	24%	20%	14%	42%	24%	11%	9%
International, Development and External Affairs (2013)	36	61%	28%	11%	28%	33%	28%	6%	6%
International, Development and External Affairs (2011)	23	57%	30%	13%	26%	30%	30%	9%	4%
Office of the Vice Principal (Academic) (2013)	15	67%	27%	7%	20%	47%	27%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	100%			20%	80%	0%	0%	0%
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	72%	18%	10%	28%	43%	18%	7%	3%
Property & Facilities (2011)	52	60%	15%	25%	27%	33%	15%	19%	6%
School of Accounting, Financial Services and Law (2013)	30	73%	20%	7%	30%	43%	20%	7%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	57%	33%	10%	24%	33%	33%	10%	0%
School of Arts & Creative Industries (2013)	72	46%	22%	32%	17%	29%	22%	17%	15%
School of Arts & Creative Industries (2011)	38	39%	21%	39%	16%	24%	21%	13%	26%
School of Computing (2013)	46	52%	30%	17%	24%	28%	30%	9%	9%
School of Computing (2011)	39	72%	15%	13%	13%	59%	15%	8%	5%
School of Engineering & the Built Environment (2013)	68	59%	19%	22%	22%	37%	19%	16%	6%
School of Engineering & the Built Environment (2011)	51	57%	24%	20%	18%	39%	24%	12%	8%
School of Life, Sport & Social Sciences (2013)	88	49%	27%	24%	13%	36%	27%	14%	10%
School of Life, Sport & Social Sciences (2011)	73	41%	12%	47%	14%	27%	12%	23%	23%
School of Management (2013)	29	45%	28%	28%	14%	31%	28%	24%	3%
School of Management (2011)	23	35%	22%	43%	0%	35%	22%	26%	17%
School of Marketing Tourism & Languages (2013)	39	54%	18%	28%	23%	31%	18%	21%	8%
School of Marketing Tourism & Languages (2011)	27	67%	22%	11%	15%	52%	22%	7%	4%
School of Nursing, Midwifery & Social Care (2013)	83	46%	25%	29%	12%	34%	25%	22%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	61		10%	25%	31%	23%	11%		
Student & Academic Services (2013)	117		24%	41%	19%	14%	3%		
Student & Academic Services (2011)	67		19%	31%	25%	16%	7%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	85%	15%		8%	77%	15%	0%	0%
Business School Research Institutes (2011)	11	64%	9%	27%	9%	55%	9%	9%	18%
Faculty Administration of the Business School (2013)	43	51%	21%	28%	9%	42%	21%	14%	14%
Faculty Office of the Business School (2011)	26	46%	31%	23%	15%	31%	31%	19%	4%
Faculty Administration of the FECCI (2013)	53	57%	21%	23%	17%	40%	21%	17%	6%
Faculty Office of the FECCI (2011)	35	54%	17%	29%	14%	40%	17%	23%	6%
Faculty Administration of the FHLSS (2013)	47	36%	19%	45%	9%	28%	19%	30%	15%
Faculty Office of the FHLSS (2011)	26	42%	35%	23%	8%	35%	35%	12%	12%
FECCI Research Institutes (2013)	42	55%	19%	26%	19%	36%	19%	14%	12%
FECCI Research Institutes (2011)	16	50%	31%	19%	13%	38%	31%	13%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~

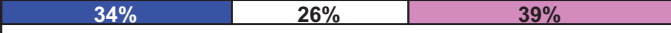

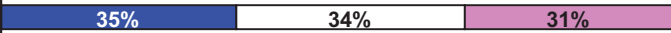
School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	56	70%	14%	16%	11%	59%	14%	13%	4%
Finance, Planning and Commercial Services (2011)	34	47%	21%	32%	6%	41%	21%	21%	12%
Human Resources & Development (2013)	37	76%	16%	8%	22%	54%	16%	5%	3%
Human Resources (2011)	26	58%	19%	23%	12%	46%	19%	19%	4%
Information Services (2013)	102	57%	23%	21%	16%	41%	23%	17%	4%
Information Services (2011)	74	50%	30%	20%	9%	41%	30%	14%	7%
International, Development and External Affairs (2013)	36	61%	17%	22%	8%	53%	17%	14%	8%
International, Development and External Affairs (2011)	24	58%	25%	17%	13%	46%	25%	4%	13%
Office of the Vice Principal (Academic) (2013)	15	73%	20%	7%	13%	60%	20%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	40%		40%	20%	40%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	61%	24%	15%	21%	39%	24%	10%	5%
Property & Facilities (2011)	50	58%	22%	20%	22%	36%	22%	10%	10%
School of Accounting, Financial Services and Law (2013)	30	67%	23%	10%	13%	53%	23%	3%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	48%	24%	29%	10%	38%	24%	19%	10%
School of Arts & Creative Industries (2013)	72	42%	25%	33%	6%	36%	25%	21%	13%
School of Arts & Creative Industries (2011)	39	41%	15%	44%	5%	36%	15%	23%	21%
School of Computing (2013)	46	48%	28%	24%	20%	28%	28%	15%	9%
School of Computing (2011)	39	59%	18%	23%	18%	41%	18%	18%	5%
School of Engineering & the Built Environment (2013)	72	43%	33%	24%	21%	22%	33%	15%	8%
School of Engineering & the Built Environment (2011)	52	52%	33%	15%	8%	44%	33%	10%	6%
School of Life, Sport & Social Sciences (2013)	90	37%	28%	36%	10%	27%	28%	22%	13%
School of Life, Sport & Social Sciences (2011)	73	21%	34%	45%	4%	16%	34%	21%	25%
School of Management (2013)	31	35%	32%	32%	13%	23%	32%	16%	16%
School of Management (2011)	26	15%	31%	54%	0%	15%	31%	27%	27%
School of Marketing Tourism & Languages (2013)	38	50%	18%	32%	8%	42%	18%	24%	8%
School of Marketing Tourism & Languages (2011)	27	48%	19%	33%	19%	30%	19%	26%	7%
School of Nursing, Midwifery & Social Care (2013)	84	31%	37%	32%	12%	19%	37%	21%	11%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	61		2%	33%	26%	25%	15%		
Student & Academic Services (2013)	118		21%	36%	20%	15%	7%		
Student & Academic Services (2011)	68		10%	25%	34%	19%	12%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
20. I feel valued as an employee of the University.									
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%
Business School Research Institutes (2013)	13	46%	46%	8%	8%	38%	46%	8%	0%
Business School Research Institutes (2011)	11	64%		36%	9%	55%	0%	27%	9%
Faculty Administration of the Business School (2013)	44	45%	30%	25%	7%	39%	30%	14%	11%
Faculty Office of the Business School (2011)	26	38%	38%	23%	8%	31%	38%	8%	15%
Faculty Administration of the FECCI (2013)	54	54%	22%	24%	15%	39%	22%	17%	7%
Faculty Office of the FECCI (2011)	36	44%	22%	33%	8%	36%	22%	19%	14%
Faculty Administration of the FHLSS (2013)	48	35%	29%	35%	2%	33%	29%	27%	8%
Faculty Office of the FHLSS (2011)	26	42%	19%	38%	4%	38%	19%	23%	15%
FECCI Research Institutes (2013)	41	46%	22%	32%	15%	32%	22%	15%	17%
FECCI Research Institutes (2011)	16	63%	19%	19%	19%	44%	19%	13%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	56	59%	23%	18%	7%	52%	23%	11%	7%



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	33	36%	33%	30%	3%	33%	33%	18%	12%
Human Resources & Development (2013)	37	70%	22%	8%	24%	46%	22%	8%	0%
Human Resources (2011)	26	54%	31%	15%	4%	50%	31%	15%	0%
Information Services (2013)	104	54%	24%	22%	10%	44%	24%	15%	7%
Information Services (2011)	75	44%	31%	25%	4%	40%	31%	23%	3%
International, Development and External Affairs (2013)	36	44%	28%	28%	6%	39%	28%	17%	11%
International, Development and External Affairs (2011)	24	50%	29%	21%	8%	42%	29%	4%	17%
Office of the Vice Principal (Academic) (2013)	15	67%	20%	13%	13%	53%	20%	13%	0%
Office of the Vice Principal (Academic) (2011)	10	50%	20%	30%	0%	50%	20%	30%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	55%	29%	16%	23%	32%	29%	11%	5%
Property & Facilities (2011)	51	51%	31%	18%	22%	29%	31%	18%	0%
School of Accounting, Financial Services and Law (2013)	30	60%	30%	10%	13%	47%	30%	3%	7%
School of Accounting, Financial Services and Law (2011)	21	33%	24%	43%	5%	29%	24%	14%	29%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	72	43%	22%	35%	7%	36%	22%	21%	14%
School of Arts & Creative Industries (2011)	39	31%	28%	41%	8%	23%	28%	21%	21%
School of Computing (2013)	46	48%	28%	24%	20%	28%	28%	17%	7%
School of Computing (2011)	39	56%	18%	26%	18%	38%	18%	21%	5%
School of Engineering & the Built Environment (2013)	73	48%	25%	27%	15%	33%	25%	15%	12%
School of Engineering & the Built Environment (2011)	52	54%	23%	23%	13%	40%	23%	15%	8%
School of Life, Sport & Social Sciences (2013)	92	34%	33%	34%	10%	24%	33%	18%	15%
School of Life, Sport & Social Sciences (2011)	74	20%	12%	68%	5%	15%	12%	32%	35%
School of Management (2013)	31	35%	29%	35%	10%	26%	29%	19%	16%
School of Management (2011)	26	19%	19%	62%	0%	19%	19%	19%	42%
School of Marketing Tourism & Languages (2013)	38	47%	29%	24%	8%	39%	29%	13%	11%
School of Marketing Tourism & Languages (2011)	28	43%	32%	25%	14%	29%	32%	14%	11%
School of Nursing, Midwifery & Social Care (2013)	84	29%	40%	31%	11%	18%	40%	17%	14%
School of Nursing, Midwifery & Social Care (2011)	61	31%	28%	41%	5%	26%	28%	26%	15%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	118		9%	36%	36%	10%	8%		
Student & Academic Services (2011)	67		6%	19%	27%	27%	21%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	31%	38%	31%	8%	23%	38%	15%	15%
Business School Research Institutes (2011)	11	55%	27%	18%	0%	55%	27%	18%	0%
Faculty Administration of the Business School (2013)	44	39%	25%	36%	11%	27%	25%	20%	16%
Faculty Office of the Business School (2011)	26	35%	31%	35%	8%	27%	31%	19%	15%
Faculty Administration of the FECCI (2013)	54	54%	22%	24%	9%	44%	22%	19%	6%
Faculty Office of the FECCI (2011)	36	47%	19%	33%	11%	36%	19%	22%	11%
Faculty Administration of the FHLSS (2013)	48	77%	19%		10%	67%	19%	4%	0%
Faculty Office of the FHLSS (2011)	26	46%	35%	19%	4%	42%	35%	19%	0%
FECCI Research Institutes (2013)	43	53%	23%	23%	5%	49%	23%	9%	14%
FECCI Research Institutes (2011)	16	88%		13%	13%	75%	0%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	54	63%	24%	13%	2%	61%	24%	7%	6%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	33	58%	15%	27%	9%	48%	15%	21%	6%
Human Resources & Development (2013)	37	76%	14%	11%	19%	57%	14%	5%	5%
Human Resources (2011)	25	68%	24%	8%	12%	56%	24%	8%	0%
Information Services (2013)	104	52%	26%	22%	8%	44%	26%	11%	12%
Information Services (2011)	75	65%	23%	12%	7%	59%	23%	12%	0%
International, Development and External Affairs (2013)	36	50%	31%	19%	8%	42%	31%	11%	8%
International, Development and External Affairs (2011)	24	63%	21%	17%	4%	58%	21%	13%	4%
Office of the Vice Principal (Academic) (2013)	15	73%	27%		13%	60%	27%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	20%	20%	0%	60%	20%	20%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	65%	18%	17%	20%	44%	18%	11%	6%
Property & Facilities (2011)	52	62%	21%	17%	21%	40%	21%	10%	8%
School of Accounting, Financial Services and Law (2013)	30	50%	30%	20%	10%	40%	30%	10%	10%
School of Accounting, Financial Services and Law (2011)	21	52%	14%	33%	5%	48%	14%	29%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	72	39%	24%	38%	4%	35%	24%	22%	15%
School of Arts & Creative Industries (2011)	39	51%	28%	21%	5%	46%	28%	15%	5%
School of Computing (2013)	46	65%	13%	22%	28%	37%	13%	15%	7%
School of Computing (2011)	39	69%	18%	13%	26%	44%	18%	13%	0%
School of Engineering & the Built Environment (2013)	73	45%	33%	22%	11%	34%	33%	15%	7%
School of Engineering & the Built Environment (2011)	53	58%	17%	25%	15%	43%	17%	23%	2%
School of Life, Sport & Social Sciences (2013)	91	48%	21%	31%	10%	38%	21%	21%	10%
School of Life, Sport & Social Sciences (2011)	72	53%	25%	22%	4%	49%	25%	14%	8%
School of Management (2013)	31	39%	26%	35%	13%	26%	26%	19%	16%
School of Management (2011)	26	31%	31%	38%	0%	31%	31%	23%	15%
School of Marketing Tourism & Languages (2013)	39	51%	23%	26%	8%	44%	23%	21%	5%
School of Marketing Tourism & Languages (2011)	28	54%	32%	14%	11%	43%	32%	11%	4%
School of Nursing, Midwifery & Social Care (2013)	84	62%	18%	20%	15%	46%	18%	13%	7%
School of Nursing, Midwifery & Social Care (2011)	61	64%	21%	15%	13%	51%	21%	10%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	120	<div style="display: flex; justify-content: space-between; width: 100%;"><div style="width: 48%; background-color: #0056b3; color: white; text-align: center;">48%</div><div style="width: 29%; background-color: #e0e0e0; color: black; text-align: center;">29%</div><div style="width: 23%; background-color: #c06090; color: white; text-align: center;">23%</div></div>	6%	42%	29%	14%	9%		
Student & Academic Services (2011)	68	<div style="display: flex; justify-content: space-between; width: 100%;"><div style="width: 49%; background-color: #0056b3; color: white; text-align: center;">49%</div><div style="width: 25%; background-color: #e0e0e0; color: black; text-align: center;">25%</div><div style="width: 26%; background-color: #c06090; color: white; text-align: center;">26%</div></div>	6%	43%	25%	16%	10%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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	29%	25%	46%	8%	21%	25%	25%	21%
Business School Research Institutes (2013)	13	46%	31%	23%	8%	38%	31%	15%	8%
Faculty Administration of the Business School (2013)	42	26%	24%	50%	2%	24%	24%	17%	33%
Faculty Administration of the FECCI (2013)	52	40%	15%	44%	8%	33%	15%	31%	13%
Faculty Administration of the FHLSS (2013)	46	22%	30%	48%	2%	20%	30%	28%	20%
FECCI Research Institutes (2013)	41	41%	27%	32%	15%	27%	27%	15%	17%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	51	18%	41%	41%	4%	14%	41%	35%	6%
Human Resources & Development (2013)	34	41%	26%	32%	9%	32%	26%	21%	12%
Information Services (2013)	102	28%	24%	48%	5%	24%	24%	25%	23%
International, Development and External Affairs (2013)	36	25%	28%	47%	6%	19%	28%	31%	17%
Office of the Vice Principal (Academic) (2013)	14	50%	36%	14%	21%	29%	36%	14%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~














School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Property & Facilities (2013)	95	43%	28%	28%	13%	31%	28%	18%	11%
School of Accounting, Financial Services and Law (2013)	28	21%	18%	61%	7%	14%	18%	25%	36%
School of Arts & Creative Industries (2013)	72	22%	19%	58%	4%	18%	19%	31%	28%
School of Computing (2013)	46	33%	26%	41%	13%	20%	26%	22%	20%
School of Engineering & the Built Environment (2013)	69	26%	22%	52%	13%	13%	22%	23%	29%
School of Life, Sport & Social Sciences (2013)	87	22%	28%	51%	8%	14%	28%	24%	26%
School of Management (2013)	29	24%	17%	59%	14%	10%	17%	34%	24%
School of Marketing Tourism & Languages (2013)	38	24%	29%	47%	0%	24%	29%	24%	24%
School of Nursing, Midwifery & Social Care (2013)	82	28%	21%	51%	9%	20%	21%	26%	26%
Student & Academic Services (2013)	111	26%	26%	48%	6%	20%	26%	29%	19%
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
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?									
Overall University (2013)	1,128	59%	31%	10%	16%	42%	31%	7%	3%
Overall University (2011)	749	56%	35%	9%	14%	42%	35%	8%	1%
Business School Research Institutes (2013)	13	54%	38%	8%	15%	38%	38%	8%	0%
Business School Research Institutes (2011)	11	82%	9%	9%	18%	64%	9%	9%	0%
Faculty Administration of the Business School (2013)	43	60%	30%	9%	16%	44%	30%	5%	5%
Faculty Office of the Business School (2011)	26	58%	27%	15%	12%	46%	27%	15%	0%
Faculty Administration of the FECCI (2013)	54	57%	31%	11%	17%	41%	31%	6%	6%
Faculty Office of the FECCI (2011)	36	47%	39%	14%	8%	39%	39%	8%	6%
Faculty Administration of the FHLSS (2013)	48	67%	29%		27%	40%	29%	4%	0%
Faculty Office of the FHLSS (2011)	26	46%	50%		12%	35%	50%	4%	0%
FECCI Research Institutes (2013)	43	65%	28%	7%	14%	51%	28%	5%	2%
FECCI Research Institutes (2011)	16	75%	19%	6%	13%	63%	19%	0%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
FHLSS Research Institutes (2011)	6	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	56				14%	48%	29%	5%	4%
Finance, Planning and Commercial Services (2011)	34				6%	56%	24%	9%	6%
Human Resources & Development (2013)	37				19%	51%	24%	3%	3%
Human Resources (2011)	26				23%	62%	15%	0%	0%
Information Services (2013)	102				8%	50%	33%	6%	3%
Information Services (2011)	74				15%	43%	42%	0%	0%
International, Development and External Affairs (2013)	35				26%	43%	23%	9%	0%
International, Development and External Affairs (2011)	24				25%	50%	21%	4%	0%
Office of the Vice Principal (Academic) (2013)	15				20%	67%	13%	0%	0%
Office of the Vice Principal (Academic) (2011)	10				40%	10%	50%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	95				37%	38%	21%	2%	2%
Property & Facilities (2011)	51				24%	45%	24%	8%	0%
School of Accounting, Financial Services and Law (2013)	30				7%	43%	30%	13%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	21	33%	52%	14%	5%	29%	52%	14%	0%
School of Arts & Creative Industries (2013)	68	43%	43%	15%	9%	34%	43%	12%	3%
School of Arts & Creative Industries (2011)	39	46%	41%	13%	10%	36%	41%	8%	5%
School of Computing (2013)	46	59%	33%	9%	22%	37%	33%	7%	2%
School of Computing (2011)	37	65%	35%		27%	38%	35%	0%	0%
School of Engineering & the Built Environment (2013)	72	53%	31%	17%	8%	44%	31%	11%	6%
School of Engineering & the Built Environment (2011)	52	58%	31%	12%	12%	46%	31%	10%	2%
School of Life, Sport & Social Sciences (2013)	89	51%	30%	19%	8%	43%	30%	13%	6%
School of Life, Sport & Social Sciences (2011)	73	48%	41%	11%	7%	41%	41%	10%	1%
School of Management (2013)	31	29%	45%	26%	6%	23%	45%	19%	6%
School of Management (2011)	25	28%	40%	32%	4%	24%	40%	28%	4%
School of Marketing Tourism & Languages (2013)	38	45%	37%	18%	11%	34%	37%	16%	3%
School of Marketing Tourism & Languages (2011)	25	52%	40%	8%	12%	40%	40%	8%	0%
School of Nursing, Midwifery & Social Care (2013)	83	65%	29%	6%	19%	46%	29%	6%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	58		21%	41%	33%	3%	2%		
Student & Academic Services (2013)	116		16%	41%	35%	6%	2%		
Student & Academic Services (2011)	67		12%	42%	36%	10%	0%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	69%	31%		15%	54%	31%	0%	0%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	43	58%	23%	19%	12%	47%	23%	14%	5%
Faculty Office of the Business School (2011)	25	76%	20%		20%	56%	20%	4%	0%
Faculty Administration of the FECCI (2013)	52	65%	31%		12%	54%	31%	4%	0%
Faculty Office of the FECCI (2011)	36	58%	31%	11%	11%	47%	31%	8%	3%
Faculty Administration of the FHLSS (2013)	46	67%	28%		11%	57%	28%	2%	2%
Faculty Office of the FHLSS (2011)	25	44%	48%	8%	8%	36%	48%	8%	0%
FECCI Research Institutes (2013)	41	44%	32%	24%	5%	39%	32%	20%	5%
FECCI Research Institutes (2011)	16	81%	13%	6%	19%	63%	13%	6%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	52	69%	27%		12%	58%	27%	0%	4%



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	32	69%	28%		3%	66%	28%	3%	0%
Human Resources & Development (2013)	37	86%	8%		35%	51%	8%	3%	3%
Human Resources (2011)	26	77%	23%		12%	65%	23%	0%	0%
Information Services (2013)	102	73%	25%		9%	64%	25%	3%	0%
Information Services (2011)	73	68%	27%		10%	59%	27%	4%	0%
International, Development and External Affairs (2013)	34	62%	29%	9%	21%	41%	29%	6%	3%
International, Development and External Affairs (2011)	23	83%	13%		17%	65%	13%	4%	0%
Office of the Vice Principal (Academic) (2013)	15	73%	27%		40%	33%	27%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	20%	10%	20%	50%	20%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	95	72%	23%		14%	58%	23%	4%	1%
Property & Facilities (2011)	48	75%	19%	6%	19%	56%	19%	4%	2%
School of Accounting, Financial Services and Law (2013)	28	68%	18%	14%	7%	61%	18%	7%	7%
School of Accounting, Financial Services and Law (2011)	19	68%	26%		5%	63%	26%	5%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	70	60%	26%	14%	4%	56%	26%	10%	4%
School of Arts & Creative Industries (2011)	37	38%	32%	30%	3%	35%	32%	24%	5%
School of Computing (2013)	46	52%	24%	24%	22%	30%	24%	20%	4%
School of Computing (2011)	39	54%	33%	13%	5%	49%	33%	13%	0%
School of Engineering & the Built Environment (2013)	65	48%	37%	15%	6%	42%	37%	11%	5%
School of Engineering & the Built Environment (2011)	50	56%	28%	16%	4%	52%	28%	12%	4%
School of Life, Sport & Social Sciences (2013)	86	52%	34%	14%	7%	45%	34%	10%	3%
School of Life, Sport & Social Sciences (2011)	72	46%	31%	24%	4%	42%	31%	14%	10%
School of Management (2013)	30	50%	30%	20%	13%	37%	30%	10%	10%
School of Management (2011)	24	50%	33%	17%	8%	42%	33%	8%	8%
School of Marketing Tourism & Languages (2013)	37	62%	22%	16%	0%	62%	22%	14%	3%
School of Marketing Tourism & Languages (2011)	26	54%	35%	12%	8%	46%	35%	8%	4%
School of Nursing, Midwifery & Social Care (2013)	83	63%	22%	16%	16%	47%	22%	13%	2%
School of Nursing, Midwifery & Social Care (2011)	60	60%	28%	12%	10%	50%	28%	12%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	113		14%	57%	22%	6%	1%		
Student & Academic Services (2011)	68		7%	60%	24%	3%	6%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	15%	77%	8%	0%	15%	77%	0%	8%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	39	59%	33%	8%	8%	51%	33%	3%	5%
Faculty Office of the Business School (2011)	26	50%	42%	8%	8%	42%	42%	8%	0%
Faculty Administration of the FECCI (2013)	47	55%	34%	11%	6%	49%	34%	9%	2%
Faculty Office of the FECCI (2011)	30	40%	43%	17%	7%	33%	43%	17%	0%
Faculty Administration of the FHLSS (2013)	40	55%	43%		5%	50%	43%	3%	0%
Faculty Office of the FHLSS (2011)	23	43%	48%	9%	4%	39%	48%	9%	0%
FECCI Research Institutes (2013)	34	32%	38%	29%	0%	32%	38%	24%	6%
FECCI Research Institutes (2011)	14	64%	21%	14%	14%	50%	21%	14%	0%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	3	Insufficient Sample Size			~	~	~	~	~

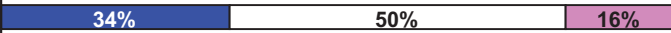
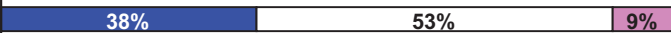
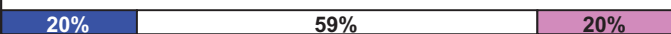
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	48	40%	52%	8%	2%	38%	52%	8%	0%
Finance, Planning and Commercial Services (2011)	31	26%	65%	10%	0%	26%	65%	6%	3%
Human Resources & Development (2013)	34	71%	26%		18%	53%	26%	3%	0%
Human Resources (2011)	25	44%	52%		4%	40%	52%	4%	0%
Information Services (2013)	97	54%	43%		3%	51%	43%	3%	0%
Information Services (2011)	67	51%	48%		0%	51%	48%	1%	0%
International, Development and External Affairs (2013)	31	48%	48%		3%	45%	48%	3%	0%
International, Development and External Affairs (2011)	21	62%	33%		5%	57%	33%	5%	0%
Office of the Vice Principal (Academic) (2013)	14	50%	50%		21%	29%	50%	0%	0%
Office of the Vice Principal (Academic) (2011)	7	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	95	60%	36%		8%	52%	36%	3%	1%
Property & Facilities (2011)	45	73%	16%	11%	18%	56%	16%	11%	0%
School of Accounting, Financial Services and Law (2013)	26	54%	35%	12%	4%	50%	35%	4%	8%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	42%	42%	16%	5%	37%	42%	11%	5%
School of Arts & Creative Industries (2013)	64	27%	64%	9%	2%	25%	64%	8%	2%
School of Arts & Creative Industries (2011)	33	33%	33%	33%	3%	30%	33%	15%	18%
School of Computing (2013)	42	26%	48%	26%	10%	17%	48%	17%	10%
School of Computing (2011)	38	26%	58%	16%	3%	24%	58%	13%	3%
School of Engineering & the Built Environment (2013)	59	34%	46%	20%	3%	31%	46%	14%	7%
School of Engineering & the Built Environment (2011)	46	41%	41%	17%	4%	37%	41%	11%	7%
School of Life, Sport & Social Sciences (2013)	76	30%	47%	22%	4%	26%	47%	20%	3%
School of Life, Sport & Social Sciences (2011)	64	20%	36%	44%	3%	17%	36%	28%	16%
School of Management (2013)	29	48%	38%	14%	7%	41%	38%	7%	7%
School of Management (2011)	23	30%	30%	39%	0%	30%	30%	17%	22%
School of Marketing Tourism & Languages (2013)	34	35%	47%	18%	0%	35%	47%	12%	6%
School of Marketing Tourism & Languages (2011)	24	54%	33%	13%	4%	50%	33%	8%	4%
School of Nursing, Midwifery & Social Care (2013)	75	33%	56%	11%	8%	25%	56%	7%	4%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	58		5%	29%	50%	14%	2%		
Student & Academic Services (2013)	106		4%	34%	53%	8%	2%		
Student & Academic Services (2011)	64		2%	19%	59%	16%	5%		
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	7	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	46%	46%	8%	8%	38%	46%	8%	0%
Business School Research Institutes (2011)	10	40%	50%	10%	0%	40%	50%	0%	10%
Faculty Administration of the Business School (2013)	40	68%	28%		3%	65%	28%	0%	5%
Faculty Office of the Business School (2011)	25	60%	40%		8%	52%	40%	0%	0%
Faculty Administration of the FECCI (2013)	45	62%	20%	18%	9%	53%	20%	16%	2%
Faculty Office of the FECCI (2011)	33	42%	48%	9%	6%	36%	48%	9%	0%
Faculty Administration of the FHLSS (2013)	43	58%	37%		7%	51%	37%	5%	0%
Faculty Office of the FHLSS (2011)	23	48%	43%	9%	9%	39%	43%	9%	0%
FECCI Research Institutes (2013)	31	32%	45%	23%	0%	32%	45%	23%	0%
FECCI Research Institutes (2011)	14	50%	43%	7%	7%	43%	43%	0%	7%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~



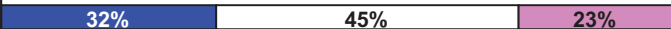
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	50	52%	40%	8%	0%	52%	40%	4%	4%
Finance, Planning and Commercial Services (2011)	31	32%	52%	16%	0%	32%	52%	6%	10%
Human Resources & Development (2013)	37	68%	27%		24%	43%	27%	5%	0%
Human Resources (2011)	25	60%	36%		8%	52%	36%	4%	0%
Information Services (2013)	91	59%	38%		4%	55%	38%	2%	0%
Information Services (2011)	69	55%	41%		3%	52%	41%	4%	0%
International, Development and External Affairs (2013)	31	52%	29%	19%	10%	42%	29%	19%	0%
International, Development and External Affairs (2011)	21	67%	29%		14%	52%	29%	0%	5%
Office of the Vice Principal (Academic) (2013)	14	57%	43%		14%	43%	43%	0%	0%
Office of the Vice Principal (Academic) (2011)	9	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	87	64%	32%		10%	54%	32%	2%	1%
Property & Facilities (2011)	45	71%	18%	11%	20%	51%	18%	11%	0%
School of Accounting, Financial Services and Law (2013)	27	67%	19%	15%	4%	63%	19%	4%	11%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	37%	37%	26%	5%	32%	37%	21%	5%
School of Arts & Creative Industries (2013)	60	43%	42%	15%	3%	40%	42%	12%	3%
School of Arts & Creative Industries (2011)	34	32%	35%	32%	3%	29%	35%	15%	18%
School of Computing (2013)	45	40%	38%	22%	7%	33%	38%	13%	9%
School of Computing (2011)	38	29%	58%	13%	3%	26%	58%	11%	3%
School of Engineering & the Built Environment (2013)	61	41%	43%	16%	7%	34%	43%	10%	7%
School of Engineering & the Built Environment (2011)	49	43%	37%	20%	6%	37%	37%	16%	4%
School of Life, Sport & Social Sciences (2013)	76	42%	42%	16%	4%	38%	42%	13%	3%
School of Life, Sport & Social Sciences (2011)	67	27%	34%	39%	6%	21%	34%	24%	15%
School of Management (2013)	28	46%	32%	21%	7%	39%	32%	7%	14%
School of Management (2011)	22	36%	23%	41%	0%	36%	23%	32%	9%
School of Marketing Tourism & Languages (2013)	33	36%	45%	18%	3%	33%	45%	15%	3%
School of Marketing Tourism & Languages (2011)	25	56%	28%	16%	0%	56%	28%	12%	4%
School of Nursing, Midwifery & Social Care (2013)	75	57%	31%	12%	9%	48%	31%	8%	4%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	60		7%	40%	40%	12%	2%		
Student & Academic Services (2013)	104		6%	38%	49%	7%	1%		
Student & Academic Services (2011)	62		5%	27%	45%	13%	10%		
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	7	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	100%			31%	69%	0%	0%	0%
Business School Research Institutes (2011)	11	82%		18%	36%	45%	0%	18%	0%
Faculty Administration of the Business School (2013)	44	80%	14%	7%	16%	64%	14%	2%	5%
Faculty Office of the Business School (2011)	26	85%	12%		15%	69%	12%	4%	0%
Faculty Administration of the FECCI (2013)	52	85%	12%		29%	56%	12%	2%	2%
Faculty Office of the FECCI (2011)	35	77%	20%		20%	57%	20%	3%	0%
Faculty Administration of the FHLSS (2013)	47	77%	19%		13%	64%	19%	2%	2%
Faculty Office of the FHLSS (2011)	26	73%	19%	8%	12%	62%	19%	4%	4%
FECCI Research Institutes (2013)	42	79%	10%	12%	24%	55%	10%	12%	0%
FECCI Research Institutes (2011)	16	81%	6%	13%	31%	50%	6%	13%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	91%		7%	15%	76%	7%	2%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	34	71%	21%	9%	6%	65%	21%	3%	6%
Human Resources & Development (2013)	37	86%	8%		30%	57%	8%	5%	0%
Human Resources (2011)	26	81%	15%		27%	54%	15%	4%	0%
Information Services (2013)	104	82%	13%		16%	65%	13%	5%	0%
Information Services (2011)	75	83%	13%		17%	65%	13%	4%	0%
International, Development and External Affairs (2013)	36	81%	11%	8%	22%	58%	11%	6%	3%
International, Development and External Affairs (2011)	23	91%		9%	26%	65%	0%	4%	4%
Office of the Vice Principal (Academic) (2013)	15	93%		7%	33%	60%	7%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	100%			30%	70%	0%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	89%	9%		35%	54%	9%	2%	0%
Property & Facilities (2011)	51	84%	14%		31%	53%	14%	2%	0%
School of Accounting, Financial Services and Law (2013)	29	83%	14%		21%	62%	14%	0%	3%
School of Accounting, Financial Services and Law (2011)	20	75%	20%		25%	50%	20%	5%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	70	79%	14%	7%	17%	61%	14%	4%	3%
School of Arts & Creative Industries (2011)	38	63%	21%	16%	16%	47%	21%	11%	5%
School of Computing (2013)	47	77%	15%	9%	26%	51%	15%	6%	2%
School of Computing (2011)	39	90%	8%		18%	72%	8%	3%	0%
School of Engineering & the Built Environment (2013)	71	79%	17%		23%	56%	17%	3%	1%
School of Engineering & the Built Environment (2011)	53	83%	11%	6%	21%	62%	11%	6%	0%
School of Life, Sport & Social Sciences (2013)	91	75%	19%	7%	13%	62%	19%	4%	2%
School of Life, Sport & Social Sciences (2011)	73	60%	29%	11%	10%	51%	29%	5%	5%
School of Management (2013)	31	68%	13%	19%	13%	55%	13%	13%	6%
School of Management (2011)	25	52%	20%	28%	4%	48%	20%	16%	12%
School of Marketing Tourism & Languages (2013)	39	79%		15%	3%	77%	5%	13%	3%
School of Marketing Tourism & Languages (2011)	28	89%		11%	18%	71%	11%	0%	0%
School of Nursing, Midwifery & Social Care (2013)	84	70%	23%	7%	17%	54%	23%	6%	1%
School of Nursing, Midwifery & Social Care (2011)	60	65%	22%	13%	8%	57%	22%	12%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	119				24%	56%	18%	3%	0%
Student & Academic Services (2011)	68				13%	60%	18%	4%	4%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	46%	31%	23%	8%	38%	31%	23%	0%
Business School Research Institutes (2011)	10	30%	40%	30%	0%	30%	40%	20%	10%
Faculty Administration of the Business School (2013)	43	40%	37%	23%	9%	30%	37%	12%	12%
Faculty Office of the Business School (2011)	26	31%	62%	8%	4%	27%	62%	8%	0%
Faculty Administration of the FECCI (2013)	51	47%	29%	24%	6%	41%	29%	14%	10%
Faculty Office of the FECCI (2011)	35	31%	40%	29%	3%	29%	40%	20%	9%
Faculty Administration of the FHLSS (2013)	46	39%	41%	20%	4%	35%	41%	13%	7%
Faculty Office of the FHLSS (2011)	26	27%	46%	27%	8%	19%	46%	19%	8%
FECCI Research Institutes (2013)	41	37%	32%	32%	5%	32%	32%	15%	17%
FECCI Research Institutes (2011)	16	69%	25%	6%	6%	63%	25%	0%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~

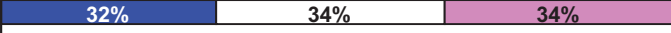

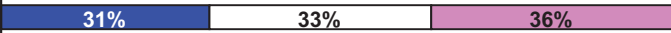
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	55	40%	40%	20%	5%	35%	40%	16%	4%
Finance, Planning and Commercial Services (2011)	33	30%	33%	36%	0%	30%	33%	18%	18%
Human Resources & Development (2013)	36	53%	33%	14%	6%	47%	33%	8%	6%
Human Resources (2011)	26	27%	42%	31%	4%	23%	42%	27%	4%
Information Services (2013)	99	51%	38%	11%	3%	47%	38%	6%	5%
Information Services (2011)	75	49%	32%	19%	3%	47%	32%	17%	1%
International, Development and External Affairs (2013)	36	39%	42%	19%	3%	36%	42%	14%	6%
International, Development and External Affairs (2011)	23	39%	39%	22%	0%	39%	39%	17%	4%
Office of the Vice Principal (Academic) (2013)	15	53%	40%	7%	0%	53%	40%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	10%	40%	50%	0%	10%	40%	40%	10%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	94	54%	33%	13%	12%	43%	33%	7%	5%
Property & Facilities (2011)	51	53%	20%	27%	24%	29%	20%	16%	12%
School of Accounting, Financial Services and Law (2013)	27	48%	30%	22%	4%	44%	30%	15%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	30%	15%	55%	5%	25%	15%	45%	10%
School of Arts & Creative Industries (2013)	70	37%	36%	27%	3%	34%	36%	19%	9%
School of Arts & Creative Industries (2011)	37	19%	32%	49%	3%	16%	32%	14%	35%
School of Computing (2013)	47	40%	28%	32%	6%	34%	28%	17%	15%
School of Computing (2011)	39	36%	46%	18%	3%	33%	46%	13%	5%
School of Engineering & the Built Environment (2013)	68	35%	28%	37%	4%	31%	28%	22%	15%
School of Engineering & the Built Environment (2011)	51	45%	27%	27%	8%	37%	27%	14%	14%
School of Life, Sport & Social Sciences (2013)	87	44%	45%	11%	3%	40%	45%	7%	5%
School of Life, Sport & Social Sciences (2011)	72	18%	32%	50%	1%	17%	32%	28%	22%
School of Management (2013)	31	42%	29%	29%	3%	39%	29%	23%	6%
School of Management (2011)	25	32%	16%	52%	0%	32%	16%	20%	32%
School of Marketing Tourism & Languages (2013)	37	32%	30%	38%	3%	30%	30%	24%	14%
School of Marketing Tourism & Languages (2011)	27	30%	52%	19%	0%	30%	52%	11%	7%
School of Nursing, Midwifery & Social Care (2013)	82	33%	34%	33%	4%	29%	34%	20%	13%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		7%	25%	34%	19%	15%		
Student & Academic Services (2013)	114		6%	45%	33%	13%	3%		
Student & Academic Services (2011)	67		4%	27%	33%	19%	16%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	23%	46%	31%	0%	23%	46%	31%	0%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	43	44%	35%	21%	9%	35%	35%	12%	9%
Faculty Office of the Business School (2011)	26	38%	54%	8%	4%	35%	54%	8%	0%
Faculty Administration of the FECCI (2013)	48	46%	31%	23%	6%	40%	31%	13%	10%
Faculty Office of the FECCI (2011)	36	31%	33%	36%	6%	25%	33%	36%	0%
Faculty Administration of the FHLSS (2013)	44	43%	41%	16%	5%	39%	41%	11%	5%
Faculty Office of the FHLSS (2011)	25	24%	60%	16%	4%	20%	60%	8%	8%
FECCI Research Institutes (2013)	37	41%	32%	27%	8%	32%	32%	14%	14%
FECCI Research Institutes (2011)	16	31%	50%	19%	6%	25%	50%	19%	0%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	3	Insufficient Sample Size			~	~	~	~	~

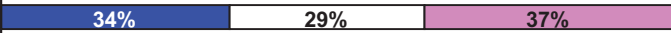
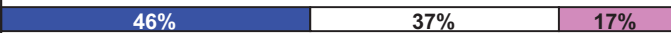
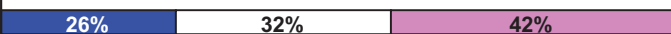
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	53	55%	28%	17%	2%	53%	28%	9%	8%
Finance, Planning and Commercial Services (2011)	31	26%	42%	32%	0%	26%	42%	19%	13%
Human Resources & Development (2013)	36	61%	28%	11%	6%	56%	28%	8%	3%
Human Resources (2011)	26	35%	50%	15%	4%	31%	50%	12%	4%
Information Services (2013)	93	57%	28%	15%	5%	52%	28%	11%	4%
Information Services (2011)	70	46%	37%	17%	1%	44%	37%	16%	1%
International, Development and External Affairs (2013)	35	46%	40%	14%	3%	43%	40%	6%	9%
International, Development and External Affairs (2011)	22	32%	50%	18%	5%	27%	50%	9%	9%
Office of the Vice Principal (Academic) (2013)	15	53%	47%		7%	47%	47%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	40%		0%	0%	60%	30%	10%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	91	62%	25%	13%	14%	47%	25%	8%	5%
Property & Facilities (2011)	49	59%	20%	20%	18%	41%	20%	8%	12%
School of Accounting, Financial Services and Law (2013)	27	48%	37%	15%	4%	44%	37%	7%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	26%	21%	53%	5%	21%	21%	32%	21%
School of Arts & Creative Industries (2013)	67	33%	36%	31%	1%	31%	36%	24%	7%
School of Arts & Creative Industries (2011)	36	19%	36%	44%	3%	17%	36%	11%	33%
School of Computing (2013)	47	28%	47%	26%	6%	21%	47%	13%	13%
School of Computing (2011)	39	28%	41%	31%	3%	26%	41%	15%	15%
School of Engineering & the Built Environment (2013)	64	38%	28%	34%	8%	30%	28%	20%	14%
School of Engineering & the Built Environment (2011)	49	39%	39%	22%	8%	31%	39%	10%	12%
School of Life, Sport & Social Sciences (2013)	82	35%	46%	18%	4%	32%	46%	9%	10%
School of Life, Sport & Social Sciences (2011)	72	15%	29%	56%	3%	13%	29%	24%	32%
School of Management (2013)	30	40%	23%	37%	3%	37%	23%	20%	17%
School of Management (2011)	24	25%	13%	63%	0%	25%	13%	21%	42%
School of Marketing Tourism & Languages (2013)	35	29%	34%	37%	3%	26%	34%	23%	14%
School of Marketing Tourism & Languages (2011)	26	38%	42%	19%	8%	31%	42%	8%	12%
School of Nursing, Midwifery & Social Care (2013)	83	35%	33%	33%	7%	28%	33%	18%	14%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		7%	27%	29%	29%	8%		
Student & Academic Services (2013)	111		5%	41%	37%	14%	4%		
Student & Academic Services (2011)	66		2%	24%	32%	23%	20%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	38%	38%	23%	8%	31%	38%	23%	0%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	42	38%	24%	38%	5%	33%	24%	21%	17%
Faculty Office of the Business School (2011)	26	27%	42%	31%	4%	23%	42%	19%	12%
Faculty Administration of the FECCI (2013)	49	43%	31%	27%	6%	37%	31%	16%	10%
Faculty Office of the FECCI (2011)	36	28%	31%	42%	3%	25%	31%	17%	25%
Faculty Administration of the FHLSS (2013)	47	34%	30%	36%	4%	30%	30%	26%	11%
Faculty Office of the FHLSS (2011)	25	32%	28%	40%	0%	32%	28%	16%	24%
FECCI Research Institutes (2013)	41	34%	34%	32%	2%	32%	34%	20%	12%
FECCI Research Institutes (2011)	16	50%	25%	25%	13%	38%	25%	19%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	53	42%	38%	21%	4%	38%	38%	19%	2%
Finance, Planning and Commercial Services (2011)	33	33%	36%	30%	0%	33%	36%	18%	12%
Human Resources & Development (2013)	36	56%	28%	17%	11%	44%	28%	17%	0%
Human Resources (2011)	26	31%	50%	19%	0%	31%	50%	19%	0%
Information Services (2013)	101	45%	37%	19%	8%	37%	37%	13%	6%
Information Services (2011)	72	22%	47%	31%	1%	21%	47%	25%	6%
International, Development and External Affairs (2013)	36	42%	28%	31%	0%	42%	28%	22%	8%
International, Development and External Affairs (2011)	22	36%	41%	23%	5%	32%	41%	14%	9%
Office of the Vice Principal (Academic) (2013)	15	60%	33%	7%	13%	47%	33%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	30%		0%	0%	70%	30%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	97	49%	25%	26%	13%	36%	25%	22%	4%
Property & Facilities (2011)	50	48%	16%	36%	16%	32%	16%	26%	10%
School of Accounting, Financial Services and Law (2013)	29	52%	38%	10%	3%	48%	38%	3%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	20%	15%	65%	5%	15%	15%	40%	25%
School of Arts & Creative Industries (2013)	70	34%	34%	31%	9%	26%	34%	19%	13%
School of Arts & Creative Industries (2011)	38	13%	26%	61%	5%	8%	26%	18%	42%
School of Computing (2013)	46	37%	37%	26%	7%	30%	37%	13%	13%
School of Computing (2011)	38	26%	53%	21%	3%	24%	53%	13%	8%
School of Engineering & the Built Environment (2013)	68	29%	43%	28%	6%	24%	43%	12%	16%
School of Engineering & the Built Environment (2011)	52	44%	23%	33%	6%	38%	23%	15%	17%
School of Life, Sport & Social Sciences (2013)	91	44%	36%	20%	9%	35%	36%	12%	8%
School of Life, Sport & Social Sciences (2011)	72	13%	17%	71%	1%	11%	17%	26%	44%
School of Management (2013)	30	37%	33%	30%	7%	30%	33%	23%	7%
School of Management (2011)	25	24%	16%	60%	0%	24%	16%	16%	44%
School of Marketing Tourism & Languages (2013)	39	38%	21%	41%	8%	31%	21%	28%	13%
School of Marketing Tourism & Languages (2011)	25	36%	28%	36%	4%	32%	28%	24%	12%
School of Nursing, Midwifery & Social Care (2013)	84	33%	33%	33%	6%	27%	33%	19%	14%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	60		3%	23%	33%	20%	20%		
Student & Academic Services (2013)	112		9%	29%	35%	23%	4%		
Student & Academic Services (2011)	68		1%	18%	38%	24%	19%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	23%	54%	23%	8%	15%	54%	23%	0%
Business School Research Institutes (2011)	11		45%	55%	0%	0%	45%	27%	27%
Faculty Administration of the Business School (2013)	42	26%	12%	62%	5%	21%	12%	31%	31%
Faculty Office of the Business School (2011)	26	23%	19%	58%	4%	19%	19%	35%	23%
Faculty Administration of the FECCI (2013)	49	29%	35%	37%	6%	22%	35%	16%	20%
Faculty Office of the FECCI (2011)	36	25%	31%	44%	6%	19%	31%	19%	25%
Faculty Administration of the FHLSS (2013)	45	22%	27%	51%	2%	20%	27%	31%	20%
Faculty Office of the FHLSS (2011)	24	21%	17%	63%	0%	21%	17%	33%	29%
FECCI Research Institutes (2013)	37	19%	35%	46%	3%	16%	35%	27%	19%
FECCI Research Institutes (2011)	16	25%	50%	25%	6%	19%	50%	13%	13%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	50	20%	46%	34%	4%	16%	46%	26%	8%
Finance, Planning and Commercial Services (2011)	31	16%	42%	42%	0%	16%	42%	32%	10%
Human Resources & Development (2013)	36	33%	42%	25%	3%	31%	42%	22%	3%
Human Resources (2011)	25	16%	56%	28%	4%	12%	56%	24%	4%
Information Services (2013)	97	16%	37%	46%	3%	13%	37%	32%	14%
Information Services (2011)	72	13%	35%	53%	0%	13%	35%	38%	15%
International, Development and External Affairs (2013)	36	17%	33%	50%	0%	17%	33%	42%	8%
International, Development and External Affairs (2011)	22	23%	36%	41%	5%	18%	36%	23%	18%
Office of the Vice Principal (Academic) (2013)	14	36%	29%	36%	0%	36%	29%	36%	0%
Office of the Vice Principal (Academic) (2011)	10	10%	10%	80%	0%	10%	10%	50%	30%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	96	36%	33%	30%	5%	31%	33%	23%	7%
Property & Facilities (2011)	51	31%	27%	41%	10%	22%	27%	27%	14%
School of Accounting, Financial Services and Law (2013)	27	26%	33%	41%	4%	22%	33%	26%	15%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	26%		68%	0%	26%	5%	21%	47%
School of Arts & Creative Industries (2013)	68	18%	25%	57%	3%	15%	25%	28%	29%
School of Arts & Creative Industries (2011)	38	8%	21%	71%	3%	5%	21%	29%	42%
School of Computing (2013)	46	22%	39%	39%	9%	13%	39%	24%	15%
School of Computing (2011)	37	27%	27%	46%	0%	27%	27%	32%	14%
School of Engineering & the Built Environment (2013)	66	21%	17%	62%	6%	15%	17%	38%	24%
School of Engineering & the Built Environment (2011)	50	34%	22%	44%	6%	28%	22%	20%	24%
School of Life, Sport & Social Sciences (2013)	87	21%	36%	44%	2%	18%	36%	26%	17%
School of Life, Sport & Social Sciences (2011)	72	18%		78%	0%	4%	18%	28%	50%
School of Management (2013)	31	16%	26%	58%	3%	13%	26%	26%	32%
School of Management (2011)	25	16%	12%	72%	4%	12%	12%	16%	56%
School of Marketing Tourism & Languages (2013)	37	14%	27%	59%	3%	11%	27%	38%	22%
School of Marketing Tourism & Languages (2011)	26	12%	27%	62%	4%	8%	27%	35%	27%
School of Nursing, Midwifery & Social Care (2013)	82	18%	23%	59%	6%	12%	23%	33%	26%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	55		5%	7%	33%	24%	31%		
Student & Academic Services (2013)	108		2%	17%	34%	31%	17%		
Student & Academic Services (2011)	67		1%	9%	25%	25%	39%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	46%	31%	23%	0%	46%	31%	23%	0%
Business School Research Institutes (2011)	11	27%	64%	9%	0%	27%	64%	0%	9%
Faculty Administration of the Business School (2013)	43	40%	42%	19%	2%	37%	42%	9%	9%
Faculty Office of the Business School (2011)	26	35%	46%	19%	8%	27%	46%	19%	0%
Faculty Administration of the FECCI (2013)	50	48%	32%	20%	8%	40%	32%	12%	8%
Faculty Office of the FECCI (2011)	36	33%	36%	31%	3%	31%	36%	19%	11%
Faculty Administration of the FHLSS (2013)	47	34%	38%	28%	6%	28%	38%	19%	9%
Faculty Office of the FHLSS (2011)	25	40%	40%	20%	0%	40%	40%	20%	0%
FECCI Research Institutes (2013)	41	29%	44%	27%	0%	29%	44%	15%	12%
FECCI Research Institutes (2011)	16	69%	13%	19%	6%	63%	13%	19%	0%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~

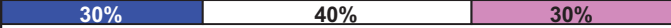


School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	55	35%	51%	15%	4%	31%	51%	9%	5%
Finance, Planning and Commercial Services (2011)	32	19%	41%	41%	3%	16%	41%	28%	13%
Human Resources & Development (2013)	36	67%	25%	8%	6%	61%	25%	6%	3%
Human Resources (2011)	26	46%	35%	19%	4%	42%	35%	15%	4%
Information Services (2013)	102	50%	30%	20%	5%	45%	30%	14%	6%
Information Services (2011)	73	40%	40%	21%	1%	38%	40%	16%	4%
International, Development and External Affairs (2013)	36	42%	36%	22%	6%	36%	36%	19%	3%
International, Development and External Affairs (2011)	23	35%	35%	30%	0%	35%	35%	26%	4%
Office of the Vice Principal (Academic) (2013)	14	64%	14%	21%	0%	64%	14%	21%	0%
Office of the Vice Principal (Academic) (2011)	10	30%	70%		0%	0%	30%	50%	20%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	96	47%	32%	21%	8%	39%	32%	18%	3%
Property & Facilities (2011)	50	48%	26%	26%	10%	38%	26%	22%	4%
School of Accounting, Financial Services and Law (2013)	29	55%	24%	21%	7%	48%	24%	14%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	25%	25%	50%	10%	15%	25%	40%	10%
School of Arts & Creative Industries (2013)	70	39%	34%	27%	4%	34%	34%	20%	7%
School of Arts & Creative Industries (2011)	37	16%	32%	51%	3%	14%	32%	27%	24%
School of Computing (2013)	46	30%	48%	22%	9%	22%	48%	11%	11%
School of Computing (2011)	38	34%	47%	18%	5%	29%	47%	16%	3%
School of Engineering & the Built Environment (2013)	71	37%	41%	23%	6%	31%	41%	14%	8%
School of Engineering & the Built Environment (2011)	52	44%	29%	27%	2%	42%	29%	15%	12%
School of Life, Sport & Social Sciences (2013)	88	45%	40%	15%	2%	43%	40%	9%	6%
School of Life, Sport & Social Sciences (2011)	72	17%	36%	47%	3%	14%	36%	22%	25%
School of Management (2013)	31	39%	35%	26%	3%	35%	35%	13%	13%
School of Management (2011)	25	20%	24%	56%	8%	12%	24%	24%	32%
School of Marketing Tourism & Languages (2013)	38	29%	34%	37%	3%	26%	34%	21%	16%
School of Marketing Tourism & Languages (2011)	25	40%	28%	32%	0%	40%	28%	16%	16%
School of Nursing, Midwifery & Social Care (2013)	83	37%	33%	30%	5%	33%	33%	18%	12%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	60		7%	23%	40%	17%	13%		
Student & Academic Services (2013)	116		8%	41%	38%	10%	3%		
Student & Academic Services (2011)	68		3%	18%	46%	24%	10%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
33. The actions of senior management are consistent with their stated values.									
Overall University (2013)	962	38%	39%	23%	4%	34%	39%	15%	7%
Overall University (2011)	660	30%	36%	34%	3%	27%	36%	21%	13%
Business School Research Institutes (2013)	12	25%	42%	33%	0%	25%	42%	33%	0%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	39	44%	28%	28%	3%	41%	28%	21%	8%
Faculty Office of the Business School (2011)	24	46%	33%	21%	8%	38%	33%	21%	0%
Faculty Administration of the FECCI (2013)	41	41%	37%	22%	2%	39%	37%	15%	7%
Faculty Office of the FECCI (2011)	32	41%	41%	19%	0%	41%	41%	16%	3%
Faculty Administration of the FHLSS (2013)	40	35%	40%	25%	5%	30%	40%	18%	8%
Faculty Office of the FHLSS (2011)	22	27%	45%	27%	0%	27%	45%	27%	0%
FECCI Research Institutes (2013)	30	33%	43%	23%	0%	33%	43%	13%	10%
FECCI Research Institutes (2011)	16	50%	31%	19%	6%	44%	31%	13%	6%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	2	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	47	34%	47%	19%	4%	30%	47%	15%	4%
Finance, Planning and Commercial Services (2011)	28	18%	46%	36%	0%	18%	46%	25%	11%
Human Resources & Development (2013)	36	50%	36%	14%	3%	47%	36%	8%	6%
Human Resources (2011)	25	28%	52%	20%	0%	28%	52%	16%	4%
Information Services (2013)	91	37%	53%	10%	3%	34%	53%	3%	7%
Information Services (2011)	61	34%	48%	18%	2%	33%	48%	16%	2%
International, Development and External Affairs (2013)	35	29%	37%	34%	0%	29%	37%	26%	9%
International, Development and External Affairs (2011)	22	36%	41%	23%	5%	32%	41%	9%	14%
Office of the Vice Principal (Academic) (2013)	13	38%	54%	8%	0%	38%	54%	8%	0%
Office of the Vice Principal (Academic) (2011)	7	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	82	52%	35%	12%	7%	45%	35%	9%	4%
Property & Facilities (2011)	47	51%	30%	19%	13%	38%	30%	13%	6%
School of Accounting, Financial Services and Law (2013)	23	39%	35%	26%	4%	35%	35%	17%	9%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	21%	21%	58%	5%	16%	21%	37%	21%
School of Arts & Creative Industries (2013)	56	32%	41%	27%	2%	30%	41%	20%	7%
School of Arts & Creative Industries (2011)	32	16%	31%	53%	3%	13%	31%	22%	31%
School of Computing (2013)	40	38%	38%	25%	8%	30%	38%	13%	13%
School of Computing (2011)	34	38%	38%	24%	3%	35%	38%	15%	9%
School of Engineering & the Built Environment (2013)	55	44%	33%	24%	9%	35%	33%	18%	5%
School of Engineering & the Built Environment (2011)	41	44%	34%	22%	2%	41%	34%	15%	7%
School of Life, Sport & Social Sciences (2013)	72	44%	38%	18%	6%	39%	38%	13%	6%
School of Life, Sport & Social Sciences (2011)	62	13%	32%	55%	0%	13%	32%	27%	27%
School of Management (2013)	29	31%	24%	45%	3%	28%	24%	31%	14%
School of Management (2011)	24	17%	21%	63%	4%	13%	21%	21%	42%
School of Marketing Tourism & Languages (2013)	32	25%	38%	38%	6%	19%	38%	25%	13%
School of Marketing Tourism & Languages (2011)	24	33%	46%	21%	4%	29%	46%	13%	8%
School of Nursing, Midwifery & Social Care (2013)	75	32%	33%	35%	5%	27%	33%	23%	12%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	58	26%	34%	40%	2%	24%	34%	24%	16%
Student & Academic Services (2013)	102	35%	45%	20%	5%	30%	45%	15%	5%
Student & Academic Services (2011)	59	17%	32%	51%	2%	15%	32%	32%	19%
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	12	50%	42%	8%	17%	33%	42%	8%	0%
Business School Research Institutes (2011)	11	64%	9%	27%	0%	64%	9%	18%	9%
Faculty Administration of the Business School (2013)	43	77%	14%	9%	23%	53%	14%	7%	2%
Faculty Office of the Business School (2011)	26	62%	31%	8%	12%	50%	31%	4%	4%
Faculty Administration of the FECCI (2013)	50	70%	20%	10%	18%	52%	20%	6%	4%
Faculty Office of the FECCI (2011)	35	31%	40%	29%	3%	29%	40%	20%	9%
Faculty Administration of the FHLSS (2013)	47	77%	15%	9%	23%	53%	15%	9%	0%
Faculty Office of the FHLSS (2011)	24	54%	33%	13%	4%	50%	33%	8%	4%
FECCI Research Institutes (2013)	41	63%	20%	17%	17%	46%	20%	7%	10%
FECCI Research Institutes (2011)	16	75%	6%	19%	25%	50%	6%	6%	13%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~

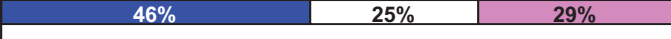

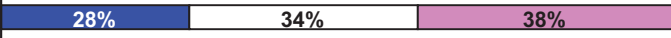
School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	53	75%	19%	6%	9%	66%	19%	4%	2%
Finance, Planning and Commercial Services (2011)	32	50%	34%	16%	3%	47%	34%	16%	0%
Human Resources & Development (2013)	37	78%	14%	8%	22%	57%	14%	5%	3%
Human Resources (2011)	26	54%	42%		8%	46%	42%	4%	0%
Information Services (2013)	101	74%	20%	6%	15%	59%	20%	6%	0%
Information Services (2011)	72	53%	39%	8%	8%	44%	39%	8%	0%
International, Development and External Affairs (2013)	34	62%	26%	12%	9%	53%	26%	6%	6%
International, Development and External Affairs (2011)	21	43%	33%	24%	14%	29%	33%	10%	14%
Office of the Vice Principal (Academic) (2013)	14	57%	29%	14%	14%	43%	29%	7%	7%
Office of the Vice Principal (Academic) (2011)	10	20%	30%	50%	10%	10%	30%	20%	30%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	99	79%	19%		33%	45%	19%	1%	1%
Property & Facilities (2011)	50	70%	24%	6%	16%	54%	24%	4%	2%
School of Accounting, Financial Services and Law (2013)	28	43%	46%	11%	18%	25%	46%	4%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	40%	20%	40%	10%	30%	20%	20%	20%
School of Arts & Creative Industries (2013)	68	53%	25%	22%	13%	40%	25%	10%	12%
School of Arts & Creative Industries (2011)	37	30%	30%	41%	3%	27%	30%	16%	24%
School of Computing (2013)	47	68%	21%	11%	23%	45%	21%	11%	0%
School of Computing (2011)	37	35%	54%	11%	8%	27%	54%	8%	3%
School of Engineering & the Built Environment (2013)	69	70%	20%	10%	26%	43%	20%	4%	6%
School of Engineering & the Built Environment (2011)	51	65%	25%	10%	20%	45%	25%	10%	0%
School of Life, Sport & Social Sciences (2013)	89	74%	20%	6%	18%	56%	20%	6%	0%
School of Life, Sport & Social Sciences (2011)	73	27%	33%	40%	4%	23%	33%	23%	16%
School of Management (2013)	31	48%	32%	19%	13%	35%	32%	10%	10%
School of Management (2011)	25	12%	32%	56%	4%	8%	32%	20%	36%
School of Marketing Tourism & Languages (2013)	38	55%	32%	13%	11%	45%	32%	8%	5%
School of Marketing Tourism & Languages (2011)	25	40%	36%	24%	12%	28%	36%	16%	8%
School of Nursing, Midwifery & Social Care (2013)	80	68%	26%	6%	18%	50%	26%	5%	1%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	56		11%	36%	25%	18%	11%		
Student & Academic Services (2013)	111		10%	50%	27%	7%	6%		
Student & Academic Services (2011)	68		3%	25%	34%	19%	19%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	85%	15%		38%	46%	15%	0%	0%
Business School Research Institutes (2011)	11	82%	18%		36%	45%	18%	0%	0%
Faculty Administration of the Business School (2013)	43	60%	28%	12%	16%	44%	28%	5%	7%
Faculty Office of the Business School (2011)	26	58%	27%	15%	19%	38%	27%	12%	4%
Faculty Administration of the FECCI (2013)	52	63%	21%	15%	31%	33%	21%	13%	2%
Faculty Office of the FECCI (2011)	36	78%	14%	8%	19%	58%	14%	6%	3%
Faculty Administration of the FHLSS (2013)	47	66%	17%	17%	21%	45%	17%	13%	4%
Faculty Office of the FHLSS (2011)	26	58%	27%	15%	15%	42%	27%	12%	4%
FECCI Research Institutes (2013)	42	74%	21%		19%	55%	21%	2%	2%
FECCI Research Institutes (2011)	16	75%	13%	13%	44%	31%	13%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	69%	22%	9%	24%	45%	22%	5%	4%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	32	53%	31%	16%	13%	41%	31%	13%	3%
Human Resources & Development (2013)	37	78%	16%		38%	41%	16%	5%	0%
Human Resources (2011)	26	81%	19%		8%	73%	19%	0%	0%
Information Services (2013)	104	59%	23%	18%	19%	39%	23%	14%	4%
Information Services (2011)	74	53%	35%	12%	8%	45%	35%	8%	4%
International, Development and External Affairs (2013)	36	72%	22%	6%	25%	47%	22%	3%	3%
International, Development and External Affairs (2011)	23	91%	9%		30%	61%	9%	0%	0%
Office of the Vice Principal (Academic) (2013)	15	60%	40%		47%	13%	40%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	30%	10%	20%	40%	30%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	74%	17%	8%	23%	51%	17%	7%	1%
Property & Facilities (2011)	50	74%	18%	8%	24%	50%	18%	6%	2%
School of Accounting, Financial Services and Law (2013)	29	90%	10%		45%	45%	10%	0%	0%
School of Accounting, Financial Services and Law (2011)	20	90%	10%		30%	60%	10%	0%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	71	80%	14%	6%	41%	39%	14%	6%	0%
School of Arts & Creative Industries (2011)	38	68%	16%	16%	18%	50%	16%	16%	0%
School of Computing (2013)	47	81%	15%		36%	45%	15%	4%	0%
School of Computing (2011)	39	90%	8%		38%	51%	8%	3%	0%
School of Engineering & the Built Environment (2013)	70	79%	16%	6%	36%	43%	16%	6%	0%
School of Engineering & the Built Environment (2011)	52	79%	15%	6%	29%	50%	15%	4%	2%
School of Life, Sport & Social Sciences (2013)	89	74%	17%	9%	29%	45%	17%	7%	2%
School of Life, Sport & Social Sciences (2011)	73	77%	18%		27%	49%	18%	3%	3%
School of Management (2013)	31	77%	13%	10%	16%	61%	13%	10%	0%
School of Management (2011)	25	52%	24%	24%	8%	44%	24%	24%	0%
School of Marketing Tourism & Languages (2013)	39	69%	28%		28%	41%	28%	3%	0%
School of Marketing Tourism & Languages (2011)	28	86%	14%		29%	57%	14%	0%	0%
School of Nursing, Midwifery & Social Care (2013)	84	74%	19%	7%	24%	50%	19%	5%	2%
School of Nursing, Midwifery & Social Care (2011)	59	73%	19%	8%	15%	58%	19%	8%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	117				29%	43%	23%	3%	3%
Student & Academic Services (2011)	68				22%	43%	21%	10%	4%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	85%	15%		23%	62%	15%	0%	0%
Business School Research Institutes (2011)	11	73%	27%		18%	55%	27%	0%	0%
Faculty Administration of the Business School (2013)	43	60%	26%	14%	12%	49%	26%	7%	7%
Faculty Office of the Business School (2011)	26	54%	31%	15%	15%	38%	31%	12%	4%
Faculty Administration of the FECCI (2013)	52	54%	17%	29%	23%	31%	17%	23%	6%
Faculty Office of the FECCI (2011)	36	64%	25%	11%	28%	36%	25%	6%	6%
Faculty Administration of the FHLSS (2013)	47	60%	21%	19%	15%	45%	21%	15%	4%
Faculty Office of the FHLSS (2011)	26	54%	23%	23%	8%	46%	23%	15%	8%
FECCI Research Institutes (2013)	41	66%	24%	10%	12%	54%	24%	7%	2%
FECCI Research Institutes (2011)	16	75%	19%	6%	38%	38%	19%	0%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	75%	11%	15%	20%	55%	11%	9%	5%



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	32	53%	25%	22%	6%	47%	25%	16%	6%
Human Resources & Development (2013)	37	73%	19%	8%	30%	43%	19%	8%	0%
Human Resources (2011)	26	81%	19%		12%	69%	19%	0%	0%
Information Services (2013)	104	55%	21%	24%	15%	39%	21%	16%	8%
Information Services (2011)	74	55%	27%	18%	7%	49%	27%	14%	4%
International, Development and External Affairs (2013)	36	64%	28%	8%	22%	42%	28%	3%	6%
International, Development and External Affairs (2011)	23	83%	13%		35%	48%	13%	4%	0%
Office of the Vice Principal (Academic) (2013)	15	47%	53%		33%	13%	53%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	80%	20%		20%	60%	0%	20%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	68%	15%	16%	19%	49%	15%	13%	3%
Property & Facilities (2011)	50	72%	14%	14%	24%	48%	14%	12%	2%
School of Accounting, Financial Services and Law (2013)	29	93%	7%		34%	59%	7%	0%	0%
School of Accounting, Financial Services and Law (2011)	20	85%	15%		20%	65%	15%	0%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	71	65%	20%	15%	38%	27%	20%	13%	3%
School of Arts & Creative Industries (2011)	38	55%	32%	13%	24%	32%	32%	8%	5%
School of Computing (2013)	47	79%	17%		38%	40%	17%	4%	0%
School of Computing (2011)	39	79%	15%		31%	49%	15%	5%	0%
School of Engineering & the Built Environment (2013)	70	66%	24%	10%	34%	31%	24%	9%	1%
School of Engineering & the Built Environment (2011)	52	81%	12%	8%	33%	48%	12%	6%	2%
School of Life, Sport & Social Sciences (2013)	92	61%	22%	17%	21%	40%	22%	11%	7%
School of Life, Sport & Social Sciences (2011)	73	63%	21%	16%	19%	44%	21%	16%	0%
School of Management (2013)	31	81%	6%	13%	13%	68%	6%	6%	6%
School of Management (2011)	25	44%	20%	36%	12%	32%	20%	24%	12%
School of Marketing Tourism & Languages (2013)	39	69%	15%	15%	28%	41%	15%	15%	0%
School of Marketing Tourism & Languages (2011)	28	82%	11%	7%	25%	57%	11%	4%	4%
School of Nursing, Midwifery & Social Care (2013)	84	61%	26%	13%	20%	40%	26%	8%	5%
School of Nursing, Midwifery & Social Care (2011)	59	59%	34%	7%	12%	47%	34%	7%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	117		26%	41%	19%	12%	3%		
Student & Academic Services (2011)	68		19%	40%	24%	10%	7%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	

School/Service

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%
Business School Research Institutes (2013)	13	85%	15%		23%	62%	15%	0%	0%
Business School Research Institutes (2011)	11	73%	18%	9%	9%	64%	18%	9%	0%
Faculty Administration of the Business School (2013)	43	60%	28%	12%	9%	51%	28%	5%	7%
Faculty Office of the Business School (2011)	26	54%	42%		8%	46%	42%	4%	0%
Faculty Administration of the FECCI (2013)	51	67%	22%	12%	20%	47%	22%	12%	0%
Faculty Office of the FECCI (2011)	36	75%	17%	8%	17%	58%	17%	6%	3%
Faculty Administration of the FHLSS (2013)	47	64%	26%	11%	9%	55%	26%	11%	0%
Faculty Office of the FHLSS (2011)	26	58%	31%	12%	4%	54%	31%	8%	4%
FECCI Research Institutes (2013)	42	62%	21%	17%	14%	48%	21%	10%	7%
FECCI Research Institutes (2011)	16	69%	25%	6%	19%	50%	25%	0%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	65%	25%	9%	9%	56%	25%	5%	4%



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2011)	32	59%	25%	16%	6%	53%	25%	13%	3%
Human Resources & Development (2013)	37	81%	14%		19%	62%	14%	5%	0%
Human Resources (2011)	26	77%	15%	8%	8%	69%	15%	8%	0%
Information Services (2013)	104	67%	21%	12%	13%	55%	21%	9%	3%
Information Services (2011)	74	69%	19%	12%	4%	65%	19%	11%	1%
International, Development and External Affairs (2013)	36	58%	36%	6%	17%	42%	36%	3%	3%
International, Development and External Affairs (2011)	23	78%	17%		13%	65%	17%	4%	0%
Office of the Vice Principal (Academic) (2013)	15	60%	40%		20%	40%	40%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	30%		20%	50%	30%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	76%	17%	7%	19%	56%	17%	7%	0%
Property & Facilities (2011)	50	72%	22%	6%	20%	52%	22%	6%	0%
School of Accounting, Financial Services and Law (2013)	29	86%	14%		34%	52%	14%	0%	0%
School of Accounting, Financial Services and Law (2011)	20	70%	30%		5%	65%	30%	0%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Arts & Creative Industries (2013)	71	63%	28%	8%	21%	42%	28%	7%	1%
School of Arts & Creative Industries (2011)	38	58%	24%	18%	11%	47%	24%	13%	5%
School of Computing (2013)	47	81%	15%		32%	49%	15%	2%	2%
School of Computing (2011)	39	72%	21%	8%	31%	41%	21%	8%	0%
School of Engineering & the Built Environment (2013)	69	74%	16%	10%	19%	55%	16%	9%	1%
School of Engineering & the Built Environment (2011)	52	75%	21%		13%	62%	21%	4%	0%
School of Life, Sport & Social Sciences (2013)	91	59%	29%	12%	13%	46%	29%	8%	4%
School of Life, Sport & Social Sciences (2011)	72	49%	35%	17%	7%	42%	35%	15%	1%
School of Management (2013)	31	65%	32%		10%	55%	32%	3%	0%
School of Management (2011)	25	28%	40%	32%	4%	24%	40%	24%	8%
School of Marketing Tourism & Languages (2013)	39	69%	23%	8%	28%	41%	23%	5%	3%
School of Marketing Tourism & Languages (2011)	28	71%	25%		21%	50%	25%	4%	0%
School of Nursing, Midwifery & Social Care (2013)	84	63%	26%	11%	12%	51%	26%	7%	4%
School of Nursing, Midwifery & Social Care (2011)	59	58%	25%	17%	8%	49%	25%	14%	3%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Student & Academic Services (2013)	117		12%	54%	29%	5%	0%		
Student & Academic Services (2011)	68		12%	47%	32%	7%	1%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	46%	46%	8%	8%	38%	46%	8%	0%
Business School Research Institutes (2011)	10	70%	30%		10%	60%	30%	0%	0%
Faculty Administration of the Business School (2013)	42	57%	26%	17%	5%	52%	26%	10%	7%
Faculty Office of the Business School (2011)	26	38%	38%	23%	4%	35%	38%	15%	8%
Faculty Administration of the FECCI (2013)	50	52%	26%	22%	22%	30%	26%	16%	6%
Faculty Office of the FECCI (2011)	36	36%	36%	28%	8%	28%	36%	17%	11%
Faculty Administration of the FHLSS (2013)	44	43%	45%	11%	5%	39%	45%	9%	2%
Faculty Office of the FHLSS (2011)	24	38%	42%	21%	0%	38%	42%	17%	4%
FECCI Research Institutes (2013)	40	33%	30%	38%	0%	33%	30%	20%	18%
FECCI Research Institutes (2011)	16	38%	50%	13%	13%	25%	50%	13%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	52%	31%	17%	6%	46%	31%	11%	6%
Finance, Planning and Commercial Services (2011)	31	39%	29%	32%	3%	35%	29%	26%	6%
Human Resources & Development (2013)	35	57%	29%	14%	11%	46%	29%	11%	3%
Human Resources (2011)	26	50%	42%	8%	0%	50%	42%	4%	4%
Information Services (2013)	94	49%	36%	15%	5%	44%	36%	14%	1%
Information Services (2011)	73	25%	44%	32%	1%	23%	44%	29%	3%
International, Development and External Affairs (2013)	36	36%	42%	22%	8%	28%	42%	11%	11%
International, Development and External Affairs (2011)	23	52%	26%	22%	0%	52%	26%	17%	4%
Office of the Vice Principal (Academic) (2013)	15	60%	33%	7%	20%	40%	33%	7%	0%
Office of the Vice Principal (Academic) (2011)	9	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	97	46%	33%	21%	9%	37%	33%	15%	5%
Property & Facilities (2011)	50	42%	40%	18%	2%	40%	40%	12%	6%
School of Accounting, Financial Services and Law (2013)	28	50%	14%	36%	14%	36%	14%	36%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	50%	25%	25%	0%	50%	25%	15%	10%
School of Arts & Creative Industries (2013)	70	30%	34%	36%	1%	29%	34%	21%	14%
School of Arts & Creative Industries (2011)	36	28%	28%	44%	6%	22%	28%	28%	17%
School of Computing (2013)	46	39%	33%	28%	7%	33%	33%	20%	9%
School of Computing (2011)	39	31%	46%	23%	10%	21%	46%	18%	5%
School of Engineering & the Built Environment (2013)	65	28%	22%	51%	5%	23%	22%	25%	26%
School of Engineering & the Built Environment (2011)	49	39%	31%	31%	2%	37%	31%	22%	8%
School of Life, Sport & Social Sciences (2013)	89	21%	33%	46%	2%	19%	33%	29%	17%
School of Life, Sport & Social Sciences (2011)	69	20%	43%	36%	1%	19%	43%	25%	12%
School of Management (2013)	29	31%	31%	38%	3%	28%	31%	31%	7%
School of Management (2011)	24	8%	42%	50%	0%	8%	42%	33%	17%
School of Marketing Tourism & Languages (2013)	37	27%	43%	30%	11%	16%	43%	27%	3%
School of Marketing Tourism & Languages (2011)	27	52%	15%	33%	11%	41%	15%	26%	7%
School of Nursing, Midwifery & Social Care (2013)	82	24%	40%	35%	4%	21%	40%	22%	13%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	56		7%	38%	21%	21%	13%		
Student & Academic Services (2013)	114		10%	39%	32%	13%	6%		
Student & Academic Services (2011)	67		3%	19%	34%	22%	21%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	77%	23%		23%	54%	23%	0%	0%
Business School Research Institutes (2011)	11	64%	18%	18%	18%	45%	18%	18%	0%
Faculty Administration of the Business School (2013)	43	67%	21%	12%	14%	53%	21%	9%	2%
Faculty Office of the Business School (2011)	26	58%	31%	12%	12%	46%	31%	8%	4%
Faculty Administration of the FECCI (2013)	50	62%	24%	14%	30%	32%	24%	10%	4%
Faculty Office of the FECCI (2011)	35	71%	17%	11%	20%	51%	17%	9%	3%
Faculty Administration of the FHLSS (2013)	47	68%	17%	15%	13%	55%	17%	9%	6%
Faculty Office of the FHLSS (2011)	26	58%	31%	12%	0%	58%	31%	8%	4%
FECCI Research Institutes (2013)	41	54%	24%	22%	10%	44%	24%	15%	7%
FECCI Research Institutes (2011)	16	75%	13%	13%	13%	63%	13%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	3	Insufficient Sample Size			~	~	~	~	~



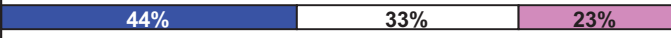
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	74%	13%	13%	9%	65%	13%	7%	6%
Finance, Planning and Commercial Services (2011)	31	39%	35%	26%	10%	29%	35%	19%	6%
Human Resources & Development (2013)	36	92%	6%	2%	25%	67%	6%	3%	0%
Human Resources (2011)	26	85%	8%	8%	19%	65%	8%	8%	0%
Information Services (2013)	100	51%	30%	19%	8%	43%	30%	10%	9%
Information Services (2011)	74	45%	32%	23%	8%	36%	32%	19%	4%
International, Development and External Affairs (2013)	36	56%	25%	19%	14%	42%	25%	11%	8%
International, Development and External Affairs (2011)	22	59%	36%	5%	18%	41%	36%	5%	0%
Office of the Vice Principal (Academic) (2013)	15	73%	20%	7%	40%	33%	20%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	80%	20%	0%	20%	60%	20%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	70%	24%	6%	24%	46%	24%	3%	2%
Property & Facilities (2011)	50	74%	18%	8%	16%	58%	18%	8%	0%
School of Accounting, Financial Services and Law (2013)	29	72%	17%	10%	21%	52%	17%	7%	3%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	74%	26%		5%	68%	26%	0%	0%
School of Arts & Creative Industries (2013)	68	47%	32%	21%	10%	37%	32%	13%	7%
School of Arts & Creative Industries (2011)	36	50%	28%	22%	6%	44%	28%	17%	6%
School of Computing (2013)	45	51%	24%	24%	9%	42%	24%	13%	11%
School of Computing (2011)	38	63%	24%	13%	16%	47%	24%	11%	3%
School of Engineering & the Built Environment (2013)	67	52%	33%	15%	16%	36%	33%	10%	4%
School of Engineering & the Built Environment (2011)	52	58%	23%	19%	8%	50%	23%	19%	0%
School of Life, Sport & Social Sciences (2013)	91	48%	29%	23%	4%	44%	29%	16%	7%
School of Life, Sport & Social Sciences (2011)	72	36%	46%	18%	8%	28%	46%	11%	7%
School of Management (2013)	30	60%	30%	10%	13%	47%	30%	10%	0%
School of Management (2011)	25	28%	52%	20%	4%	24%	52%	16%	4%
School of Marketing Tourism & Languages (2013)	39	69%	10%	21%	18%	51%	10%	18%	3%
School of Marketing Tourism & Languages (2011)	28	75%	18%	7%	18%	57%	18%	7%	0%
School of Nursing, Midwifery & Social Care (2013)	84	60%	24%	17%	8%	51%	24%	14%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		7%	42%	34%	15%	2%		
Student & Academic Services (2013)	115		20%	43%	30%	5%	2%		
Student & Academic Services (2011)	66		12%	32%	33%	17%	6%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	77%	8%	15%	31%	46%	8%	15%	0%
Business School Research Institutes (2011)	10	100%			10%	90%	0%	0%	0%
Faculty Administration of the Business School (2013)	43	70%	19%	12%	21%	49%	19%	12%	0%
Faculty Office of the Business School (2011)	26	62%	15%	23%	23%	38%	15%	19%	4%
Faculty Administration of the FECCI (2013)	52	69%	17%	13%	25%	44%	17%	10%	4%
Faculty Office of the FECCI (2011)	36	56%	22%	22%	17%	39%	22%	17%	6%
Faculty Administration of the FHLSS (2013)	47	45%	38%	17%	9%	36%	38%	15%	2%
Faculty Office of the FHLSS (2011)	26	58%	31%	12%	12%	46%	31%	12%	0%
FECCI Research Institutes (2013)	41	71%	15%	15%	15%	56%	15%	7%	7%
FECCI Research Institutes (2011)	16	69%	13%	19%	19%	50%	13%	6%	13%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	56%	20%	24%	7%	48%	20%	19%	6%
Finance, Planning and Commercial Services (2011)	32	47%	25%	28%	3%	44%	25%	28%	0%
Human Resources & Development (2013)	37	62%	22%	16%	11%	51%	22%	16%	0%
Human Resources (2011)	26	62%	31%	8%	19%	42%	31%	8%	0%
Information Services (2013)	104	59%	18%	23%	12%	47%	18%	14%	9%
Information Services (2011)	74	59%	22%	19%	4%	55%	22%	16%	3%
International, Development and External Affairs (2013)	36	61%	22%	17%	11%	50%	22%	11%	6%
International, Development and External Affairs (2011)	23	78%	13%	9%	13%	65%	13%	9%	0%
Office of the Vice Principal (Academic) (2013)	15	60%	7%	33%	7%	53%	7%	33%	0%
Office of the Vice Principal (Academic) (2011)	10	50%	40%	10%	10%	40%	40%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	74%	16%	9%	24%	50%	16%	7%	2%
Property & Facilities (2011)	50	82%	12%	6%	30%	52%	12%	4%	2%
School of Accounting, Financial Services and Law (2013)	29	76%	17%	7%	28%	48%	17%	7%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	80%	15%		20%	60%	15%	5%	0%
School of Arts & Creative Industries (2013)	71	44%	21%	35%	10%	34%	21%	20%	15%
School of Arts & Creative Industries (2011)	38	45%	24%	32%	5%	39%	24%	26%	5%
School of Computing (2013)	47	60%	30%	11%	9%	51%	30%	6%	4%
School of Computing (2011)	39	77%	8%	15%	21%	56%	8%	10%	5%
School of Engineering & the Built Environment (2013)	70	56%	24%	20%	4%	51%	24%	11%	9%
School of Engineering & the Built Environment (2011)	52	67%	23%	10%	13%	54%	23%	8%	2%
School of Life, Sport & Social Sciences (2013)	91	52%	19%	30%	8%	44%	19%	19%	11%
School of Life, Sport & Social Sciences (2011)	73	42%	22%	36%	7%	36%	22%	19%	16%
School of Management (2013)	31	58%	23%	19%	10%	48%	23%	16%	3%
School of Management (2011)	25	52%	32%	16%	8%	44%	32%	16%	0%
School of Marketing Tourism & Languages (2013)	39	54%	21%	26%	13%	41%	21%	21%	5%
School of Marketing Tourism & Languages (2011)	27	70%	15%	15%	22%	48%	15%	15%	0%
School of Nursing, Midwifery & Social Care (2013)	84	65%	17%	18%	13%	52%	17%	11%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	
		Positive	Neutral	Negative						
School of Nursing, Midwifery & Social Care (2011)	59		73%	14%	14%	17%	56%	14%	8%	5%
Student & Academic Services (2013)	117		70%	12%	18%	10%	60%	12%	14%	4%
Student & Academic Services (2011)	68		46%	21%	34%	7%	38%	21%	18%	16%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	92%	8%		15%	77%	8%	0%	0%
Business School Research Institutes (2011)	11	64%	18%	18%	36%	27%	18%	18%	0%
Faculty Administration of the Business School (2013)	41	73%	20%	7%	10%	63%	20%	2%	5%
Faculty Office of the Business School (2011)	26	50%	42%	8%	12%	38%	42%	4%	4%
Faculty Administration of the FECCI (2013)	50	72%	18%	10%	20%	52%	18%	6%	4%
Faculty Office of the FECCI (2011)	36	58%	28%	14%	11%	47%	28%	8%	6%
Faculty Administration of the FHLSS (2013)	46	63%	24%	13%	7%	57%	24%	11%	2%
Faculty Office of the FHLSS (2011)	26	38%	46%	15%	8%	31%	46%	8%	8%
FECCI Research Institutes (2013)	41	66%	27%	7%	22%	44%	27%	2%	5%
FECCI Research Institutes (2011)	16	81%	13%	6%	19%	63%	13%	0%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~



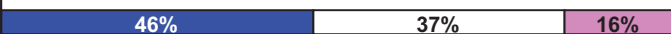
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	52	65%	27%	8%	13%	52%	27%	6%	2%
Finance, Planning and Commercial Services (2011)	31	65%	16%	19%	3%	61%	16%	19%	0%
Human Resources & Development (2013)	36	78%	14%	8%	17%	61%	14%	8%	0%
Human Resources (2011)	25	76%	12%	12%	8%	68%	12%	12%	0%
Information Services (2013)	101	69%	19%	12%	9%	60%	19%	10%	2%
Information Services (2011)	74	61%	28%	11%	7%	54%	28%	11%	0%
International, Development and External Affairs (2013)	36	89%	8%		17%	72%	8%	3%	0%
International, Development and External Affairs (2011)	23	78%	17%		13%	65%	17%	4%	0%
Office of the Vice Principal (Academic) (2013)	15	87%	13%		7%	80%	13%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	30%	10%	10%	50%	30%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	94	77%	20%		16%	61%	20%	3%	0%
Property & Facilities (2011)	48	71%	23%	6%	19%	52%	23%	4%	2%
School of Accounting, Financial Services and Law (2013)	28	82%	14%		21%	61%	14%	4%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	60%	35%		5%	55%	35%	5%	0%
School of Arts & Creative Industries (2013)	70	67%	21%	11%	10%	57%	21%	10%	1%
School of Arts & Creative Industries (2011)	37	59%	24%	16%	8%	51%	24%	8%	8%
School of Computing (2013)	47	64%	30%	6%	26%	38%	30%	6%	0%
School of Computing (2011)	39	69%	23%	8%	15%	54%	23%	8%	0%
School of Engineering & the Built Environment (2013)	64	70%	19%	11%	22%	48%	19%	9%	2%
School of Engineering & the Built Environment (2011)	51	71%	20%	10%	12%	59%	20%	10%	0%
School of Life, Sport & Social Sciences (2013)	87	66%	24%	10%	9%	56%	24%	7%	3%
School of Life, Sport & Social Sciences (2011)	73	34%	34%	32%	8%	26%	34%	25%	7%
School of Management (2013)	31	58%	23%	19%	16%	42%	23%	16%	3%
School of Management (2011)	25	32%	44%	24%	0%	32%	44%	20%	4%
School of Marketing Tourism & Languages (2013)	37	65%	22%	14%	5%	59%	22%	5%	8%
School of Marketing Tourism & Languages (2011)	28	75%	21%		14%	61%	21%	4%	0%
School of Nursing, Midwifery & Social Care (2013)	83	67%	19%	13%	8%	59%	19%	10%	4%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	58		10%	48%	31%	10%	0%		
Student & Academic Services (2013)	114		13%	51%	29%	6%	1%		
Student & Academic Services (2011)	67		10%	36%	37%	9%	7%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	85%		15%	15%	69%	15%	0%	0%
Business School Research Institutes (2011)	11	73%	18%	9%	18%	55%	18%	9%	0%
Faculty Administration of the Business School (2013)	43	72%	21%	7%	9%	63%	21%	2%	5%
Faculty Office of the Business School (2011)	26	65%	27%	8%	19%	46%	27%	8%	0%
Faculty Administration of the FECCI (2013)	50	64%	22%	14%	22%	42%	22%	4%	10%
Faculty Office of the FECCI (2011)	36	67%	19%	14%	17%	50%	19%	3%	11%
Faculty Administration of the FHLSS (2013)	45	67%	18%	16%	13%	53%	18%	7%	9%
Faculty Office of the FHLSS (2011)	26	54%	35%	12%	8%	46%	35%	8%	4%
FECCI Research Institutes (2013)	41	59%	37%		10%	49%	37%	0%	5%
FECCI Research Institutes (2011)	16	75%	13%	13%	13%	63%	13%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	67%	24%	9%	11%	56%	24%	7%	2%
Finance, Planning and Commercial Services (2011)	32	47%	38%	16%	6%	41%	38%	9%	6%
Human Resources & Development (2013)	37	84%	11%		27%	57%	11%	5%	0%
Human Resources (2011)	26	88%	8%		12%	77%	4%	8%	0%
Information Services (2013)	102	60%	26%	14%	10%	50%	26%	6%	8%
Information Services (2011)	74	54%	31%	15%	5%	49%	31%	15%	0%
International, Development and External Affairs (2013)	36	56%	22%	22%	17%	39%	22%	17%	6%
International, Development and External Affairs (2011)	23	70%	22%	9%	26%	43%	22%	9%	0%
Office of the Vice Principal (Academic) (2013)	15	93%	7%		13%	80%	7%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	90%	10%		0%	90%	10%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	96	70%	20%	10%	23%	47%	20%	6%	4%
Property & Facilities (2011)	50	76%	14%	10%	22%	54%	14%	8%	2%
School of Accounting, Financial Services and Law (2013)	29	86%	7%	7%	34%	52%	7%	7%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	80%	20%		20%	60%	20%	0%	0%
School of Arts & Creative Industries (2013)	71	54%	28%	18%	14%	39%	28%	14%	4%
School of Arts & Creative Industries (2011)	38	55%	18%	26%	13%	42%	18%	24%	3%
School of Computing (2013)	47	55%	23%	21%	19%	36%	23%	13%	9%
School of Computing (2011)	39	62%	15%	23%	15%	46%	15%	18%	5%
School of Engineering & the Built Environment (2013)	67	67%	25%	7%	13%	54%	25%	3%	4%
School of Engineering & the Built Environment (2011)	52	60%	29%	12%	12%	48%	29%	12%	0%
School of Life, Sport & Social Sciences (2013)	90	58%	23%	19%	7%	51%	23%	14%	4%
School of Life, Sport & Social Sciences (2011)	73	38%	38%	23%	8%	30%	38%	14%	10%
School of Management (2013)	31	71%	19%	10%	16%	55%	19%	10%	0%
School of Management (2011)	25	48%	32%	20%	4%	44%	32%	16%	4%
School of Marketing Tourism & Languages (2013)	38	79%	16%		16%	63%	16%	0%	5%
School of Marketing Tourism & Languages (2011)	27	74%	22%		19%	56%	22%	4%	0%
School of Nursing, Midwifery & Social Care (2013)	83	71%	20%	8%	13%	58%	20%	6%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	58		14%	52%	24%	9%	2%		
Student & Academic Services (2013)	114		17%	55%	24%	3%	2%		
Student & Academic Services (2011)	68		13%	34%	34%	10%	9%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	77%	15%	8%	31%	46%	15%	8%	0%
Business School Research Institutes (2011)	11	55%	18%	27%	9%	45%	18%	18%	9%
Faculty Administration of the Business School (2013)	41	56%	27%	17%	22%	34%	27%	12%	5%
Faculty Office of the Business School (2011)	26	54%	23%	23%	19%	35%	23%	12%	12%
Faculty Administration of the FECCI (2013)	49	61%	20%	18%	31%	31%	20%	10%	8%
Faculty Office of the FECCI (2011)	36	64%	19%	17%	25%	39%	19%	8%	8%
Faculty Administration of the FHLSS (2013)	46	61%	17%	22%	13%	48%	17%	7%	15%
Faculty Office of the FHLSS (2011)	26	65%	27%	8%	12%	54%	27%	8%	0%
FECCI Research Institutes (2013)	38	68%	16%	16%	21%	47%	16%	5%	11%
FECCI Research Institutes (2011)	16	63%	13%	25%	6%	56%	13%	13%	13%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	65%	22%	13%	19%	46%	22%	4%	9%
Finance, Planning and Commercial Services (2011)	32	38%	34%	28%	3%	34%	34%	19%	9%
Human Resources & Development (2013)	37	78%	8%	14%	46%	32%	8%	14%	0%
Human Resources (2011)	26	73%	23%		31%	42%	23%	4%	0%
Information Services (2013)	103	60%	28%	12%	17%	43%	28%	5%	7%
Information Services (2011)	73	53%	30%	16%	7%	47%	30%	14%	3%
International, Development and External Affairs (2013)	36	53%	36%	11%	22%	31%	36%	6%	6%
International, Development and External Affairs (2011)	23	65%	26%	9%	17%	48%	26%	9%	0%
Office of the Vice Principal (Academic) (2013)	15	67%	27%	7%	20%	47%	27%	0%	7%
Office of the Vice Principal (Academic) (2011)	10	90%		10%	20%	70%	10%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	97	71%	20%	9%	21%	51%	20%	7%	2%
Property & Facilities (2011)	50	66%	16%	18%	22%	44%	16%	12%	6%
School of Accounting, Financial Services and Law (2013)	29	83%	14%		34%	48%	14%	3%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	80%	15%		30%	50%	15%	0%	5%
School of Arts & Creative Industries (2013)	71	52%	15%	32%	15%	37%	15%	13%	20%
School of Arts & Creative Industries (2011)	38	45%	18%	37%	16%	29%	18%	18%	18%
School of Computing (2013)	44	57%	27%	16%	25%	32%	27%	14%	2%
School of Computing (2011)	39	64%	21%	15%	28%	36%	21%	10%	5%
School of Engineering & the Built Environment (2013)	64	64%	14%	22%	17%	47%	14%	16%	6%
School of Engineering & the Built Environment (2011)	51	53%	25%	22%	18%	35%	25%	18%	4%
School of Life, Sport & Social Sciences (2013)	87	57%	24%	18%	14%	44%	24%	7%	11%
School of Life, Sport & Social Sciences (2011)	73	38%	29%	33%	12%	26%	29%	11%	22%
School of Management (2013)	31	65%	16%	19%	23%	42%	16%	16%	3%
School of Management (2011)	24	29%	29%	42%	8%	21%	29%	17%	25%
School of Marketing Tourism & Languages (2013)	39	51%	21%	28%	28%	23%	21%	26%	3%
School of Marketing Tourism & Languages (2011)	26	58%	27%	15%	15%	42%	27%	12%	4%
School of Nursing, Midwifery & Social Care (2013)	84	51%	26%	23%	13%	38%	26%	18%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		7%	44%	20%	17%	12%		
Student & Academic Services (2013)	113		27%	38%	24%	6%	4%		
Student & Academic Services (2011)	68		19%	25%	34%	13%	9%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	77%	15%	8%	31%	46%	15%	8%	0%
Business School Research Institutes (2011)	11	45%	36%	18%	9%	36%	36%	18%	0%
Faculty Administration of the Business School (2013)	41	56%	24%	20%	5%	51%	24%	12%	7%
Faculty Office of the Business School (2011)	26	46%	27%	27%	15%	31%	27%	19%	8%
Faculty Administration of the FECCI (2013)	50	56%	16%	28%	26%	30%	16%	10%	18%
Faculty Office of the FECCI (2011)	36	44%	28%	28%	14%	31%	28%	14%	14%
Faculty Administration of the FHLSS (2013)	46	52%	30%	17%	9%	43%	30%	11%	7%
Faculty Office of the FHLSS (2011)	26	50%	23%	27%	8%	42%	23%	15%	12%
FECCI Research Institutes (2013)	41	44%	32%	24%	10%	34%	32%	20%	5%
FECCI Research Institutes (2011)	16	63%	13%	25%	6%	56%	13%	19%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~



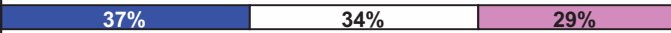
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	54%	26%	20%	9%	44%	26%	13%	7%
Finance, Planning and Commercial Services (2011)	32	31%	44%	25%	3%	28%	44%	19%	6%
Human Resources & Development (2013)	37	78%	8%	14%	38%	41%	8%	11%	3%
Human Resources (2011)	26	69%	15%	15%	15%	54%	15%	15%	0%
Information Services (2013)	101	50%	27%	24%	8%	42%	27%	13%	11%
Information Services (2011)	74	41%	38%	22%	4%	36%	38%	16%	5%
International, Development and External Affairs (2013)	36	47%	25%	28%	11%	36%	25%	19%	8%
International, Development and External Affairs (2011)	22	64%	23%	14%	14%	50%	23%	5%	9%
Office of the Vice Principal (Academic) (2013)	15	47%	47%	7%	13%	33%	47%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	60%	40%		10%	50%	40%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	96	63%	27%	10%	16%	47%	27%	6%	4%
Property & Facilities (2011)	48	69%	19%	13%	21%	48%	19%	10%	2%
School of Accounting, Financial Services and Law (2013)	28	57%	25%	18%	18%	39%	25%	11%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	20	70%	20%	10%	15%	55%	20%	0%	10%
School of Arts & Creative Industries (2013)	71	41%	25%	34%	11%	30%	25%	25%	8%
School of Arts & Creative Industries (2011)	38	42%	13%	45%	13%	29%	13%	29%	16%
School of Computing (2013)	47	40%	32%	28%	15%	26%	32%	19%	9%
School of Computing (2011)	39	54%	21%	26%	18%	36%	21%	13%	13%
School of Engineering & the Built Environment (2013)	67	52%	27%	21%	7%	45%	27%	15%	6%
School of Engineering & the Built Environment (2011)	51	41%	29%	29%	10%	31%	29%	25%	4%
School of Life, Sport & Social Sciences (2013)	88	35%	34%	31%	6%	30%	34%	20%	10%
School of Life, Sport & Social Sciences (2011)	73	27%	30%	42%	4%	23%	30%	21%	22%
School of Management (2013)	30	57%	10%	33%	17%	40%	10%	27%	7%
School of Management (2011)	25	28%	24%	48%	4%	24%	24%	32%	16%
School of Marketing Tourism & Languages (2013)	38	61%	16%	24%	18%	42%	16%	8%	16%
School of Marketing Tourism & Languages (2011)	27	56%	33%	11%	15%	41%	33%	11%	0%
School of Nursing, Midwifery & Social Care (2013)	84	56%	25%	19%	11%	45%	25%	14%	5%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		10%	39%	22%	22%	7%		
Student & Academic Services (2013)	113		17%	44%	27%	9%	4%		
Student & Academic Services (2011)	68		10%	26%	34%	19%	10%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	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%
Business School Research Institutes (2013)	13	23%	54%	23%	8%	15%	54%	15%	8%
Business School Research Institutes (2011)	10	60%	20%	20%	10%	50%	20%	10%	10%
Faculty Administration of the Business School (2013)	42	31%	24%	45%	2%	29%	24%	24%	21%
Faculty Office of the Business School (2011)	26	27%	38%	35%	8%	19%	38%	23%	12%
Faculty Administration of the FECCI (2013)	51	31%	29%	39%	4%	27%	29%	20%	20%
Faculty Office of the FECCI (2011)	35	26%	31%	43%	6%	20%	31%	23%	20%
Faculty Administration of the FHLSS (2013)	46	41%	26%	33%	4%	37%	26%	17%	15%
Faculty Office of the FHLSS (2011)	25	36%	20%	44%	4%	32%	20%	20%	24%
FECCI Research Institutes (2013)	41	34%	34%	32%	5%	29%	34%	20%	12%
FECCI Research Institutes (2011)	16	38%	50%	13%	13%	25%	50%	6%	6%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	3	Insufficient Sample Size			~	~	~	~	~

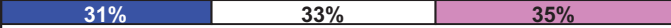
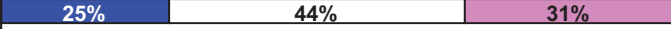

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	50	22%	42%	36%	2%	20%	42%	26%	10%
Finance, Planning and Commercial Services (2011)	30	17%	43%	40%	0%	17%	43%	37%	3%
Human Resources & Development (2013)	36	50%	25%	25%	6%	44%	25%	14%	11%
Human Resources (2011)	25	36%	40%	24%	0%	36%	40%	20%	4%
Information Services (2013)	100	27%	36%	37%	3%	24%	36%	18%	19%
Information Services (2011)	74	15%	42%	43%	1%	14%	42%	26%	18%
International, Development and External Affairs (2013)	34	32%	24%	44%	0%	32%	24%	35%	9%
International, Development and External Affairs (2011)	23	39%	30%	30%	9%	30%	30%	22%	9%
Office of the Vice Principal (Academic) (2013)	15	20%	53%	27%	7%	13%	53%	27%	0%
Office of the Vice Principal (Academic) (2011)	8	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	95	49%	31%	20%	8%	41%	31%	14%	6%
Property & Facilities (2011)	48	46%	27%	27%	6%	40%	27%	19%	8%
School of Accounting, Financial Services and Law (2013)	27	19%	44%	37%	4%	15%	44%	19%	19%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	11%	37%	53%	0%	11%	37%	32%	21%
School of Arts & Creative Industries (2013)	69	28%	22%	51%	3%	25%	22%	30%	20%
School of Arts & Creative Industries (2011)	38	29%	16%	55%	3%	26%	16%	26%	29%
School of Computing (2013)	45	24%	42%	33%	7%	18%	42%	27%	7%
School of Computing (2011)	37	35%	27%	38%	8%	27%	27%	27%	11%
School of Engineering & the Built Environment (2013)	63	32%	29%	40%	5%	27%	29%	22%	17%
School of Engineering & the Built Environment (2011)	49	33%	37%	31%	8%	24%	37%	16%	14%
School of Life, Sport & Social Sciences (2013)	87	24%	32%	44%	2%	22%	32%	20%	24%
School of Life, Sport & Social Sciences (2011)	72	15%	32%	53%	0%	15%	32%	21%	32%
School of Management (2013)	28	29%	18%	54%	7%	21%	18%	29%	25%
School of Management (2011)	25	12%	12%	76%	0%	12%	12%	36%	40%
School of Marketing Tourism & Languages (2013)	37	32%	32%	35%	5%	27%	32%	19%	16%
School of Marketing Tourism & Languages (2011)	24	25%	46%	29%	13%	13%	46%	21%	8%
School of Nursing, Midwifery & Social Care (2013)	81	36%	31%	33%	6%	30%	31%	23%	10%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	54		6%	26%	33%	20%	15%		
Student & Academic Services (2013)	107		2%	23%	44%	19%	12%		
Student & Academic Services (2011)	67		1%	15%	31%	30%	22%		
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	12	42%	33%	25%	0%	42%	33%	25%	0%
Business School Research Institutes (2011)	11	64%	27%	9%	0%	64%	27%	9%	0%
Faculty Administration of the Business School (2013)	41	24%	37%	39%	5%	20%	37%	24%	15%
Faculty Office of the Business School (2011)	26	27%	50%	23%	4%	23%	50%	15%	8%
Faculty Administration of the FECCI (2013)	42	31%	40%	29%	2%	29%	40%	17%	12%
Faculty Office of the FECCI (2011)	35	31%	31%	37%	6%	26%	31%	17%	20%
Faculty Administration of the FHLSS (2013)	47	36%	30%	34%	4%	32%	30%	17%	17%
Faculty Office of the FHLSS (2011)	24	33%	21%	46%	8%	25%	21%	33%	13%
FECCI Research Institutes (2013)	37	43%	30%	27%	8%	35%	30%	16%	11%
FECCI Research Institutes (2011)	15	40%	53%	7%	7%	33%	53%	0%	7%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	3	Insufficient Sample Size			~	~	~	~	~

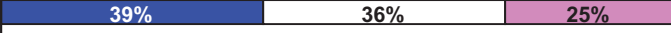
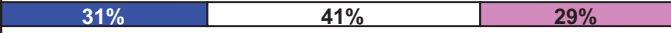

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	48	25%	46%	29%	2%	23%	46%	21%	8%
Finance, Planning and Commercial Services (2011)	29	24%	52%	24%	0%	24%	52%	17%	7%
Human Resources & Development (2013)	34	62%	26%	12%	6%	56%	26%	6%	6%
Human Resources (2011)	26	31%	58%	12%	0%	31%	58%	12%	0%
Information Services (2013)	96	33%	32%	34%	5%	28%	32%	22%	13%
Information Services (2011)	66	30%	29%	41%	5%	26%	29%	26%	15%
International, Development and External Affairs (2013)	35	26%	26%	49%	6%	20%	26%	40%	9%
International, Development and External Affairs (2011)	21	48%	24%	29%	14%	33%	24%	10%	19%
Office of the Vice Principal (Academic) (2013)	12	33%	58%	8%	8%	25%	58%	8%	0%
Office of the Vice Principal (Academic) (2011)	8	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	91	60%	23%	16%	11%	49%	23%	12%	4%
Property & Facilities (2011)	48	44%	35%	21%	6%	38%	35%	21%	0%
School of Accounting, Financial Services and Law (2013)	28	39%	21%	39%	11%	29%	21%	21%	18%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	18	11%	28%	61%	6%	6%	28%	33%	28%
School of Arts & Creative Industries (2013)	68	29%	24%	47%	4%	25%	24%	29%	18%
School of Arts & Creative Industries (2011)	34	21%	41%	38%	0%	21%	41%	18%	21%
School of Computing (2013)	45	38%	40%	22%	11%	27%	40%	13%	9%
School of Computing (2011)	38	32%	37%	32%	5%	26%	37%	26%	5%
School of Engineering & the Built Environment (2013)	61	38%	31%	31%	7%	31%	31%	13%	18%
School of Engineering & the Built Environment (2011)	47	45%	30%	26%	11%	34%	30%	15%	11%
School of Life, Sport & Social Sciences (2013)	84	32%	31%	37%	5%	27%	31%	21%	15%
School of Life, Sport & Social Sciences (2011)	69	16%	26%	58%	1%	14%	26%	32%	26%
School of Management (2013)	29	31%	28%	41%	7%	24%	28%	21%	21%
School of Management (2011)	24	21%	13%	67%	0%	21%	13%	42%	25%
School of Marketing Tourism & Languages (2013)	37	32%	24%	43%	5%	27%	24%	30%	14%
School of Marketing Tourism & Languages (2011)	22	27%	32%	41%	14%	14%	32%	32%	9%
School of Nursing, Midwifery & Social Care (2013)	81	36%	32%	32%	10%	26%	32%	23%	9%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		5%	34%	36%	15%	10%		
Student & Academic Services (2013)	101		5%	26%	41%	18%	11%		
Student & Academic Services (2011)	62		2%	15%	31%	35%	18%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	15%	54%	31%	0%	15%	54%	23%	8%
Business School Research Institutes (2011)	10		60%	40%	0%	0%	60%	20%	20%
Faculty Administration of the Business School (2013)	40	15%	35%	50%	5%	10%	35%	30%	20%
Faculty Office of the Business School (2011)	24	17%	42%	42%	4%	13%	42%	17%	25%
Faculty Administration of the FECCI (2013)	40	38%	20%	43%	0%	38%	20%	20%	23%
Faculty Office of the FECCI (2011)	33	12%	27%	61%	0%	12%	27%	33%	27%
Faculty Administration of the FHLSS (2013)	45	31%	22%	47%	0%	31%	22%	31%	16%
Faculty Office of the FHLSS (2011)	24	25%	29%	46%	4%	21%	29%	38%	8%
FECCI Research Institutes (2013)	35	26%	40%	34%	6%	20%	40%	9%	26%
FECCI Research Institutes (2011)	15	33%	40%	27%	7%	27%	40%	13%	13%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	41	12%	46%	41%	2%	10%	46%	24%	17%
Finance, Planning and Commercial Services (2011)	28	11%	36%	54%	0%	11%	36%	29%	25%
Human Resources & Development (2013)	34	38%	41%	21%	3%	35%	41%	12%	9%
Human Resources (2011)	26	19%	62%	19%	0%	19%	62%	19%	0%
Information Services (2013)	94	22%	34%	44%	2%	20%	34%	26%	18%
Information Services (2011)	60	15%	35%	50%	2%	13%	35%	28%	22%
International, Development and External Affairs (2013)	36	8%	22%	69%	0%	8%	22%	47%	22%
International, Development and External Affairs (2011)	22	14%	45%	41%	9%	5%	45%	18%	23%
Office of the Vice Principal (Academic) (2013)	12	8%	50%	42%	0%	8%	50%	33%	8%
Office of the Vice Principal (Academic) (2011)	9	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	86	40%	31%	29%	7%	33%	31%	20%	9%
Property & Facilities (2011)	43	37%	35%	28%	5%	33%	35%	23%	5%
School of Accounting, Financial Services and Law (2013)	28	29%	36%	36%	4%	25%	36%	18%	18%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	17	12%	12%	76%	0%	12%	12%	47%	29%
School of Arts & Creative Industries (2013)	62	15%	23%	63%	3%	11%	23%	24%	39%
School of Arts & Creative Industries (2011)	37		24%	70%	0%	5%	24%	35%	35%
School of Computing (2013)	44	20%	45%	34%	7%	14%	45%	18%	16%
School of Computing (2011)	36	17%	42%	42%	8%	8%	42%	36%	6%
School of Engineering & the Built Environment (2013)	57	19%	35%	46%	7%	12%	35%	23%	23%
School of Engineering & the Built Environment (2011)	45	33%	27%	40%	7%	27%	27%	31%	9%
School of Life, Sport & Social Sciences (2013)	84	18%	30%	52%	1%	17%	30%	29%	24%
School of Life, Sport & Social Sciences (2011)	69	7%	14%	78%	0%	7%	14%	25%	54%
School of Management (2013)	30	20%	23%	57%	3%	17%	23%	27%	30%
School of Management (2011)	25	12%	12%	76%	0%	12%	12%	36%	40%
School of Marketing Tourism & Languages (2013)	36	17%	47%	36%	8%	8%	47%	19%	17%
School of Marketing Tourism & Languages (2011)	23	17%	26%	57%	4%	13%	26%	39%	17%
School of Nursing, Midwifery & Social Care (2013)	79	18%	29%	53%	5%	13%	29%	39%	14%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	54		2%	19%	24%	31%	24%		
Student & Academic Services (2013)	96		2%	13%	39%	29%	18%		
Student & Academic Services (2011)	65		0%	9%	22%	37%	32%		
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	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%
Business School Research Institutes (2013)	13	85%	8%	8%	54%	31%	8%	8%	0%
Business School Research Institutes (2011)	10	60%	30%	10%	10%	50%	30%	0%	10%
Faculty Administration of the Business School (2013)	42	71%	17%	12%	33%	38%	17%	10%	2%
Faculty Office of the Business School (2011)	26	58%	31%	12%	38%	19%	31%	12%	0%
Faculty Administration of the FECCI (2013)	49	59%	31%	10%	45%	14%	31%	6%	4%
Faculty Office of the FECCI (2011)	35	66%	26%	9%	40%	26%	26%	6%	3%
Faculty Administration of the FHLSS (2013)	46	57%	22%	22%	15%	41%	22%	15%	7%
Faculty Office of the FHLSS (2011)	26	81%	15%		27%	54%	15%	4%	0%
FECCI Research Institutes (2013)	39	72%	18%	10%	41%	31%	18%	8%	3%
FECCI Research Institutes (2011)	16	63%	25%	13%	19%	44%	25%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	3	Insufficient Sample Size			~	~	~	~	~

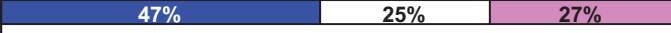


School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	80%	13%	7%	37%	43%	13%	2%	6%
Finance, Planning and Commercial Services (2011)	30	57%	13%	30%	30%	27%	13%	20%	10%
Human Resources & Development (2013)	37	81%	14%		49%	32%	14%	5%	0%
Human Resources (2011)	26	85%	12%		38%	46%	12%	4%	0%
Information Services (2013)	103	72%	16%	13%	27%	45%	16%	9%	4%
Information Services (2011)	72	57%	29%	14%	22%	35%	29%	7%	7%
International, Development and External Affairs (2013)	35	69%	26%	6%	31%	37%	26%	0%	6%
International, Development and External Affairs (2011)	22	86%	9%		36%	50%	9%	5%	0%
Office of the Vice Principal (Academic) (2013)	15	80%		20%	40%	40%	0%	13%	7%
Office of the Vice Principal (Academic) (2011)	10	100%			50%	50%	0%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	72%	19%	8%	34%	39%	19%	6%	2%
Property & Facilities (2011)	50	62%	24%	14%	34%	28%	24%	10%	4%
School of Accounting, Financial Services and Law (2013)	29	86%	10%		48%	38%	10%	3%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	100%			53%	47%	0%	0%	0%
School of Arts & Creative Industries (2013)	71	51%	17%	32%	21%	30%	17%	21%	11%
School of Arts & Creative Industries (2011)	37	51%	16%	32%	24%	27%	16%	16%	16%
School of Computing (2013)	46	63%	28%	9%	35%	28%	28%	7%	2%
School of Computing (2011)	39	72%	26%		33%	38%	26%	3%	0%
School of Engineering & the Built Environment (2013)	68	72%	21%	7%	40%	32%	21%	4%	3%
School of Engineering & the Built Environment (2011)	49	80%	6%	14%	31%	49%	6%	12%	2%
School of Life, Sport & Social Sciences (2013)	89	64%	24%	12%	26%	38%	24%	7%	6%
School of Life, Sport & Social Sciences (2011)	71	45%	23%	32%	18%	27%	23%	14%	18%
School of Management (2013)	31	55%	26%	19%	26%	29%	26%	13%	6%
School of Management (2011)	25	28%	40%	32%	16%	12%	40%	16%	16%
School of Marketing Tourism & Languages (2013)	39	59%	23%	18%	28%	31%	23%	18%	0%
School of Marketing Tourism & Languages (2011)	28	68%	25%	7%	29%	39%	25%	4%	4%
School of Nursing, Midwifery & Social Care (2013)	84	43%	38%	19%	15%	27%	38%	10%	10%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		8%	39%	25%	19%	8%		
Student & Academic Services (2013)	114		32%	39%	18%	10%	1%		
Student & Academic Services (2011)	68		31%	35%	19%	10%	4%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	92%		8%	8%	85%	0%	8%	0%
Business School Research Institutes (2011)	10	60%	20%	20%	10%	50%	20%	10%	10%
Faculty Administration of the Business School (2013)	43	70%	16%	14%	26%	44%	16%	12%	2%
Faculty Office of the Business School (2011)	26	65%	27%	8%	12%	54%	27%	8%	0%
Faculty Administration of the FECCI (2013)	52	62%	27%	12%	19%	42%	27%	10%	2%
Faculty Office of the FECCI (2011)	36	58%	22%	19%	11%	47%	22%	17%	3%
Faculty Administration of the FHLSS (2013)	46	63%	24%	13%	11%	52%	24%	9%	4%
Faculty Office of the FHLSS (2011)	26	50%	35%	15%	12%	38%	35%	12%	4%
FECCI Research Institutes (2013)	41	59%	22%	20%	7%	51%	22%	12%	7%
FECCI Research Institutes (2011)	16	75%	13%	13%	13%	63%	13%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	55	75%	18%	7%	9%	65%	18%	4%	4%
Finance, Planning and Commercial Services (2011)	32	47%	28%	25%	6%	41%	28%	19%	6%
Human Resources & Development (2013)	37	81%	14%		30%	51%	14%	5%	0%
Human Resources (2011)	26	81%	15%		12%	69%	15%	4%	0%
Information Services (2013)	104	61%	20%	19%	13%	47%	20%	15%	4%
Information Services (2011)	73	62%	30%	8%	8%	53%	30%	5%	3%
International, Development and External Affairs (2013)	35	66%	20%	14%	9%	57%	20%	9%	6%
International, Development and External Affairs (2011)	23	83%		13%	13%	70%	4%	9%	4%
Office of the Vice Principal (Academic) (2013)	15	73%	27%		27%	47%	27%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	70%	20%	10%	20%	50%	20%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	73%	20%	6%	27%	47%	20%	5%	1%
Property & Facilities (2011)	50	74%	14%	12%	20%	54%	14%	12%	0%
School of Accounting, Financial Services and Law (2013)	29	79%	14%	7%	21%	59%	14%	3%	3%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	63%	32%		16%	47%	32%	5%	0%
School of Arts & Creative Industries (2013)	71	55%	23%	23%	17%	38%	23%	20%	3%
School of Arts & Creative Industries (2011)	38	47%	21%	32%	13%	34%	21%	26%	5%
School of Computing (2013)	47	68%	19%	13%	17%	51%	19%	13%	0%
School of Computing (2011)	39	69%	15%	15%	18%	51%	15%	13%	3%
School of Engineering & the Built Environment (2013)	70	60%	24%	16%	19%	41%	24%	13%	3%
School of Engineering & the Built Environment (2011)	52	71%	19%	10%	19%	52%	19%	10%	0%
School of Life, Sport & Social Sciences (2013)	91	64%	18%	19%	8%	56%	18%	15%	3%
School of Life, Sport & Social Sciences (2011)	72	40%	22%	38%	4%	36%	22%	24%	14%
School of Management (2013)	31	61%	13%	26%	10%	52%	13%	26%	0%
School of Management (2011)	25	32%	28%	40%	0%	32%	28%	28%	12%
School of Marketing Tourism & Languages (2013)	39	72%	13%	15%	18%	54%	13%	13%	3%
School of Marketing Tourism & Languages (2011)	27	78%	11%	11%	19%	59%	11%	7%	4%
School of Nursing, Midwifery & Social Care (2013)	83	61%	23%	16%	14%	47%	23%	14%	1%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		8%	51%	19%	17%	5%		
Student & Academic Services (2013)	116		20%	49%	21%	9%	1%		
Student & Academic Services (2011)	68		9%	40%	21%	28%	3%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
50. I would recommend the University to others as a place to work.									
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%
Business School Research Institutes (2013)	13	62%	38%		8%	54%	38%	0%	0%
Business School Research Institutes (2011)	9	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	43	60%	30%	9%	19%	42%	30%	7%	2%
Faculty Office of the Business School (2011)	26	62%	31%	8%	8%	54%	31%	4%	4%
Faculty Administration of the FECCI (2013)	52	63%	23%	13%	21%	42%	23%	10%	4%
Faculty Office of the FECCI (2011)	36	53%	25%	22%	14%	39%	25%	17%	6%
Faculty Administration of the FHLSS (2013)	45	62%	31%	7%	13%	49%	31%	4%	2%
Faculty Office of the FHLSS (2011)	26	46%	38%	15%	23%	23%	38%	12%	4%
FECCI Research Institutes (2013)	41	54%	32%	15%	15%	39%	32%	7%	7%
FECCI Research Institutes (2011)	16	69%	13%	19%	25%	44%	13%	13%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~



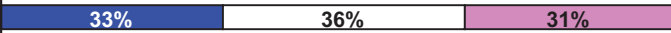
School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	54	67%	28%	6%	15%	52%	28%	4%	2%
Finance, Planning and Commercial Services (2011)	32	41%	44%	16%	3%	38%	44%	9%	6%
Human Resources & Development (2013)	37	89%	8%		27%	62%	8%	3%	0%
Human Resources (2011)	26	77%	23%		12%	65%	23%	0%	0%
Information Services (2013)	102	58%	27%	15%	14%	44%	27%	10%	5%
Information Services (2011)	72	60%	32%	8%	10%	50%	32%	8%	0%
International, Development and External Affairs (2013)	35	57%	34%	9%	14%	43%	34%	3%	6%
International, Development and External Affairs (2011)	23	65%	17%	17%	13%	52%	17%	9%	9%
Office of the Vice Principal (Academic) (2013)	15	53%	47%		27%	27%	47%	0%	0%
Office of the Vice Principal (Academic) (2011)	10	30%	50%	20%	0%	30%	50%	20%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	80%	14%	6%	34%	46%	14%	3%	3%
Property & Facilities (2011)	50	70%	22%	8%	30%	40%	22%	4%	4%
School of Accounting, Financial Services and Law (2013)	29	69%	24%	7%	24%	45%	24%	0%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	37%	58%		21%	16%	58%	0%	5%
School of Arts & Creative Industries (2013)	71	45%	32%	23%	14%	31%	32%	20%	3%
School of Arts & Creative Industries (2011)	38	39%	21%	39%	8%	32%	21%	26%	13%
School of Computing (2013)	46	59%	22%	20%	20%	39%	22%	17%	2%
School of Computing (2011)	38	66%	13%	21%	18%	47%	13%	18%	3%
School of Engineering & the Built Environment (2013)	70	63%	21%	16%	16%	47%	21%	9%	7%
School of Engineering & the Built Environment (2011)	51	59%	33%	8%	22%	37%	33%	6%	2%
School of Life, Sport & Social Sciences (2013)	88	50%	28%	22%	8%	42%	28%	13%	9%
School of Life, Sport & Social Sciences (2011)	68	29%	29%	41%	6%	24%	29%	22%	19%
School of Management (2013)	31	55%	16%	29%	13%	42%	16%	23%	6%
School of Management (2011)	25	28%	16%	56%	12%	16%	16%	40%	16%
School of Marketing Tourism & Languages (2013)	39	62%	23%	15%	13%	49%	23%	13%	3%
School of Marketing Tourism & Languages (2011)	28	61%	21%	18%	21%	39%	21%	11%	7%
School of Nursing, Midwifery & Social Care (2013)	82	54%	34%	12%	15%	39%	34%	11%	1%













School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		7%	51%	24%	14%	5%		
Student & Academic Services (2013)	116		17%	45%	28%	9%	1%		
Student & Academic Services (2011)	67		10%	22%	36%	19%	12%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	85%	8%	8%	46%	38%	8%	8%	0%
Business School Research Institutes (2011)	10	40%	50%	10%	20%	20%	50%	0%	10%
Faculty Administration of the Business School (2013)	40	70%	18%	13%	43%	28%	18%	10%	3%
Faculty Office of the Business School (2011)	26	65%	15%	19%	38%	27%	15%	15%	4%
Faculty Administration of the FECCI (2013)	51	63%	18%	20%	45%	18%	18%	14%	6%
Faculty Office of the FECCI (2011)	36	69%	17%	14%	39%	31%	17%	11%	3%
Faculty Administration of the FHLSS (2013)	43	60%	23%	16%	26%	35%	23%	14%	2%
Faculty Office of the FHLSS (2011)	26	65%	23%	12%	50%	15%	23%	4%	8%
FECCI Research Institutes (2013)	41	71%	17%	12%	24%	46%	17%	10%	2%
FECCI Research Institutes (2011)	16	88%		13%	44%	44%	0%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~




School/Service

Survey Questions	Number Responding	Percent Responding			Certainly	Probably	Not Sure	Probably Not	Certainly Not
		Positive	Neutral	Negative					
FHLSS Research Institutes (2011)	2	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55				40%	36%	18%	4%	2%
Finance, Planning and Commercial Services (2011)	30				13%	43%	30%	10%	3%
Human Resources & Development (2013)	37				51%	38%	8%	0%	3%
Human Resources (2011)	24				38%	50%	8%	4%	0%
Information Services (2013)	99				35%	36%	16%	10%	2%
Information Services (2011)	71				41%	46%	7%	4%	1%
International, Development and External Affairs (2013)	33				33%	21%	12%	18%	15%
International, Development and External Affairs (2011)	22				50%	27%	9%	5%	9%
Office of the Vice Principal (Academic) (2013)	15				53%	20%	27%	0%	0%
Office of the Vice Principal (Academic) (2011)	9	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	93				53%	29%	6%	9%	3%
Property & Facilities (2011)	48				48%	29%	17%	4%	2%
School of Accounting, Financial Services and Law (2013)	27				41%	41%	11%	4%	4%

School/Service

Survey Questions	Number Responding	Percent Responding			Certainly	Probably	Not Sure	Probably Not	Certainly Not
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	74%	16%	11%	37%	37%	16%	11%	0%
School of Arts & Creative Industries (2013)	68	69%	13%	18%	41%	28%	13%	16%	1%
School of Arts & Creative Industries (2011)	33	67%	15%	18%	39%	27%	15%	12%	6%
School of Computing (2013)	44	80%	14%	7%	43%	36%	14%	7%	0%
School of Computing (2011)	38	84%		11%	42%	42%	5%	11%	0%
School of Engineering & the Built Environment (2013)	69	77%	16%	7%	38%	39%	16%	4%	3%
School of Engineering & the Built Environment (2011)	50	74%	16%	10%	48%	26%	16%	4%	6%
School of Life, Sport & Social Sciences (2013)	89	70%	11%	19%	33%	37%	11%	13%	6%
School of Life, Sport & Social Sciences (2011)	70	51%	16%	33%	30%	21%	16%	20%	13%
School of Management (2013)	29	62%	21%	17%	21%	41%	21%	17%	0%
School of Management (2011)	22	41%	18%	41%	14%	27%	18%	27%	14%
School of Marketing Tourism & Languages (2013)	39	82%	8%	10%	46%	36%	8%	8%	3%
School of Marketing Tourism & Languages (2011)	28	82%	14%		54%	29%	14%	4%	0%
School of Nursing, Midwifery & Social Care (2013)	79	75%	18%	8%	47%	28%	18%	6%	1%

School/Service

Survey Questions	Number Responding	Percent Responding			Certainly	Probably	Not Sure	Probably Not	Certainly Not	
		Positive	Neutral	Negative						
School of Nursing, Midwifery & Social Care (2011)	57		70%	19%	11%	28%	42%	19%	5%	5%
Student & Academic Services (2013)	110		70%	19%	11%	35%	35%	19%	8%	3%
Student & Academic Services (2011)	65		49%	25%	26%	26%	23%	25%	20%	6%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~	
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~	

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
52. Considering everything, how would you rate your overall satisfaction with the University?									
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%
Business School Research Institutes (2013)	13	62%	31%	8%	8%	54%	31%	8%	0%
Business School Research Institutes (2011)	10	60%	10%	30%	0%	60%	10%	30%	0%
Faculty Administration of the Business School (2013)	43	56%	30%	14%	16%	40%	30%	9%	5%
Faculty Office of the Business School (2011)	26	54%	31%	15%	15%	38%	31%	15%	0%
Faculty Administration of the FECCI (2013)	52	65%	23%	12%	23%	42%	23%	6%	6%
Faculty Office of the FECCI (2011)	36	61%	17%	22%	14%	47%	17%	17%	6%
Faculty Administration of the FHLSS (2013)	46	59%	35%	7%	11%	48%	35%	4%	2%
Faculty Office of the FHLSS (2011)	26	46%	38%	15%	19%	27%	38%	8%	8%
FECCI Research Institutes (2013)	41	59%	27%	15%	7%	51%	27%	10%	5%
FECCI Research Institutes (2011)	16	81%	6%	13%	25%	56%	6%	6%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~



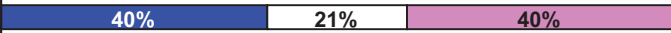
School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
Finance, Planning and Commercial Services (2013)	55	73%	24%		4%	69%	24%	2%	2%
Finance, Planning and Commercial Services (2011)	32	41%	31%	28%	6%	34%	31%	22%	6%
Human Resources & Development (2013)	37	86%	11%		27%	59%	11%	3%	0%
Human Resources (2011)	26	88%	12%		12%	77%	12%	0%	0%
Information Services (2013)	104	66%	15%	18%	8%	59%	15%	16%	2%
Information Services (2011)	73	63%	29%	8%	7%	56%	29%	8%	0%
International, Development and External Affairs (2013)	35	60%	29%	11%	3%	57%	29%	6%	6%
International, Development and External Affairs (2011)	23	65%	22%	13%	13%	52%	22%	9%	4%
Office of the Vice Principal (Academic) (2013)	15	87%	7%	7%	27%	60%	7%	7%	0%
Office of the Vice Principal (Academic) (2011)	10	50%	40%	10%	0%	50%	40%	10%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	78%	15%	7%	28%	50%	15%	5%	2%
Property & Facilities (2011)	50	70%	20%	10%	28%	42%	20%	6%	4%
School of Accounting, Financial Services and Law (2013)	29	79%	14%	7%	17%	62%	14%	0%	7%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2011)	19	42%	32%	26%	21%	21%	32%	21%	5%
School of Arts & Creative Industries (2013)	71	49%	31%	20%	10%	39%	31%	17%	3%
School of Arts & Creative Industries (2011)	38	45%	11%	45%	3%	42%	11%	32%	13%
School of Computing (2013)	47	62%	21%	17%	13%	49%	21%	15%	2%
School of Computing (2011)	39	72%	18%	10%	15%	56%	18%	10%	0%
School of Engineering & the Built Environment (2013)	70	60%	20%	20%	16%	44%	20%	17%	3%
School of Engineering & the Built Environment (2011)	52	67%	19%	13%	13%	54%	19%	12%	2%
School of Life, Sport & Social Sciences (2013)	90	57%	23%	20%	6%	51%	23%	14%	6%
School of Life, Sport & Social Sciences (2011)	72	26%	21%	53%	1%	25%	21%	33%	19%
School of Management (2013)	31	58%	19%	23%	13%	45%	19%	16%	6%
School of Management (2011)	25	32%		64%	4%	28%	4%	48%	16%
School of Marketing Tourism & Languages (2013)	39	62%	26%	13%	8%	54%	26%	10%	3%
School of Marketing Tourism & Languages (2011)	28	71%	11%	18%	21%	50%	11%	7%	11%
School of Nursing, Midwifery & Social Care (2013)	83	49%	35%	16%	13%	36%	35%	13%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2011)	59		8%	44%	24%	17%	7%		
Student & Academic Services (2013)	117		13%	56%	20%	9%	3%		
Student & Academic Services (2011)	68		7%	32%	21%	31%	9%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

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	52%	32%	16%	6%	46%	32%	12%	3%
Business School Research Institutes (2013)	13	46%	38%	15%	0%	46%	38%	8%	8%
Faculty Administration of the Business School (2013)	41	56%	29%	15%	10%	46%	29%	7%	7%
Faculty Administration of the FECCI (2013)	49	59%	31%	10%	2%	57%	31%	8%	2%
Faculty Administration of the FHLSS (2013)	43	65%	33%		2%	63%	33%	2%	0%
FECCI Research Institutes (2013)	38	39%	39%	21%	0%	39%	39%	16%	5%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	52	48%	40%	12%	4%	44%	40%	10%	2%
Human Resources & Development (2013)	36	64%	33%		17%	47%	33%	3%	0%
Information Services (2013)	99	66%	26%	8%	7%	59%	26%	7%	1%
International, Development and External Affairs (2013)	31	61%	29%	10%	13%	48%	29%	6%	3%
Office of the Vice Principal (Academic) (2013)	14	57%	36%	7%	7%	50%	36%	7%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	90	63%	23%	13%	12%	51%	23%	12%	1%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	27	59%	26%	15%	4%	56%	26%	7%	7%
School of Arts & Creative Industries (2013)	68	47%	29%	24%	4%	43%	29%	18%	6%
School of Computing (2013)	46	37%	43%	20%	7%	30%	43%	15%	4%
School of Engineering & the Built Environment (2013)	62	37%	31%	32%	6%	31%	31%	24%	8%
School of Life, Sport & Social Sciences (2013)	84	44%	43%	13%	5%	39%	43%	10%	4%
School of Management (2013)	30	43%	20%	37%	10%	33%	20%	23%	13%
School of Marketing Tourism & Languages (2013)	36	31%	47%	22%	3%	28%	47%	19%	3%
School of Nursing, Midwifery & Social Care (2013)	75	45%	31%	24%	3%	43%	31%	20%	4%
Student & Academic Services (2013)	110	55%	35%	10%	6%	49%	35%	9%	1%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
54. I understand what I need to achieve to help meet the overall strategic objectives.									
Overall University (2013)	1,058	55%	29%	16%	7%	48%	29%	13%	2%
Business School Research Institutes (2013)	13	85%	8%	8%	23%	62%	8%	8%	0%
Faculty Administration of the Business School (2013)	42	55%	24%	21%	7%	48%	24%	14%	7%
Faculty Administration of the FECCI (2013)	51	59%	24%	18%	2%	57%	24%	16%	2%
Faculty Administration of the FHLSS (2013)	43	60%	30%	9%	5%	56%	30%	9%	0%
FECCI Research Institutes (2013)	39	59%	26%	15%	5%	54%	26%	10%	5%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	50	70%	26%		10%	60%	26%	4%	0%
Human Resources & Development (2013)	35	91%	6%		14%	77%	6%	3%	0%
Information Services (2013)	100	55%	34%	11%	8%	47%	34%	10%	1%
International, Development and External Affairs (2013)	31	61%	32%	6%	10%	52%	32%	6%	0%
Office of the Vice Principal (Academic) (2013)	14	57%	36%	7%	7%	50%	36%	7%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	91	69%	20%	11%	13%	56%	20%	10%	1%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	28	61%	32%	7%	4%	57%	32%	0%	7%
School of Arts & Creative Industries (2013)	64	44%	28%	28%	5%	39%	28%	23%	5%
School of Computing (2013)	45	53%	27%	20%	9%	44%	27%	18%	2%
School of Engineering & the Built Environment (2013)	61	39%	39%	21%	7%	33%	39%	21%	0%
School of Life, Sport & Social Sciences (2013)	84	42%	40%	18%	6%	36%	40%	15%	2%
School of Management (2013)	29	45%	17%	38%	7%	38%	17%	24%	14%
School of Marketing Tourism & Languages (2013)	37	35%	32%	32%	8%	27%	32%	30%	3%
School of Nursing, Midwifery & Social Care (2013)	77	40%	40%	19%	3%	38%	40%	14%	5%
Student & Academic Services (2013)	110	59%	31%	10%	8%	51%	31%	9%	1%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
55. I believe my immediate line manager trusts the decisions I make within the scope of my role.									
Overall University (2013)	1,099	82%	12%	7%	31%	50%	12%	4%	3%
Business School Research Institutes (2013)	13	100%			54%	46%	0%	0%	0%
Faculty Administration of the Business School (2013)	42	83%	12%		38%	45%	12%	0%	5%
Faculty Administration of the FECCI (2013)	49	78%	12%	10%	43%	35%	12%	6%	4%
Faculty Administration of the FHLSS (2013)	43	77%	16%	7%	19%	58%	16%	2%	5%
FECCI Research Institutes (2013)	37	78%	11%	11%	24%	54%	11%	8%	3%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	89%	7%		25%	64%	7%	0%	4%
Human Resources & Development (2013)	37	81%	16%		46%	35%	16%	3%	0%
Information Services (2013)	104	82%	13%		22%	60%	13%	2%	3%
International, Development and External Affairs (2013)	34	79%	15%	6%	29%	50%	15%	0%	6%
Office of the Vice Principal (Academic) (2013)	15	87%	7%	7%	47%	40%	7%	7%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~


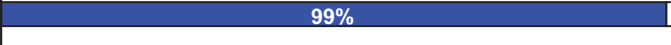



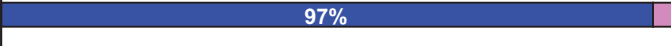



School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Property & Facilities (2013)	97	86%	11%		27%	59%	11%	2%	1%
School of Accounting, Financial Services and Law (2013)	29	97%			52%	45%	0%	3%	0%
School of Arts & Creative Industries (2013)	69	80%	10%	10%	33%	46%	10%	4%	6%
School of Computing (2013)	46	80%	11%	9%	39%	41%	11%	7%	2%
School of Engineering & the Built Environment (2013)	68	84%	10%	6%	37%	47%	10%	4%	1%
School of Life, Sport & Social Sciences (2013)	89	83%	9%	8%	25%	58%	9%	2%	6%
School of Management (2013)	30	77%	10%	13%	27%	50%	10%	10%	3%
School of Marketing Tourism & Languages (2013)	37	86%	8%		35%	51%	8%	5%	0%
School of Nursing, Midwifery & Social Care (2013)	78	72%	15%	13%	23%	49%	15%	10%	3%
Student & Academic Services (2013)	113	79%	17%		32%	47%	17%	4%	1%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
56. I believe I act with integrity.									
Overall University (2013)	1,119	97%			58%	39%	2%	0%	0%
Business School Research Institutes (2013)	13	100%			85%	15%	0%	0%	0%
Faculty Administration of the Business School (2013)	43	93%			42%	51%	2%	0%	5%
Faculty Administration of the FECCI (2013)	51	94%			59%	35%	4%	0%	2%
Faculty Administration of the FHLSS (2013)	46	100%			50%	50%	0%	0%	0%
FECCI Research Institutes (2013)	41	100%			51%	49%	0%	0%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	98%			49%	49%	2%	0%	0%
Human Resources & Development (2013)	37	97%			73%	24%	0%	3%	0%
Information Services (2013)	104	95%			50%	45%	5%	0%	0%
International, Development and External Affairs (2013)	34	100%			50%	50%	0%	0%	0%
Office of the Vice Principal (Academic) (2013)	15	100%			73%	27%	0%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	97	97%			44%	53%	2%	1%	0%








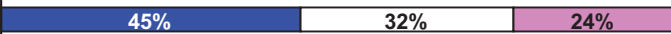


School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	29				76%	24%	0%	0%	0%
School of Arts & Creative Industries (2013)	70				67%	31%	1%	0%	0%
School of Computing (2013)	47				70%	30%	0%	0%	0%
School of Engineering & the Built Environment (2013)	70				70%	29%	1%	0%	0%
School of Life, Sport & Social Sciences (2013)	90				63%	32%	4%	0%	0%
School of Management (2013)	31				55%	42%	0%	0%	3%
School of Marketing Tourism & Languages (2013)	39				67%	31%	3%	0%	0%
School of Nursing, Midwifery & Social Care (2013)	78				62%	36%	3%	0%	0%
Student & Academic Services (2013)	115				53%	45%	2%	0%	0%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
57. I believe my views are welcomed, encouraged and also challenged where appropriate.									
Overall University (2013)	1,107	64%	23%	13%	21%	43%	23%	9%	4%
Business School Research Institutes (2013)	13	77%	23%		23%	54%	23%	0%	0%
Faculty Administration of the Business School (2013)	42	57%	26%	17%	17%	40%	26%	12%	5%
Faculty Administration of the FECCI (2013)	48	69%	21%	10%	29%	40%	21%	4%	6%
Faculty Administration of the FHLSS (2013)	46	48%	37%	15%	15%	33%	37%	11%	4%
FECCI Research Institutes (2013)	40	70%	15%	15%	10%	60%	15%	3%	13%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	54	76%	17%	7%	22%	54%	17%	6%	2%
Human Resources & Development (2013)	36	83%	11%	6%	33%	50%	11%	3%	3%
Information Services (2013)	104	64%	21%	14%	15%	49%	21%	11%	4%
International, Development and External Affairs (2013)	34	68%	21%	12%	9%	59%	21%	6%	6%
Office of the Vice Principal (Academic) (2013)	15	80%	20%		27%	53%	20%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Property & Facilities (2013)	97		22%	48%	23%	6%	1%		
School of Accounting, Financial Services and Law (2013)	29		34%	41%	14%	7%	3%		
School of Arts & Creative Industries (2013)	70		17%	41%	24%	13%	4%		
School of Computing (2013)	47		30%	28%	28%	15%	0%		
School of Engineering & the Built Environment (2013)	69		22%	32%	32%	6%	9%		
School of Life, Sport & Social Sciences (2013)	87		18%	47%	24%	6%	5%		
School of Management (2013)	31		13%	45%	23%	16%	3%		
School of Marketing Tourism & Languages (2013)	38		13%	32%	32%	24%	0%		
School of Nursing, Midwifery & Social Care (2013)	78		14%	35%	29%	14%	8%		
Student & Academic Services (2013)	115		29%	43%	19%	8%	1%		
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	13	85%	15%		31%	54%	15%	0%	0%
Faculty Administration of the Business School (2013)	42	64%	26%	10%	19%	45%	26%	5%	5%
Faculty Administration of the FECCI (2013)	50	80%	16%		28%	52%	16%	4%	0%
Faculty Administration of the FHLSS (2013)	44	66%	27%	7%	14%	52%	27%	5%	2%
FECCI Research Institutes (2013)	39	77%	18%		21%	56%	18%	3%	3%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	52	73%	21%	6%	17%	56%	21%	4%	2%
Human Resources & Development (2013)	36	86%	11%		42%	44%	11%	3%	0%
Information Services (2013)	101	73%	16%	11%	21%	52%	16%	9%	2%
International, Development and External Affairs (2013)	34	62%	24%	15%	12%	50%	24%	6%	9%
Office of the Vice Principal (Academic) (2013)	15	73%	27%		20%	53%	27%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	95	61%	31%	8%	17%	44%	31%	7%	1%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	28				39%	57%	0%	4%	0%
School of Arts & Creative Industries (2013)	70				34%	51%	10%	3%	1%
School of Computing (2013)	47				45%	32%	17%	6%	0%
School of Engineering & the Built Environment (2013)	65				26%	49%	22%	0%	3%
School of Life, Sport & Social Sciences (2013)	89				19%	64%	13%	2%	1%
School of Management (2013)	31				13%	65%	16%	3%	3%
School of Marketing Tourism & Languages (2013)	37				19%	62%	16%	3%	0%
School of Nursing, Midwifery & Social Care (2013)	78				27%	46%	22%	4%	1%
Student & Academic Services (2013)	114				22%	58%	16%	4%	0%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
59. My motivation at work is generally high.									
Overall University (2013)	1,118	76%	15%	8%	29%	48%	15%	6%	2%
Business School Research Institutes (2013)	13	92%		8%	38%	54%	8%	0%	0%
Faculty Administration of the Business School (2013)	43	60%	28%	12%	12%	49%	28%	2%	9%
Faculty Administration of the FECCI (2013)	51	82%	8%	10%	29%	53%	8%	10%	0%
Faculty Administration of the FHLSS (2013)	46	70%	15%	15%	17%	52%	15%	9%	7%
FECCI Research Institutes (2013)	41	66%	29%		29%	37%	29%	0%	5%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	75%	16%	9%	25%	49%	16%	5%	4%
Human Resources & Development (2013)	37	86%		14%	32%	54%	14%	0%	0%
Information Services (2013)	104	69%	20%	11%	21%	48%	20%	9%	2%
International, Development and External Affairs (2013)	34	71%	21%	9%	18%	53%	21%	6%	3%
Office of the Vice Principal (Academic) (2013)	15	93%		7%	40%	53%	7%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	77%	16%	7%	22%	54%	16%	6%	1%










School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	29	90%	10%		52%	38%	10%	0%	0%
School of Arts & Creative Industries (2013)	70	76%	14%	10%	36%	40%	14%	10%	0%
School of Computing (2013)	47	79%	15%	6%	40%	38%	15%	6%	0%
School of Engineering & the Built Environment (2013)	70	76%	13%	11%	36%	40%	13%	9%	3%
School of Life, Sport & Social Sciences (2013)	89	80%	10%	10%	27%	53%	10%	8%	2%
School of Management (2013)	31	74%	19%	6%	19%	55%	19%	3%	3%
School of Marketing Tourism & Languages (2013)	38	82%	11%	8%	34%	47%	11%	5%	3%
School of Nursing, Midwifery & Social Care (2013)	78	86%	10%		38%	47%	10%	4%	0%
Student & Academic Services (2013)	115	75%	17%	9%	28%	47%	17%	6%	3%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
60. I am committed to always doing the best that I can.									
Overall University (2013)	1,118	96%			57%	39%	3%	0%	0%
Business School Research Institutes (2013)	13	100%			62%	38%	0%	0%	0%
Faculty Administration of the Business School (2013)	43	88%	7%		47%	42%	7%	0%	5%
Faculty Administration of the FECCI (2013)	50	100%			58%	42%	0%	0%	0%
Faculty Administration of the FHLSS (2013)	46	96%			46%	50%	4%	0%	0%
FECCI Research Institutes (2013)	41	100%			51%	49%	0%	0%	0%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	95%			53%	42%	5%	0%	0%
Human Resources & Development (2013)	37	100%			62%	38%	0%	0%	0%
Information Services (2013)	104	94%	6%		48%	46%	6%	0%	0%
International, Development and External Affairs (2013)	34	94%	6%		53%	41%	6%	0%	0%
Office of the Vice Principal (Academic) (2013)	15	100%			60%	40%	0%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	98	95%			51%	44%	4%	1%	0%








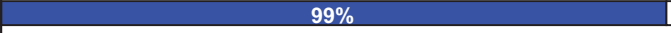

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	29		93%		76%	17%	3%	3%	0%
School of Arts & Creative Industries (2013)	70		99%		77%	21%	1%	0%	0%
School of Computing (2013)	47		98%		66%	32%	2%	0%	0%
School of Engineering & the Built Environment (2013)	70		93%	7%	59%	34%	7%	0%	0%
School of Life, Sport & Social Sciences (2013)	89		94%	6%	62%	33%	6%	0%	0%
School of Management (2013)	31		97%		42%	55%	3%	0%	0%
School of Marketing Tourism & Languages (2013)	39		97%		54%	44%	3%	0%	0%
School of Nursing, Midwifery & Social Care (2013)	78		100%		71%	29%	0%	0%	0%
Student & Academic Services (2013)	115		97%		56%	42%	1%	2%	0%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
61. The student experience is central to my work.									
Overall University (2013)	1,036	83%	12%		48%	36%	12%	3%	1%
Business School Research Institutes (2013)	7	Insufficient Sample Size			~	~	~	~	~
Faculty Administration of the Business School (2013)	42	79%	12%	10%	26%	52%	12%	2%	7%
Faculty Administration of the FECCI (2013)	47	89%	9%		53%	36%	9%	2%	0%
Faculty Administration of the FHLSS (2013)	44	86%	11%		48%	39%	11%	2%	0%
FECCI Research Institutes (2013)	19	42%	32%	26%	5%	37%	32%	21%	5%
FHLSS Research Institutes (2013)	3	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	38	58%	32%	11%	24%	34%	32%	8%	3%
Human Resources & Development (2013)	35	60%	29%	11%	23%	37%	29%	9%	3%
Information Services (2013)	103	83%	15%		48%	36%	15%	2%	0%
International, Development and External Affairs (2013)	29	59%	28%	14%	17%	41%	28%	14%	0%
Office of the Vice Principal (Academic) (2013)	10	70%	30%		50%	20%	30%	0%	0%
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	95	79%	14%	7%	22%	57%	14%	5%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	29		69%	21%	10%	0%	0%		
School of Arts & Creative Industries (2013)	69		78%	20%	0%	0%	1%		
School of Computing (2013)	45		64%	20%	13%	2%	0%		
School of Engineering & the Built Environment (2013)	65		49%	26%	17%	3%	5%		
School of Life, Sport & Social Sciences (2013)	90		52%	36%	10%	1%	1%		
School of Management (2013)	31		52%	39%	6%	3%	0%		
School of Marketing Tourism & Languages (2013)	39		51%	44%	5%	0%	0%		
School of Nursing, Midwifery & Social Care (2013)	77		71%	27%	1%	0%	0%		
Student & Academic Services (2013)	113		56%	36%	4%	4%	1%		
University Secretary's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	85%		15%	23%	62%	15%	0%	0%
Faculty Administration of the Business School (2013)	42	57%	26%	17%	17%	40%	26%	10%	7%
Faculty Administration of the FECCI (2013)	48	63%	17%	21%	17%	46%	17%	15%	6%
Faculty Administration of the FHLSS (2013)	45	56%	33%	11%	11%	44%	33%	7%	4%
FECCI Research Institutes (2013)	39	51%	33%	15%	10%	41%	33%	8%	8%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	64%	22%	15%	15%	49%	22%	11%	4%
Human Resources & Development (2013)	37	70%	27%		41%	30%	27%	3%	0%
Information Services (2013)	104	67%	21%	12%	19%	48%	21%	8%	4%
International, Development and External Affairs (2013)	34	56%	32%	12%	9%	47%	32%	6%	6%
Office of the Vice Principal (Academic) (2013)	15	80%	20%		27%	53%	20%	0%	0%
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Property & Facilities (2013)	95	66%	20%	14%	21%	45%	20%	12%	2%
School of Accounting, Financial Services and Law (2013)	29	76%	21%		28%	48%	21%	3%	0%
School of Arts & Creative Industries (2013)	70	59%	24%	17%	20%	39%	24%	10%	7%
School of Computing (2013)	46	61%	24%	15%	30%	30%	24%	13%	2%
School of Engineering & the Built Environment (2013)	66	56%	27%	17%	21%	35%	27%	9%	8%
School of Life, Sport & Social Sciences (2013)	86	67%	21%	12%	13%	55%	21%	8%	3%
School of Management (2013)	30	53%	27%	20%	13%	40%	27%	10%	10%
School of Marketing Tourism & Languages (2013)	37	54%	30%	16%	8%	46%	30%	14%	3%
School of Nursing, Midwifery & Social Care (2013)	77	62%	25%	13%	23%	39%	25%	8%	5%
Student & Academic Services (2013)	115	70%	24%	6%	28%	42%	24%	4%	2%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

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%
Business School Research Institutes (2013)	11	82%		18%	45%	36%	0%	9%	9%
Faculty Administration of the Business School (2013)	41	76%	12%	12%	22%	54%	12%	7%	5%
Faculty Administration of the FECCI (2013)	46	76%	17%	7%	30%	46%	17%	4%	2%
Faculty Administration of the FHLSS (2013)	41	61%	22%	17%	20%	41%	22%	17%	0%
FECCI Research Institutes (2013)	34	62%	26%	12%	18%	44%	26%	12%	0%
FHLSS Research Institutes (2013)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	50	82%	12%	6%	18%	64%	12%	6%	0%
Human Resources & Development (2013)	36	89%		11%	44%	44%	11%	0%	0%
Information Services (2013)	99	80%	17%		32%	47%	17%	3%	0%
International, Development and External Affairs (2013)	32	88%		9%	34%	53%	9%	3%	0%
Office of the Vice Principal (Academic) (2013)	12	92%		8%	50%	42%	8%	0%	0%
Principal's Office (2013)	3	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Property & Facilities (2013)	92	67%	23%	10%	23%	45%	23%	10%	0%
School of Accounting, Financial Services and Law (2013)	28	89%		11%	50%	39%	11%	0%	0%
School of Arts & Creative Industries (2013)	68	87%	7%	6%	41%	46%	7%	6%	0%
School of Computing (2013)	47	79%	17%		57%	21%	17%	4%	0%
School of Engineering & the Built Environment (2013)	63	79%	14%	6%	35%	44%	14%	6%	0%
School of Life, Sport & Social Sciences (2013)	80	83%	9%	9%	44%	39%	9%	5%	4%
School of Management (2013)	28	89%		7%	39%	50%	7%	0%	4%
School of Marketing Tourism & Languages (2013)	34	79%	15%	6%	35%	44%	15%	6%	0%
School of Nursing, Midwifery & Social Care (2013)	76	84%	14%		36%	49%	14%	1%	0%
Student & Academic Services (2013)	112	87%	12%		48%	38%	12%	1%	1%
University Secretary's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	54%	23%	23%	0%	54%	23%	8%	15%
Faculty Administration of the Business School (2013)	42	45%	36%	19%	10%	36%	36%	14%	5%
Faculty Administration of the FECCI (2013)	49	53%	35%	12%	12%	41%	35%	10%	2%
Faculty Administration of the FHLSS (2013)	44	55%	30%	16%	9%	45%	30%	16%	0%
FECCI Research Institutes (2013)	41	32%	37%	32%	2%	29%	37%	22%	10%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	52	54%	38%	8%	8%	46%	38%	8%	0%
Human Resources & Development (2013)	36	86%	11%		17%	69%	11%	3%	0%
Information Services (2013)	101	56%	35%	9%	11%	46%	35%	9%	0%
International, Development and External Affairs (2013)	34	62%	29%	9%	12%	50%	29%	3%	6%
Office of the Vice Principal (Academic) (2013)	14	57%	43%		29%	29%	43%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Property & Facilities (2013)	88	59%	27%	14%	14%	45%	27%	14%	0%
School of Accounting, Financial Services and Law (2013)	27	70%	19%	11%	19%	52%	19%	4%	7%
School of Arts & Creative Industries (2013)	69	49%	29%	22%	13%	36%	29%	14%	7%
School of Computing (2013)	47	55%	30%	15%	23%	32%	30%	11%	4%
School of Engineering & the Built Environment (2013)	65	43%	31%	26%	11%	32%	31%	25%	2%
School of Life, Sport & Social Sciences (2013)	89	54%	25%	21%	9%	45%	25%	18%	3%
School of Management (2013)	30	57%	20%	23%	13%	43%	20%	10%	13%
School of Marketing Tourism & Languages (2013)	37	49%	35%	16%	3%	46%	35%	11%	5%
School of Nursing, Midwifery & Social Care (2013)	78	56%	27%	17%	14%	42%	27%	13%	4%
Student & Academic Services (2013)	110	45%	41%	14%	14%	32%	41%	11%	3%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%
Business School Research Institutes (2013)	13	69%	23%	8%	23%	46%	23%	8%	0%
Faculty Administration of the Business School (2013)	42	62%	17%	21%	5%	57%	17%	10%	12%
Faculty Administration of the FECCI (2013)	48	73%	19%	8%	19%	54%	19%	2%	6%
Faculty Administration of the FHLSS (2013)	44	52%	30%	18%	16%	36%	30%	11%	7%
FECCI Research Institutes (2013)	38	71%	16%	13%	11%	61%	16%	8%	5%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	53	75%	15%	9%	13%	62%	15%	8%	2%
Human Resources & Development (2013)	36	81%	14%	6%	25%	56%	14%	6%	0%
Information Services (2013)	99	60%	26%	14%	17%	42%	26%	11%	3%
International, Development and External Affairs (2013)	34	38%	32%	29%	9%	29%	32%	24%	6%
Office of the Vice Principal (Academic) (2013)	14	93%		7%	36%	57%	0%	7%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	95	73%	15%	13%	23%	49%	15%	9%	3%







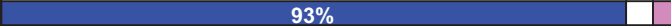





School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Accounting, Financial Services and Law (2013)	27	56%	22%	22%	11%	44%	22%	15%	7%
School of Arts & Creative Industries (2013)	68	50%	32%	18%	16%	34%	32%	12%	6%
School of Computing (2013)	46	70%	13%	17%	28%	41%	13%	15%	2%
School of Engineering & the Built Environment (2013)	65	51%	28%	22%	23%	28%	28%	14%	8%
School of Life, Sport & Social Sciences (2013)	87	52%	26%	22%	15%	37%	26%	13%	9%
School of Management (2013)	30	50%	20%	30%	17%	33%	20%	10%	20%
School of Marketing Tourism & Languages (2013)	37	54%	14%	32%	8%	46%	14%	24%	8%
School of Nursing, Midwifery & Social Care (2013)	75	55%	23%	23%	13%	41%	23%	13%	9%
Student & Academic Services (2013)	108	58%	31%	11%	14%	44%	31%	7%	4%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
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%		53%	36%	6%	3%	2%
Overall University (2011)	717	91%			44%	46%	5%	2%	2%
Business School Research Institutes (2013)	12	100%			92%	8%	0%	0%	0%
Business School Research Institutes (2011)	10	80%	20%		50%	30%	0%	10%	10%
Faculty Administration of the Business School (2013)	42	95%			60%	36%	0%	0%	5%
Faculty Office of the Business School (2011)	25	96%			44%	52%	4%	0%	0%
Faculty Administration of the FECCI (2013)	49	88%	10%		47%	41%	10%	0%	2%
Faculty Office of the FECCI (2011)	36	92%	6%		42%	50%	6%	0%	3%
Faculty Administration of the FHLSS (2013)	46	91%			50%	41%	4%	4%	0%
Faculty Office of the FHLSS (2011)	26	96%			31%	65%	4%	0%	0%
FECCI Research Institutes (2013)	41	95%			63%	32%	2%	0%	2%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
FECCI Research Institutes (2011)	16				69%	25%	0%	0%	6%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
FHLSS Research Institutes (2011)	4	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	54				54%	35%	4%	4%	4%
Finance, Planning and Commercial Services (2011)	31				45%	48%	3%	3%	0%
Human Resources & Development (2013)	37				57%	32%	3%	3%	5%
Human Resources (2011)	24				42%	50%	4%	4%	0%
Information Services (2013)	102				44%	46%	5%	3%	2%
Information Services (2011)	70				46%	47%	4%	3%	0%
International, Development and External Affairs (2013)	32				47%	47%	3%	3%	0%
International, Development and External Affairs (2011)	21				62%	38%	0%	0%	0%
Office of the Vice Principal (Academic) (2013)	15				47%	47%	7%	0%	0%
Office of the Vice Principal (Academic) (2011)	10				40%	60%	0%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~
Principal's Office (2011)	3	Insufficient Sample Size			~	~	~	~	~
Property & Facilities (2013)	97				45%	46%	6%	2%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
Property & Facilities (2011)	50	94%			44%	50%	2%	4%	0%
School of Accounting, Financial Services and Law (2013)	28	86%	11%		57%	29%	11%	4%	0%
School of Accounting, Financial Services and Law (2011)	20	90%	10%		55%	35%	10%	0%	0%
School of Arts & Creative Industries (2013)	69	80%	10%	10%	54%	26%	10%	9%	1%
School of Arts & Creative Industries (2011)	36	86%	8%	6%	47%	39%	8%	0%	6%
School of Computing (2013)	47	89%		9%	66%	23%	2%	6%	2%
School of Computing (2011)	39	92%			59%	33%	5%	3%	0%
School of Engineering & the Built Environment (2013)	66	88%	6%	6%	58%	30%	6%	6%	0%
School of Engineering & the Built Environment (2011)	51	94%			63%	31%	4%	2%	0%
School of Life, Sport & Social Sciences (2013)	87	82%	9%	9%	56%	25%	9%	5%	5%
School of Life, Sport & Social Sciences (2011)	65	88%		8%	42%	46%	5%	2%	6%
School of Management (2013)	27	78%	11%	11%	41%	37%	11%	7%	4%
School of Management (2011)	21	71%	14%	14%	14%	57%	14%	5%	10%
School of Marketing Tourism & Languages (2013)	38	79%	13%	8%	32%	47%	13%	8%	0%
School of Marketing Tourism & Languages (2011)	28	96%			43%	54%	4%	0%	0%

School/Service

Survey Questions	Number Responding	Percent Responding			Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree
		Positive	Neutral	Negative					
School of Nursing, Midwifery & Social Care (2013)	75				59%	32%	9%	0%	0%
School of Nursing, Midwifery & Social Care (2011)	58				36%	50%	7%	5%	2%
Student & Academic Services (2013)	111				57%	38%	3%	1%	2%
Student & Academic Services (2011)	65				32%	51%	9%	2%	6%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~
University Secretary's Office (2011)	8	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
67. Considering everything how would you rate your overall engagement with the University?									
Overall University (2013)	1,114	66%	26%	7%	20%	46%	26%	5%	2%
Business School Research Institutes (2013)	13	69%	23%	8%	15%	54%	23%	8%	0%
Faculty Administration of the Business School (2013)	43	56%	35%	9%	19%	37%	35%	5%	5%
Faculty Administration of the FECCI (2013)	51	57%	37%	6%	24%	33%	37%	2%	4%
Faculty Administration of the FHLSS (2013)	46	65%	28%	7%	15%	50%	28%	4%	2%
FECCI Research Institutes (2013)	41	49%	39%	12%	7%	41%	39%	5%	7%
FHLSS Research Institutes (2013)	5	Insufficient Sample Size			~	~	~	~	~
Finance, Planning and Commercial Services (2013)	55	67%	27%		11%	56%	27%	4%	2%
Human Resources & Development (2013)	37	81%	16%		32%	49%	16%	3%	0%
Information Services (2013)	104	60%	33%	8%	11%	49%	33%	8%	0%
International, Development and External Affairs (2013)	34	74%	21%	6%	21%	53%	21%	3%	3%
Office of the Vice Principal (Academic) (2013)	15	87%	13%		40%	47%	13%	0%	0%
Principal's Office (2013)	4	Insufficient Sample Size			~	~	~	~	~

School/Service

Survey Questions	Number Responding	Percent Responding			Very Good	Good	Average	Poor	Very Poor
		Positive	Neutral	Negative					
Property & Facilities (2013)	97	77%	16%	6%	34%	43%	16%	5%	1%
School of Accounting, Financial Services and Law (2013)	29	76%	21%		24%	52%	21%	0%	3%
School of Arts & Creative Industries (2013)	70	61%	31%	7%	19%	43%	31%	7%	0%
School of Computing (2013)	46	78%	11%	11%	20%	59%	11%	11%	0%
School of Engineering & the Built Environment (2013)	70	69%	24%	7%	23%	46%	24%	7%	0%
School of Life, Sport & Social Sciences (2013)	88	70%	19%	10%	19%	51%	19%	3%	7%
School of Management (2013)	31	52%	29%	19%	23%	29%	29%	16%	3%
School of Marketing Tourism & Languages (2013)	39	51%	38%	10%	10%	41%	38%	5%	5%
School of Nursing, Midwifery & Social Care (2013)	77	68%	27%		23%	44%	27%	4%	1%
Student & Academic Services (2013)	114	67%	29%		23%	44%	29%	4%	0%
University Secretary's Office (2013)	5	Insufficient Sample Size			~	~	~	~	~

Survey Questions

Page

Survey Dimension

Choose your role:	23	
What is your gender?	27	
Choose your school/service:	31	
Choose your faculty:	35	
1. I have a clear understanding of my school/service's priorities.	39	Atmosphere of Cooperation
2. I understand how my work supports the school/service's goals.	43	Atmosphere of Cooperation
3. In my section/department, we work effectively as a team.	47	Atmosphere of Cooperation
4. In my part of the University, there are well defined processes and standards for how work is done.	51	Atmosphere of Cooperation
5. In this organisation people treat one another with trust and mutual respect.	55	Atmosphere of Cooperation
6. I feel encouraged to come up with new and better ways of doing things.	59	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.	63	Atmosphere of Cooperation
8. How satisfied are you with your involvement in decisions that affect your work?	67	Atmosphere of Cooperation
9. How satisfied are you with the degree of cooperation between your department and other departments?	71	Atmosphere of Cooperation
10. I am proud of my team's accomplishments.	75	Atmosphere of Cooperation
11. I am proud to work here.	79	Atmosphere of Cooperation
12. My immediate line manager is considerate of my need to balance work and personal life.	83	Equity
13. I am confident that my immediate line manager treats me fairly.	87	Equity
14. I understand how my performance is evaluated.	91	Equity
15. The overall evaluation of my performance is fair.	95	Equity
16. My immediate line manager deals effectively with poor performers.	99	Equity
17. My immediate line manager recognises quality work.	103	Equity
18. My immediate line manager gives me feedback that helps me improve my performance.	107	Equity
19. How satisfied are you with the recognition you receive for doing a good job?	111	Equity
20. I feel valued as an employee of the University.	115	Equity
21. I am paid fairly for my work.	119	Equity
22. The better my performance, the better my career prospects at the University will be.	123	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?	125	Equity
24. I understand the University's strategy.	129	Leadership
25. I am confident that the University's strategy will succeed.	133	Leadership
26. The University is making the changes necessary to succeed in the marketplace.	137	Leadership
27. I understand what is expected of me in my job.	141	Leadership
28. Senior management effectively communicates what the University is trying to accomplish.	145	Leadership
29. I am confident in the ability of senior management to make the decisions necessary to ensure the future success of the University.	149	Leadership
30. Sufficient effort is made to get the opinions and ideas of people who work here.	153	Leadership
31. Senior management understands the issues faced at my level in the organisation.	157	Leadership
32. How satisfied are you with the information you receive from senior management on what's going on in the organisation?	161	Leadership
33. The actions of senior management are consistent with their stated values.	165	Leadership
34. How do you rate the University in providing job security, provided you do a good job?	169	Leadership
35. My job is challenging and fulfilling.	173	Personal Development
36. My job makes good use of my skills and abilities.	177	Personal Development
37. I have enough information to succeed in my job.	181	Personal Development
38. My department has the resources (finances, equipment, etc.) necessary to achieve its objectives.	185	Personal Development
39. I receive the training and development I need to do my job.	189	Personal Development
40. How satisfied are you with your physical working conditions?	193	Personal Development
41. I know what skills I will need in the future to be a valuable contributor to the University.	197	Personal Development
42. I am given opportunities to improve my skills at the University.	201	Personal Development
43. My immediate line manager takes an active interest in my growth and development.	205	Personal Development
44. I am satisfied with my opportunities for growth and development.	209	Personal Development
45. How satisfied are you with your opportunities to advance at the University?	213	Personal Development
46. The University is successful in developing and promoting employees from within.	217	Personal Development
47. The University is doing what is necessary to keep its most talented employees.	221	Personal Development
48. Overall, how good a job do you feel is being done by your immediate line manager?	225	Overall Satisfaction

Survey Questions	Page	Survey Dimension
49. Considering everything, how satisfied are you with your job?	229	Overall Satisfaction
50. I would recommend the University to others as a place to work.	233	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").	237	Overall Satisfaction
52. Considering everything, how would you rate your overall satisfaction with the University?	241	Overall Satisfaction
53. I believe that the University's vision and strategic aims are effectively communicated.	245	Overall Employee Engagement
54. I understand what I need to achieve to help meet the overall strategic objectives.	247	Overall Employee Engagement
55. I believe my immediate line manager trusts the decisions I make within the scope of my role.	249	Overall Employee Engagement
56. I believe I act with integrity.	251	Overall Employee Engagement
57. I believe my views are welcomed, encouraged and also challenged where appropriate.	253	Overall Employee Engagement
58. My knowledge and experience is valued by students and colleagues.	255	Overall Employee Engagement
59. My motivation at work is generally high.	257	Overall Employee Engagement
60. I am committed to always doing the best that I can.	259	Overall Employee Engagement
61. The student experience is central to my work.	261	Overall Employee Engagement
62. I am encouraged to contribute ideas and suggestions to enable continuous development.	263	Overall Employee Engagement
63. I have been personally involved (directly or indirectly) in activities which make a positive difference to people at the University.	265	Overall Employee Engagement
64. I could explain to someone who didn't work here what the University is trying to achieve.	267	Overall Employee Engagement
65. I believe the University is committed to equality of opportunity for all its staff.	269	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.	271	Overall Employee Engagement
67. Considering everything how would you rate your overall engagement with the University?	275	Overall Employee Engagement