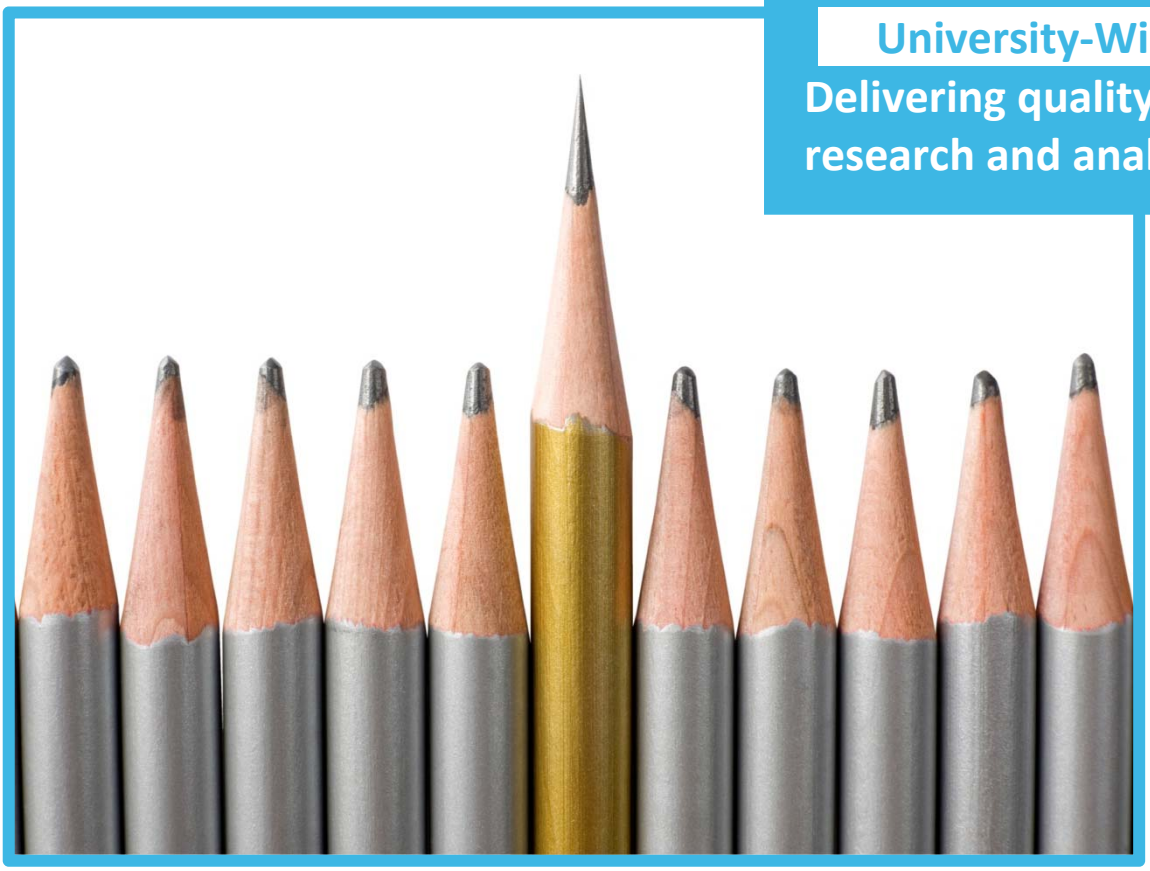
CAPITA

Staff Survey 18

Edinburgh Napier UNIVERSITY



University-Wide Report

Delivering quality survey, research and analysis solutions

Edinburgh Napier University

Staff Survey 2018

March 2018

Project Number: 8153

CAPITA

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Edinburgh Napier University

Staff Survey 2018

Executive Summary

The response rate of 69% to the staff survey at Edinburgh Napier University is higher than the average response rate of 67% achieved by higher education institutions (HEIs) Capita has surveyed in 2016-18, and this indicates a good level of employee engagement with the organisation.

Overall, the employee engagement survey results show that respondents are positive about working at Edinburgh Napier University:

- 93% feel safe and secure in their working environment;
- 90% are interested in the University and to them it's not just a job;
- 90% feel trusted to do their job;
- 86% generally enjoy their work;
- 76% say the University is a good place to work;
- 76% feel the University delivers good quality service to student/service users.

However, staff have concerns about issues such as the way change is managed; workload and bureaucracy; carer progression; staff recognition and retention; the effectiveness of communication and level of co-operation between different parts of the University; confidence in the University's Leadership Team; and the availability of social and rest space.

Overall in the 2018 staff survey, there are 61 questions that have generated a positive response and can be considered as key strengths, while 36 questions have generated a negative response and can be considered as key areas for improvement.

A comparison of the 2018 survey results with those for 2015 suggests that the positive percentage scores for 7 questions show a statistically significant improvement, while the scores for 76 questions show a statistically significant deterioration. There is no significant change in the scores for 46 questions.

The University developed a measure of overall engagement for its 2013 survey and the overall engagement score was 70%, based on 12 questions. The 2015 score improved to 80%. The 2018 average score is 76% when considering the same 12 questions.

Higher education is a high performing sector in terms of staff survey results, and Capita uses key employee engagement and organisational climate questions to compare HEIs.

The University's results for these 22 key employee engagement and organisational climate questions are generally below the benchmark scores for other HEIs surveyed by Capita in 2016-18, with two statistically significantly better scores and 12 statistically significantly worse scores (eight are broadly in line with the benchmark scores).

In terms of being rated as a good place work, Edinburgh Napier University is ranked in 46th position out of 47 HEIs surveyed by Capita in 2016-18 and in 172nd place out of 403 public sector, private sector and not-for-profit organisations in the Capita benchmark database.

Other reports produced by Capita provide an analysis of the University's results by School and Department. An analysis of the free text comments made by respondents will also allow the University to gain a better of understanding of what staff like about working for the University and what they would like to improve (and their suggestions for doing this).

Background

In January 2018, Edinburgh Napier University launched its staff survey, to provide an opportunity for employees to feedback on their experiences in working for Edinburgh Napier University, and to highlight issues they feel should be addressed in the future.

The survey was designed by Edinburgh Napier University (in conjunction with Capita Surveys and Research) as an e-survey, with an option to complete the survey on paper or over the telephone.

The survey was distributed on 16th January 2018 with a closure date of 9th February 2018. Capita Surveys and Research processed and validated 1,056 completed survey questionnaires from Edinburgh Napier University employees; this gives a response rate of 69% based on the 1,526 staff invited to participate.

Presentation of results

This report presents a summary of the results for the whole organisation i.e. everyone who participated in the survey.

Part A includes

Key employee engagement and organisation climate indicators and comparisons with other Higher Education Institutions (HEIs).

Part B includes

The most positive issues rated by staff, identified as organisation strengths.

Part C includes

The least positive issues rated by staff and identified as areas for improvement.

Part D includes

A summary of the statistically significant differences in the question results between the 2018 and 2015 staff surveys in chart format (ordered from most to least positive percentage point change and colour coded highlighting whether the change is a statistically significant difference).

Part E includes

All positive perceptions for the primary questions / statements in the 2018 survey in descending ranked order and then ranked in section order. All results are colour coded to help to identify areas of strength or opportunities for improvement.

Part F includes

A presentation of the survey results in chart format.

Each section displays questions in appropriate groups in chart format with percentages. It should be noted the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.

Reliability of results

The accuracy of survey results is related to the size of the responding sample, not the whole organisation from which it is drawn. Very low response rates run the risk of non-response bias, e.g. if only 30% of an organisation participate can you be sure that the views of the 30% who responded are the same as the 70% who didn't respond? As a rule of thumb a sample size of 200 responses or a 50% response rate is considered the minimum for opinion research whatever the organisation size, and will overcome any non-response bias. When considering a sub-group of a total survey population 50 responses or a 50% response rate is considered the minimum for results to be reliable.

Confidence intervals and statistical reliability

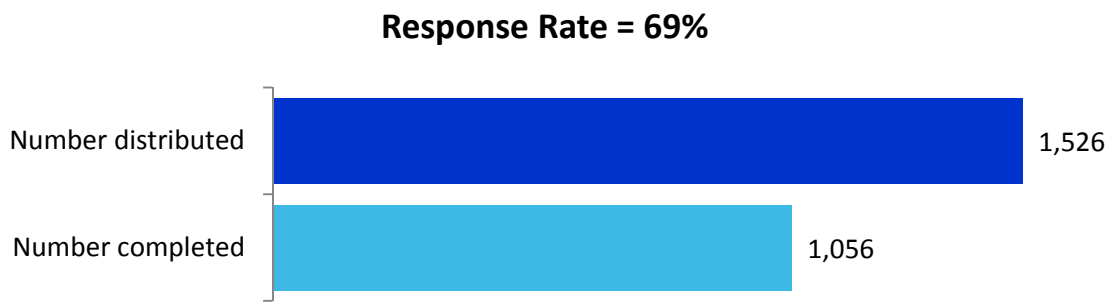
The respondents to the questionnaire are only a sample of the total Edinburgh Napier University population, so we cannot be 100% certain that the figures obtained are exactly those we would have if everybody had returned their questionnaires, i.e. the 'true values'. We can, however, predict the variation between the sample results and the 'true' values from the knowledge of the size of the samples on which the results are based, the 'confidence level'.

In social research, the most common measure of confidence for this prediction is the 95% confidence interval – where the chances are 95 out of 100 that the true value would be within a specified range – i.e. if everyone had responded. As a general guide it is calculated that the results for Edinburgh Napier University are within ± 1% (the confidence interval), for each question. The confidence interval guide for 2015 is ± 1%. This means when considering improvements and deteriorations between the years there would need to be a change of more than two percentage points in response for most questions.

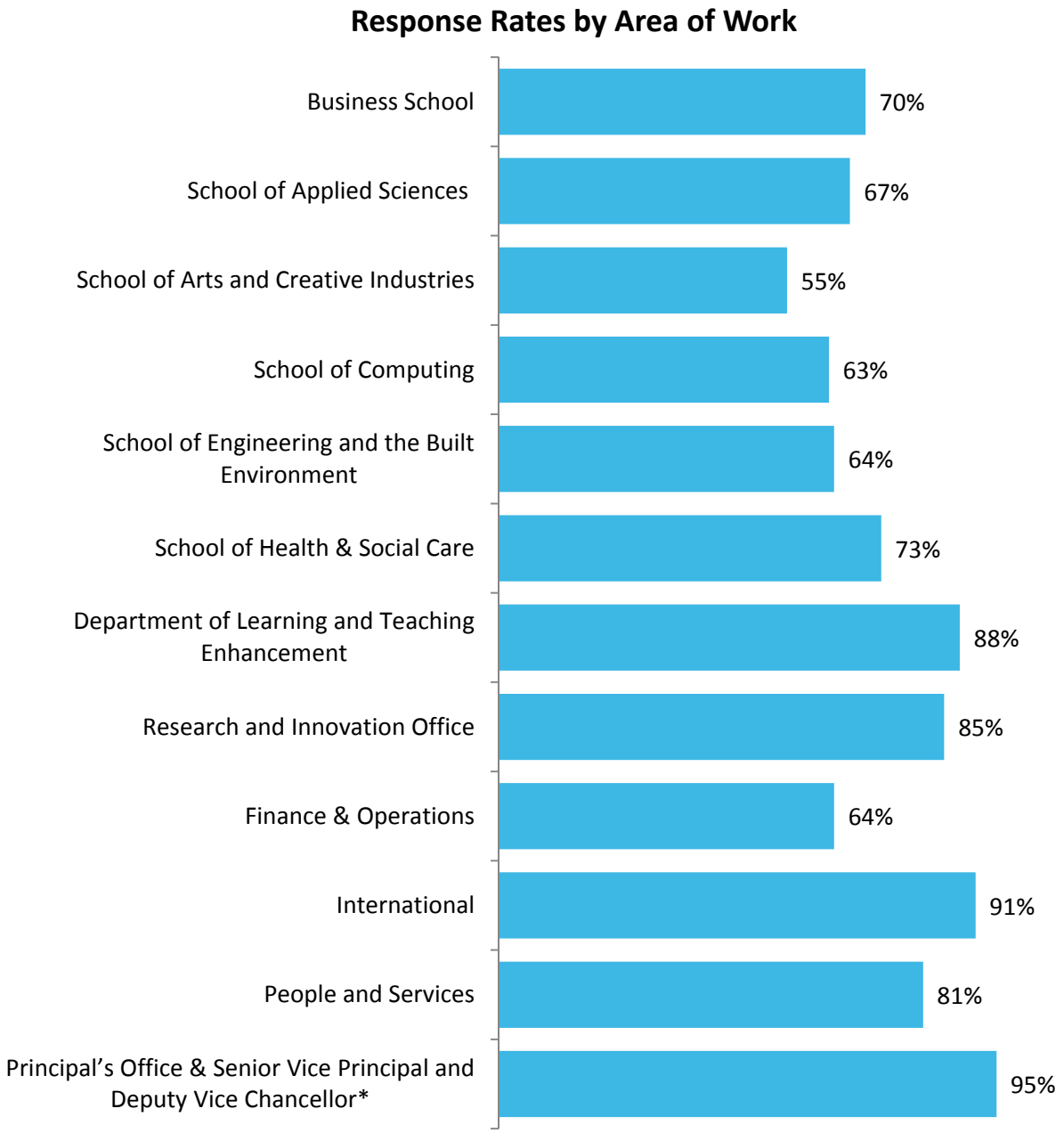
Participation

The following chart shows the response rate for all staff who responded to Edinburgh Napier University's staff survey.

A total of 1,056 survey questionnaires were completed and returned by the 1,526 members of staff invited to participate in the survey: this means that the overall response rate for Edinburgh Napier University is 69%.



Response rates for individual areas of work ranged from 55% to 95%.



* (including Strategy Hub & Widening Participation and Community)

PART A – Employee Engagement and Organisation Climate

Overall Employee Engagement

The University has developed its own measure of overall engagement. The overall employee engagement score was 70% for the 2013 survey and was based on 12 questions. The 2015 score was 80%. The 2018 overall employee engagement score is 76%.

Question	2018 % Favourable Score	2015 % Favourable Score	2013 % Favourable Score
I have not felt discriminated against at work in the last 12 months (*matched to 2013 question: In the last 12 months, I have not suffered a detriment due to age, disability etc*)	90	92	89
I feel valued by my colleagues + I feel valued by students/other service users (*average score of two questions - matched to 2013 question: My knowledge and experience is valued by students and colleagues*)	83	83	76
Overall my engagement with the University is good (*matched to 2013 question: Considering everything, how would you rate your overall engagement with the University*)	83	84	66
I understand how my work supports my Department/ School's goals (*matched to 2013 question: I understand what I need to achieve to help to meet the overall strategic objectives*)	82	85	55
My work gives me a sense of personal achievement (*matched to 2013 question: My motivation at work is generally high*)	77	78	76
I feel the University delivers a good quality service to students/service users (*matched to 2013 question: The student experience is central to my work*)	76	85	83
I understand the University's Strategy (*matched to 2013 question: The University's vision and strategic aims are effectively communicated*)	76	81	52
I believe the University is committed to equality of opportunity for all of its staff	75	79	61
I could explain to someone who didn't work here, what the University is trying to achieve	71	82	54
I feel inspired to do my best work every day (*matched to 2013 question: I am committed to always doing the best that I can*)	69	68	96
I am personally encouraged to look for ways to improve the way we do things (*matched to 2013 question: I am encouraged to contribute ideas and suggestions to enable continuous development*)	68	69	63
I feel able to voice my opinions (*matched to 2013 question: I believe my views are welcomed, encouraged and also challenged where appropriate*)	62	68	64
Average Score	**76**	**80**	**70**

Please note: the 2018 and 2015 favourable scores have been calculated by adding the Agree and Tend to Agree figures while the 2013 scores were calculated by adding Strongly Agree and Agree. For negatively worded questions the Disagree and Tend to Disagree response is used.

The 2018 and 2015 surveys used a 4 point response scale comprising Agree, Tend to Agree, Tend to Disagree and Disagree.

The 2013 survey used a 5-point scale, comprising Strongly Agree, Agree, Partly Agree/Partly Disagree, Disagree and Strongly Disagree.

Capita's measures of employee engagement and organisation climate

The following tables compare some of the key results from the survey for Edinburgh Napier University in relation to the other Higher Education Institutions (HEIs) that Capita supported to undertake an employee engagement survey in 2016-2018.

The tables on the following pages show the key questions included in the survey which measure employee engagement, i.e. *'motivated and involved employees, who are supporters of the University'* and organisation climate i.e. *'how things are in the work environment'*. Positive responses to these questions demonstrate high levels of employee job satisfaction which leads to the University providing a good quality service to students and other service users.

Making comparisons with other HEIs helps put the employee engagement results into context and highlight Edinburgh Napier University's strengths and areas for improvement. However, the comparisons are not used on their own to decide the issues for improvement within the University. The negative perceptions from staff responding to the survey may not be the same as those identified by the HEI comparisons, but should also be considered as areas for improvement.

The employee engagement and organisation climate tables

The yellow tables on the following pages show the 'agree' percentages for Edinburgh Napier University compared to the median score of other HEIs. The information in the final column of the tables indicates whether the University score is *statistically significantly different* when compared to other HEIs. Statistical significance does not necessarily mean it is an important difference. What it does indicate is where a *real difference* exists between the University score and the median HEI score, and the difference is not just by chance related to some other factor such as the response rate, or the size of the organisation etc.

For ease of reference the statistically significant differences are shown in **green** where the difference is a better score than the median for the benchmark group, and in **red** where the difference is worse.

Employee engagement and organisation climate

Table 1: (Questions where a high score is a good result)

	Question	Edinburgh Napier University 2018 Agree %	HEI benchmark Agree %	Statistically Significant Difference
Q1-2	My immediate manager helps me find a good work-life balance	75%	71%	Yes
Q2-1	The University is a good place to work	76%	87%	Yes
Q2-5	I feel part of the University	65%	74%	Yes
Q2-6	I feel valued by the University	41%	56%	Yes
Q2-8	I feel valued by students/other service users	81%	84%	Yes
Q3-5	I am satisfied with my current role and level of responsibility	64%	75%	Yes
Q4-5	I feel safe and secure in my working environment	93%	93%	No
Q5-2	Have you had an end of year review in the last 12 months?*	81%	81%	No
Q6-3	I am satisfied with the level of learning and development offered**	60%	71%	Yes
Q7-4	I feel proud to work for the University	73%	86%	Yes
Q7-15	Would you recommend the University to a friend as a place to work? (excludes 'don't know')	70%	84%	Yes
Q8-1	The University's Leadership Team (ULT) manage and lead the University well (excludes 'don't know')	48%	70%	Yes
Q9-11	My team leader/line manager/immediate supervisor keeps me informed about things I should know about	77%	78%	No
Q10-2	I feel fairly paid for the work I do	62%	63%	No
Q11-1	Do you know how to report accidents and incidents?	66%	73%	Yes
Q12-2	I am satisfied with the support I get from my immediate manager	83%	81%	Yes
Q15-7	On the whole, communication in the University is effective	55%	56%	No

*Compared to the benchmark question 'Have you had an individual appraisal/review in the last 12 months?'
**Compared to the benchmark question 'I am satisfied with my current level of learning and development'

Employee engagement and organisation climate

Table 2: (Questions where a low score is a good result)

	Question	Edinburgh Napier University 2018 Agree %	HEI benchmark Agree %	Statistically Significant Difference
Q12-10	Overall, I feel unduly stressed at work	32%	31%	**No**
Q13-1	Are you currently being harassed or bullied at work?	5%	5%	**No**
Q14-6	Have you felt discriminated against at work in the last 12 months?	10%	10%	**No**
Q17-1	I often think about leaving the University	46%	35%	**Yes**
Q18-10	Generally more could be done to help staff prepare for and cope with change	81%	79%	**Yes**

PART B – Most positive perceptions

This part of the report provides the most positive perceptions for Edinburgh Napier University as a whole (ordered from most to least positive), which can be identified as areas of strength. Percentage point change from the 2015 survey results are shown for reference where comparisons are available.

Questions or statements with a combined positive score of 75% or above are considered areas of strength. Edinburgh Napier University achieved 61 areas of strength in 2018.

Note

The combined positive score is used throughout the analysis. Where a question/statement is positively phrased, agree or tend to agree (or yes) responses are used. Where a question/statement is negatively phrased, disagree and tend to disagree (or no) responses are used.

Where questions/statements are negatively worded in the questionnaire, the positive perception is shown to enable a ranked order. These questions/statements have been reworded to ensure ease of understanding.

E.g. The results for the question: *'Are you currently being harassed or bullied at work?'* are displayed for those who said *'No'* to this statement i.e. the positive perception.

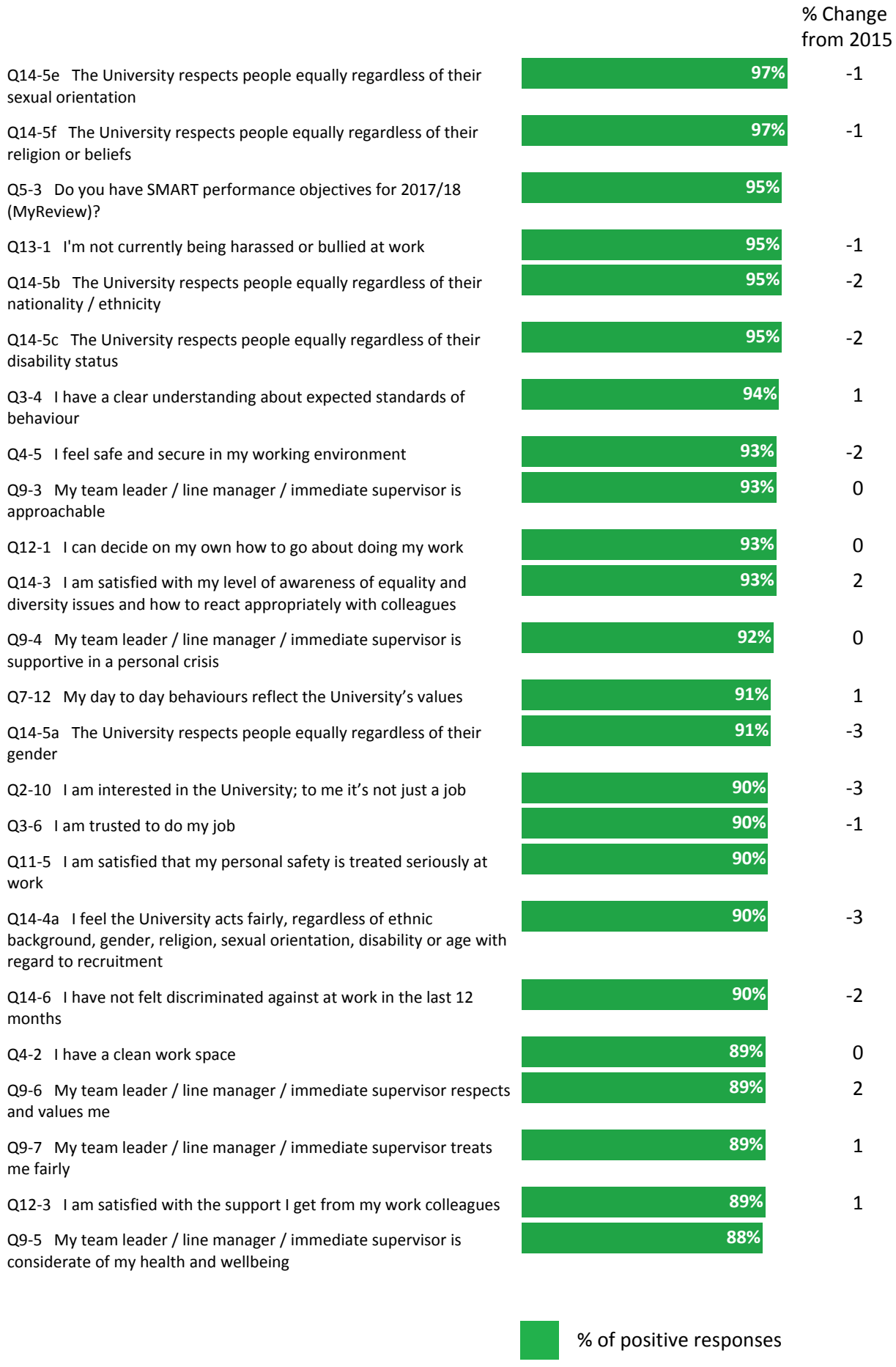
The text has therefore been reworded to *'I'm not currently being harassed or bullied at work'.*

Neutral questions (e.g. question 5-1 'How long have you been employed by the University?') have been excluded from analysis.

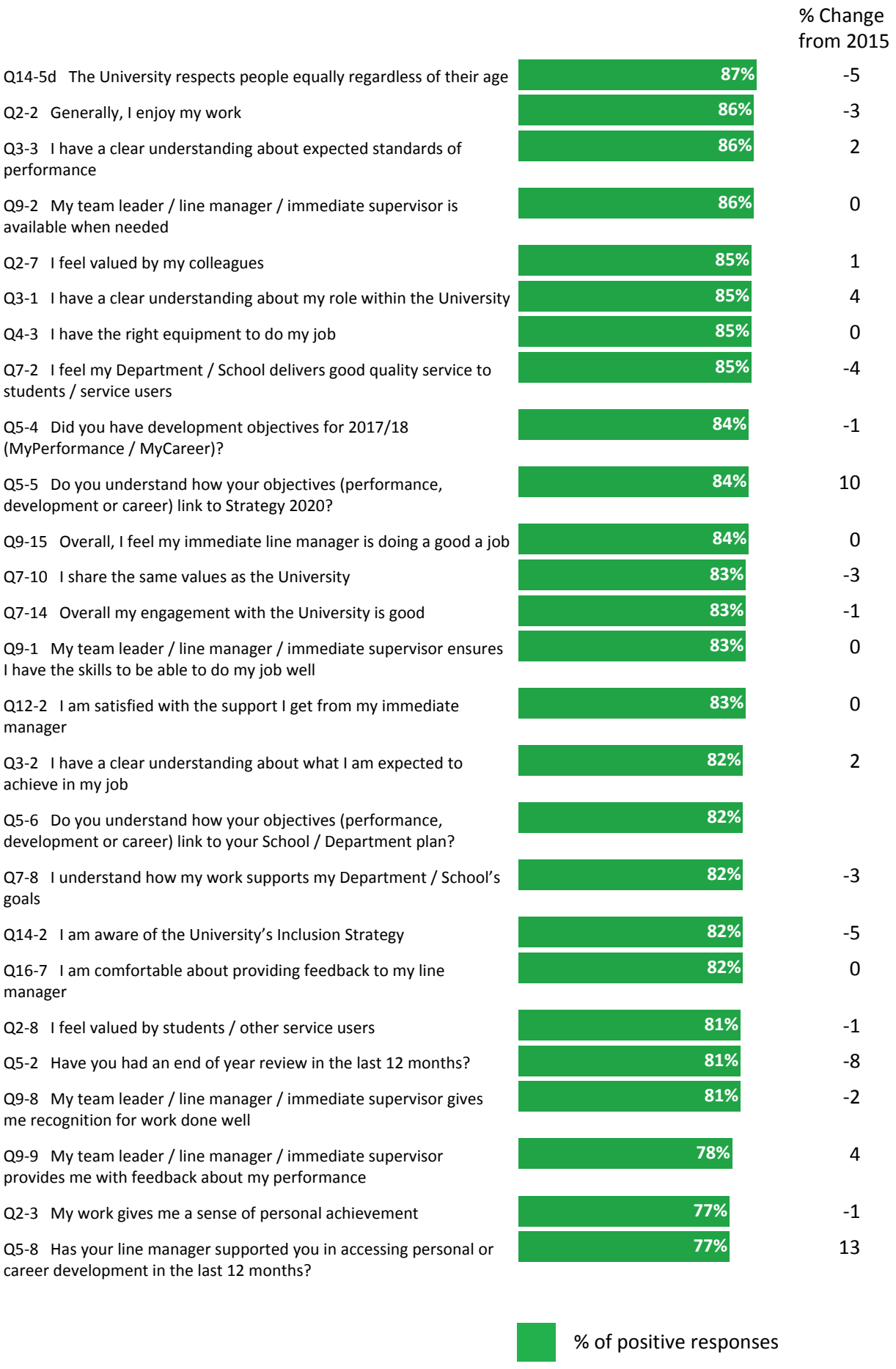
Please note, whilst there may be a high percentage of employees who identify themselves as **not** being harassed, bullied or discriminated against, and this is identified as a strength in the analysis, these areas should be considered as areas for improvement as most organisations have a zero tolerance policy regarding these issues.

Sub-set questions/statements are only asked of participants meeting certain criteria (usually giving specific response(s) to a previous question, and therefore are answered by a smaller number of participants. To ensure anonymity is maintained, some of the sub-set questions/statements are excluded from this analysis. However, as a large number of employees have responded to the sub-set questions in Question Block 5 (Q5-2 to Q5-8) and Q12-10, these follow up sub-set questions are used in the analysis.

The most positive perceptions (with a combined positive percentage of 75% or more)



The most positive perceptions (with a combined positive percentage of 75% or more)



The most positive perceptions (with a combined positive percentage of 75% or more)

		% Change from 2015
Q9-11 My team leader / line manager / immediate supervisor keeps me informed about things I should know about	77%	-1
Q15-3 I receive information in a timely way from my local area	77%	-1
Q15-4 The information I receive is straightforward and I understand it	77%	-3
Q2-1 The University is a good place to work	76%	-6
Q7-1 I feel the University delivers good quality service to students / service users	76%	-9
Q7-5 I understand the University's Strategy	76%	-5
Q1-2 My immediate manager helps me find a good work-life balance	75%	-1
Q9-13 My team leader / line manager / immediate supervisor involves me in decisions made that affect me in my own area of work	75%	-5
Q14-1 I believe the University is committed to equality of opportunity for all of its staff	75%	-4
Q14-4b I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to career progression / promotion	75%	-4
Q17-2 I am not actively seeking to leave the employment of the University	75%	-4

% of positive responses

PART C – Least positive perceptions

This part of the report provides the least positive perceptions for Edinburgh Napier University and can be considered areas for improvement. The percentage point change from the 2015 survey results are shown for reference where comparisons are available.

Questions or statements with a combined positive score of 50% or lower are considered areas for improvement. Edinburgh Napier University recorded 36 areas for improvement in 2018.

Note

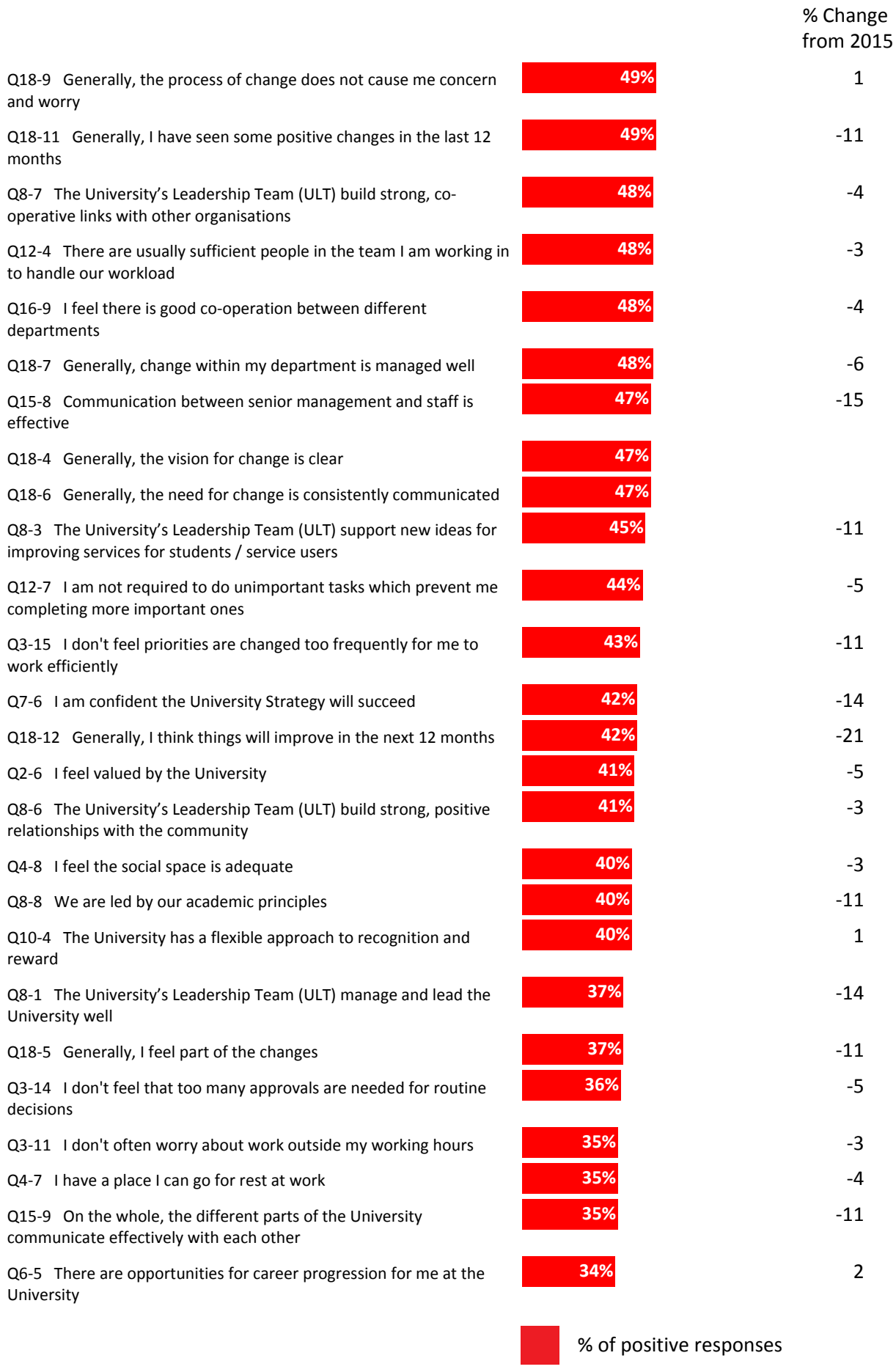
The combined positive score is used throughout the analysis. Where a question/statement is positively phrased, agree or tend to agree (or yes) responses are used. Where a question/statement is negatively phrased, disagree and tend to disagree (or no) responses are used.

> Where questions/statements are negatively worded in the questionnaire, the positive perception is shown to enable a ranked order. These questions/statements have been reworded to ensure ease of understanding.
>
> E.g. The results for the question: *'Are you currently being harassed or bullied at work?'* are displayed for those who said *'No'* to this statement i.e. the positive perception.
>
> The text has therefore been reworded to *'I'm not currently being harassed or bullied at work'.*

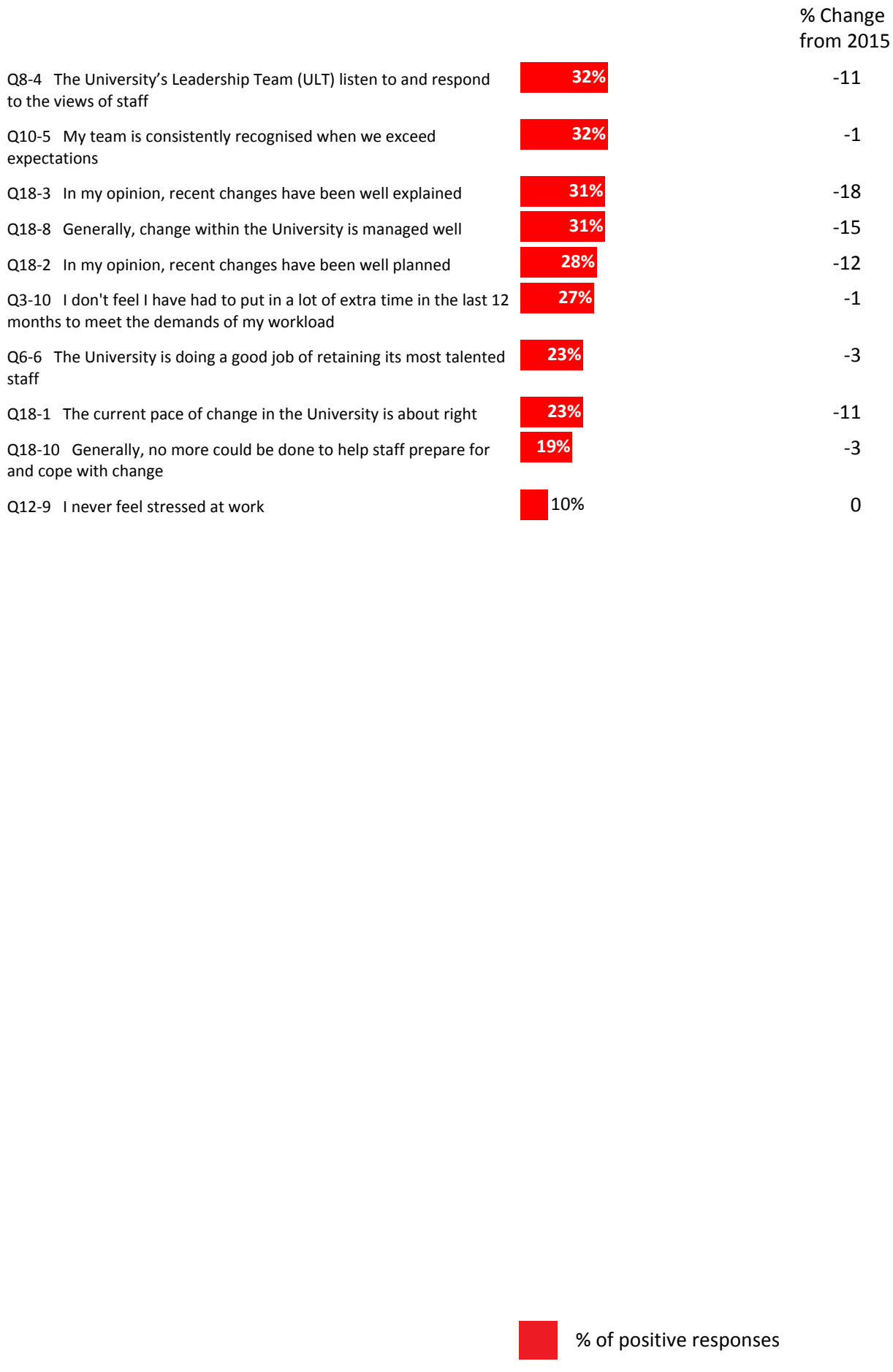
Neutral questions (e.g. question 5-1 'How long have you been employed by the University?') have been excluded from analysis.

Sub-set questions/statements are only asked of participants meeting certain criteria (usually giving specific response(s) to a previous question, and therefore are answered by a smaller number of participants. To ensure anonymity is maintained, some of the sub-set questions/statements are excluded from this analysis. However, as a large number of employees have responded to the sub-set questions in Question Block 5 (Q5-2 to Q5-8) and Q12-10, these follow up sub-set questions are used in the analysis.

The least positive perceptions (with a combined positive percentage of 50% or less)



The least positive perceptions (with a combined positive percentage of 50% or less)



PART D – Statistically significant differences in perceptions since 2015

This part of the report displays the percentage point change in positive responses, for Edinburgh Napier University in 2018 that can be compared to the 2015 survey in chart format.

The results are ordered from most to least positive percentage point change and colour coded to show statistical significance. Please note, this analysis only shows questions that have a change in percentage points, questions that show zero percentage point change are not shown.

Overall, the 2018 results for Edinburgh Napier University indicate there are seven statistically significant improvements in the combined positive perceptions and 76 deteriorations, whilst 46 questions showed no significant change.

When considering the changes between the years it is important to note that a simple change in the percentages between the years may be related to a difference in the number of respondents answering a question rather than a real change between the years. We therefore undertake an additional 'test' to identify statistically significant differences i.e. 'real' differences between the years using a confidence interval.

In social research, the most common measure of confidence for this prediction is the 95% confidence interval – where the chances are 95 out of 100 that the true value would be within a specified range – i.e. if everyone had responded. As a general guide it is calculated that the results for Edinburgh Napier University are within ± 1% (the confidence interval), for each question. The confidence guide for 2015 is ± 1%. This means when considering improvements and deteriorations between the years there would need to be a change of more than two percentage points in response for most questions.

Note

The combined positive score is used throughout the analysis. Where a question/statement is positively phrased, agree or tend to agree (or yes) responses are used. Where a question/statement is negatively phrased, disagree and tend to disagree (or no) responses are used.

Where questions/statements are negatively worded in the questionnaire, the positive perception is shown to enable a ranked order. These questions/statements have been reworded to ensure ease of understanding.

E.g. The results for the question: *'Are you currently being harassed or bullied at work?'* are displayed for those who said *'No'* to this statement i.e. the positive perception.

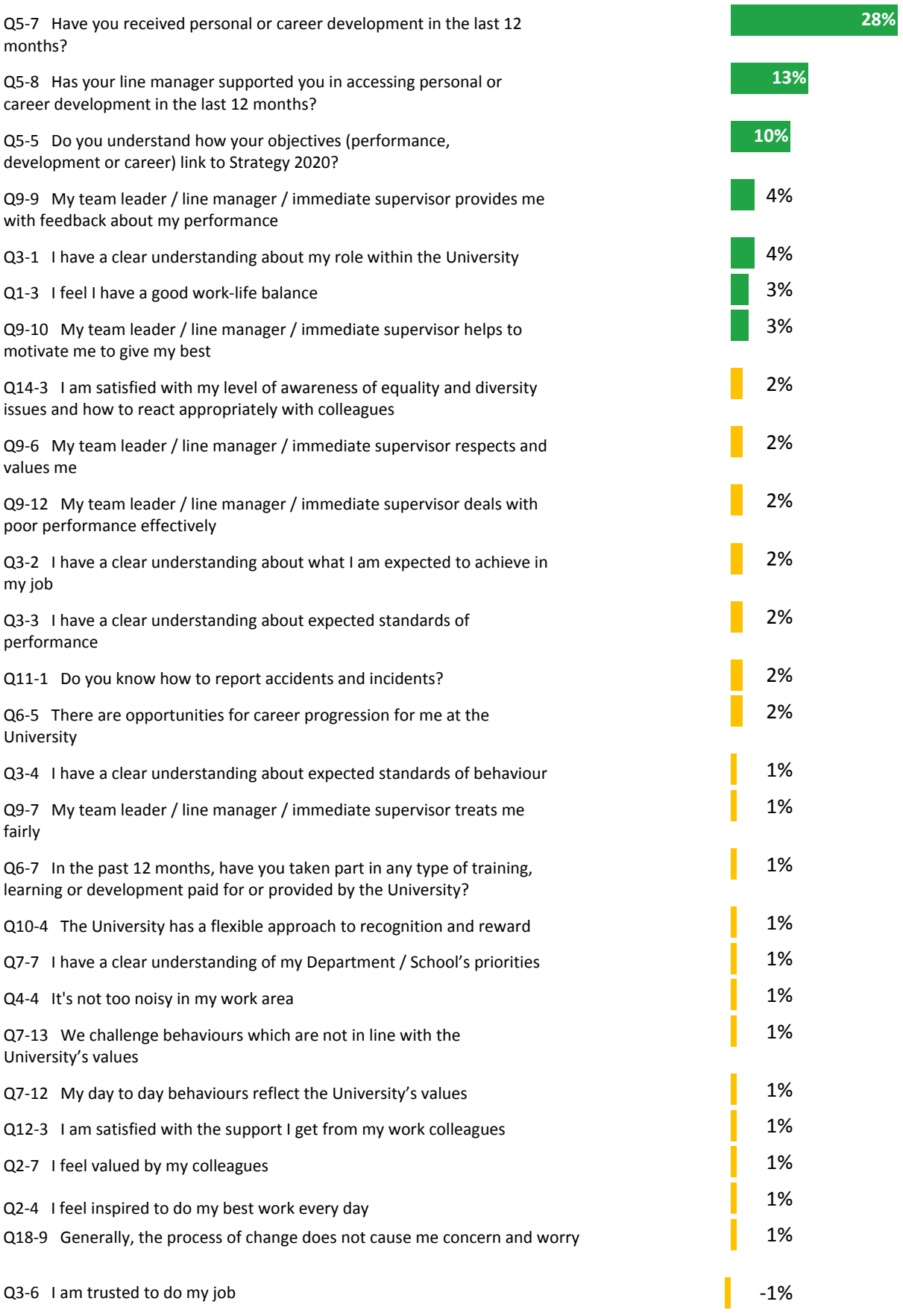
The text has therefore been reworded to *'I'm not currently being harassed or bullied at work'.*

Neutral questions (e.g. question 5-1 'How long have you been employed by the University?') have been excluded from analysis.

Sub-set questions/statements are only asked of participants meeting certain criteria (usually giving specific response(s) to a previous question, and therefore are answered by a smaller number of participants. To ensure anonymity is maintained, some of the sub-set questions/statements are excluded from this analysis. However, as a large number of employees have responded to the sub-set questions in Question Block 5 (Q5-2 to Q5-8) and Q12-10, these follow up sub-set questions are used in the analysis.

Percentage change in positive responses to each question in the Staff Survey between 2018 and 2015 (ordered from most to least positive percentage change)

7 Significant Improvement | 46 No significant change | 76 Significant deterioration



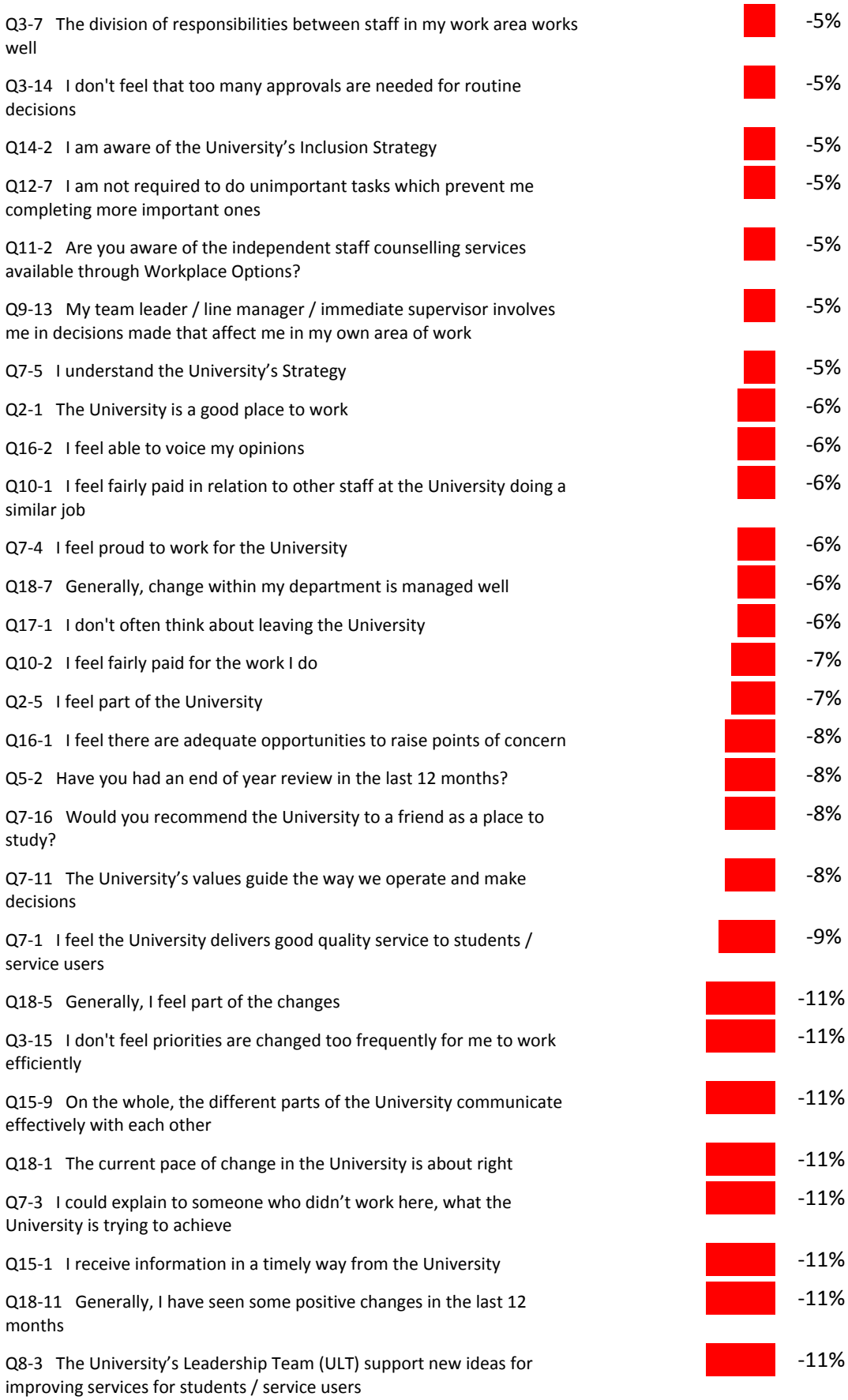
Percentage change in positive responses to each question in the Staff Survey between 2018 and 2015 (ordered from most to least positive percentage change)

Q10-5 My team is consistently recognised when we exceed expectations	-1%
Q12-5 Relationships at work are not strained	-1%
Q5-4 Did you have development objectives for 2017/18 (MyPerformance / MyCareer)?	-1%
Q14-5e The University respects people equally regardless of their sexual orientation	-1%
Q9-11 My team leader / line manager / immediate supervisor keeps me informed about things I should know about	-1%
Q13-1 I'm not currently being harassed or bullied at work	-1%
Q15-3 I receive information in a timely way from my local area	-1%
Q7-14 Overall my engagement with the University is good	-1%
Q14-5f The University respects people equally regardless of their religion or beliefs	-1%
Q16-4 I am personally encouraged to look for ways to improve the way we do things	-1%
Q2-9 I feel my job security at the University is good	-1%
Q2-8 I feel valued by students / other service users	-1%
Q2-3 My work gives me a sense of personal achievement	-1%
Q1-2 My immediate manager helps me find a good work-life balance	-1%
Q3-10 I don't feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	-1%
Q9-8 My team leader / line manager / immediate supervisor gives me recognition for work done well	-2%
Q6-1 Overall learning and development has helped me to do my job more effectively	-2%
Q1-1 The University provides good support to help me balance my work and personal commitments	-2%
Q6-4 I have received sufficient training to enable me to do my job well	-2%
Q4-5 I feel safe and secure in my working environment	-2%
Q14-5b The University respects people equally regardless of their nationality / ethnicity	-2%
Q14-5c The University respects people equally regardless of their disability status	-2%
Q14-6 I have not felt discriminated against at work in the last 12 months	-2%
Q3-12 I don't find my current workload too much and I am not struggling to cope	-2%
Q16-5 I am confident my ideas or suggestions will be listened to	-2%
Q16-6 I am confident I will get feedback on my ideas or suggestions	-2%
Q6-3 I am satisfied with the level of learning and development offered	-3%
Q7-8 I understand how my work supports my Department / School's goals	-3%
Q7-10 I share the same values as the University	-3%
Q6-6 The University is doing a good job of retaining its most talented staff	-3%

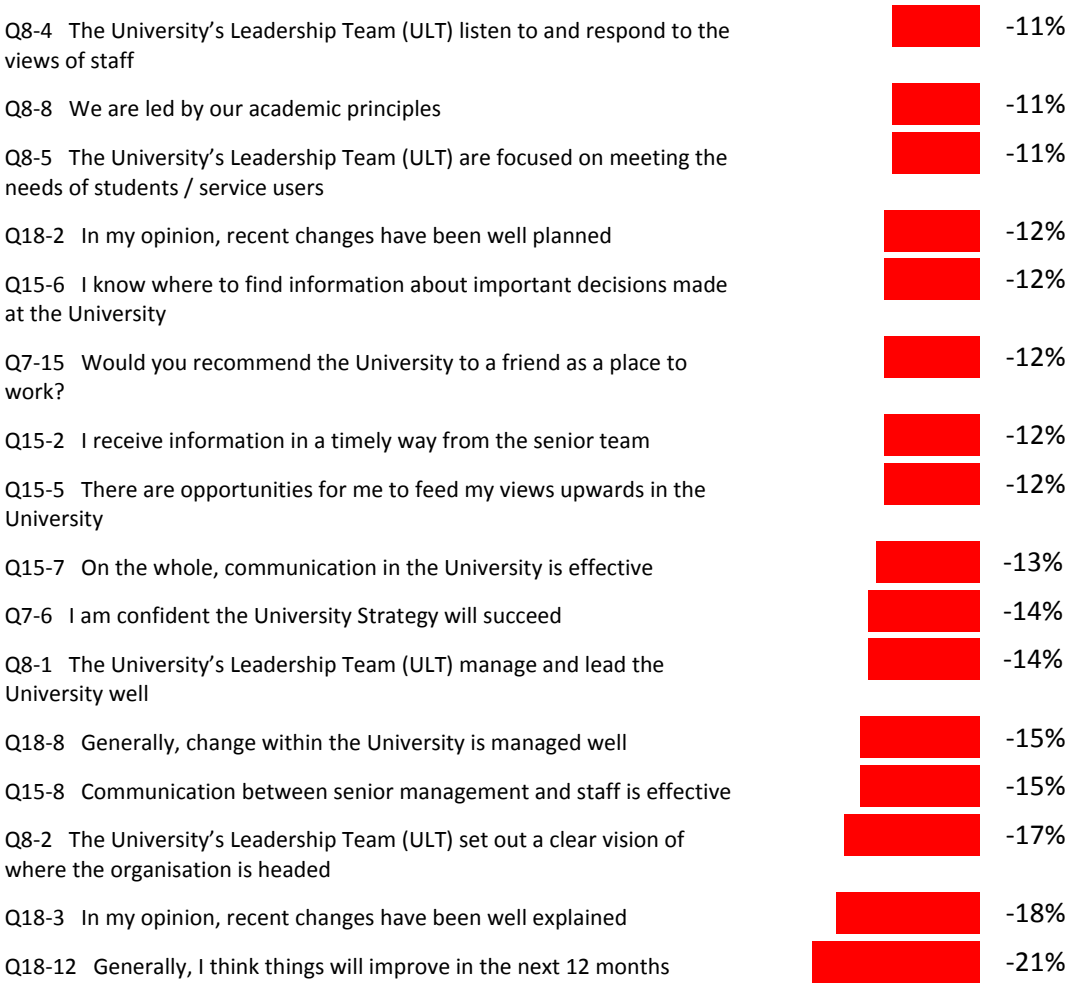
Percentage change in positive responses to each question in the Staff Survey between 2018 and 2015 (ordered from most to least positive percentage change)

Q14-4a I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to recruitment	-3%
Q18-10 Generally, no more could be done to help staff prepare for and cope with change	-3%
Q2-2 Generally, I enjoy my work	-3%
Q2-10 I am interested in the University; to me it's not just a job	-3%
Q16-3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	-3%
Q3-11 I don't often worry about work outside my working hours	-3%
Q15-4 The information I receive is straightforward and I understand it	-3%
Q14-5a The University respects people equally regardless of their gender	-3%
Q9-14 My team leader / line manager / immediate supervisor has sufficient authority to make decisions	-3%
Q8-6 The University's Leadership Team (ULT) build strong, positive relationships with the community	-3%
Q4-6 Food and catering facilities for staff are good	-3%
Q7-9 In the University, people treat one another with trust and mutual respect	-3%
Q12-10 Overall, I don't feel unduly stressed at work	-3%
Q4-8 I feel the social space is adequate	-3%
Q12-4 There are usually sufficient people in the team I am working in to handle our workload	-3%
Q10-3 Overall, I feel the University offers a good pay and reward package	-3%
Q4-7 I have a place I can go for rest at work	-4%
Q6-2 I feel that I am given the same opportunities to develop as other staff	-4%
Q7-2 I feel my Department / School delivers good quality service to students / service users	-4%
Q3-9 People are willing to help each other even if it means doing something outside their usual activities	-4%
Q3-13 I have adequate resources to complete my work	-4%
Q17-2 I am not actively seeking to leave the employment of the University	-4%
Q16-9 I feel there is good co-operation between different departments	-4%
Q14-4b I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to career progression / promotion	-4%
Q14-1 I believe the University is committed to equality of opportunity for all of its staff	-4%
Q8-7 The University's Leadership Team (ULT) build strong, co-operative links with other organisations	-4%
Q14-5d The University respects people equally regardless of their age	-5%
Q2-6 I feel valued by the University	-5%

Percentage change in positive responses to each question in the Staff Survey between 2018 and 2015 (ordered from most to least positive percentage change)



Percentage change in positive responses to each question in the Staff Survey between 2018 and 2015 (ordered from most to least positive percentage change)



PART E – Areas of strength and areas identified for improvement

This part of the report displays all the primary questions in the survey for the University. Most sub set or secondary questions, and questions that are deemed to be neither positive nor negative are excluded.

The first table shows the 2018 question results for the University in a descending ranked order i.e. the most positive responses appear at the top of the list and the results are colour coded. The 2018 question results are also compared to the 2015 results, where available.

The second table shows the questions in descending ranked order within the sections in which they appear in the survey questionnaire.

Where questions are *negatively worded* the positive perception is shown to enable the ranked order.
E.g. The results for the question*: Are you currently being harassed or bullied at work?* are displayed for those who responded '*No*' to this question (the positive perceptions) i.e. 5% of staff at the University said they feel they *are currently being harassed or bullied at work* therefore this is displayed as 95% and the question has been reworded to *I'm not currently being harassed or bullied at work*. These questions are highlighted in grey.

The question/statement results are colour coded to help to identify areas of strength or opportunities for improvement. Cells displaying question results are colour coded red, amber or green according to the percentage of respondents giving a positive response:

- GREEN indicates 'strength'- agreement from 75% or more of staff
- AMBER indicates 'opportunities for improvement' - agreement from between 51% and 74% of staff
- RED indicates 'areas for improvement' - agreement from 50% or fewer staff.

The colour coding boundaries described above to identify areas of strength or need for improvement were agreed by the HEI user group of Capita Surveys and Research to offer guidance and focus for action planning.

A summary table of results which are 'improvements', 'no change' and 'deteriorations' (shown below) is shown at the top of each page.

Improvements	**26**
No change	**17**
Deteriorations	**103**

Example:

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

	Total number of responses:	1056	1057	
Question		2018 %	2015 %	+/-
Question Block 1: Work-Life Balance				
Q1-2	My immediate manager helps me find a good work-life balance	75	76	-1

Please note, whilst there is a high percentage of staff who identify themselves as **not** being harassed, bullied or discriminated against, and this is identified as a strength in this analysis, it should be noted that these areas should be included in areas for improvement as many take a zero tolerance policy regarding these issues.

Responses ranked in descending order

The table below shows the percentage of respondents who gave a positive response to the question.

Responses to negatively phrased questions (highlighted in grey) have been treated in reverse to allow direct comparison with positively worded questions / statements. e.g. 'Q13-1 I'm not currently being harassed or bullied at work?', the percentage stated represents the respondents who said 'No' to question 'Q13-1 Are you currently being harassed or bullied at work?' (i.e. gave the positive response).

There may be variation up to 1% when compared to the Frequency Data report due to rounding.

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Q14-5e The University respects people equally regardless of their sexual orientation	97	98	-1
Q14-5f The University respects people equally regardless of their religion or beliefs	97	98	-1
Q5-3 Do you have SMART performance objectives for 2017/18 (MyReview)?	95		
Q13-1 I'm not currently being harassed or bullied at work	95	96	-1
Q14-5b The University respects people equally regardless of their nationality / ethnicity	95	97	-2
Q14-5c The University respects people equally regardless of their disability status	95	97	-2
Q3-4 I have a clear understanding about expected standards of behaviour	94	93	1
Q4-5 I feel safe and secure in my working environment	93	95	-2
Q9-3 My team leader / line manager / immediate supervisor is approachable	93	93	0
Q12-1 I can decide on my own how to go about doing my work	93	93	0
Q14-3 I am satisfied with my level of awareness of equality and diversity issues and how to react appropriately with colleagues	93	91	2
Q9-4 My team leader / line manager / immediate supervisor is supportive in a personal crisis	92	92	0
Q7-12 My day to day behaviours reflect the University's values	91	90	1
Q14-5a The University respects people equally regardless of their gender	91	94	-3
Q2-10 I am interested in the University; to me it's not just a job	90	93	-3
Q3-6 I am trusted to do my job	90	91	-1
Q11-5 I am satisfied that my personal safety is treated seriously at work	90		
Q14-4a I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to recruitment	90	93	-3
Q14-6 I have not felt discriminated against at work in the last 12 months	90	92	-2
Q4-2 I have a clean work space	89	89	0
Q9-6 My team leader / line manager / immediate supervisor respects and values me	89	87	2
Q9-7 My team leader / line manager / immediate supervisor treats me fairly	89	88	1
Q12-3 I am satisfied with the support I get from my work colleagues	89	88	1
Q9-5 My team leader / line manager / immediate supervisor is considerate of my health and wellbeing	88		
Q14-5d The University respects people equally regardless of their age	87	92	-5
Q2-2 Generally, I enjoy my work	86	89	-3
Q3-3 I have a clear understanding about expected standards of performance	86	84	2
Q9-2 My team leader / line manager / immediate supervisor is available when needed	86	86	0
Q2-7 I feel valued by my colleagues	85	84	1

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Q3-1 I have a clear understanding about my role within the University	85	81	4
Q4-3 I have the right equipment to do my job	85	85	0
Q7-2 I feel my Department / School delivers good quality service to students / service users	85	89	-4
Q5-4 Did you have development objectives for 2017/18 (MyPerformance / MyCareer)?	84	85	-1
Q5-5 Do you understand how your objectives (performance, development or career) link to Strategy 2020?	84	74	10
Q9-15 Overall, I feel my immediate line manager is doing a good a job	84	84	0
Q7-10 I share the same values as the University	83	86	-3
Q7-14 Overall my engagement with the University is good	83	84	-1
Q9-1 My team leader / line manager / immediate supervisor ensures I have the skills to be able to do my job well	83	83	0
Q12-2 I am satisfied with the support I get from my immediate manager	83	83	0
Q3-2 I have a clear understanding about what I am expected to achieve in my job	82	80	2
Q5-6 Do you understand how your objectives (performance, development or career) link to your School / Department plan?	82		
Q7-8 I understand how my work supports my Department / School's goals	82	85	-3
Q14-2 I am aware of the University's Inclusion Strategy	82	87	-5
Q16-7 I am comfortable about providing feedback to my line manager	82	82	0
Q2-8 I feel valued by students / other service users	81	82	-1
Q5-2 Have you had an end of year review in the last 12 months?	81	89	-8
Q9-8 My team leader / line manager / immediate supervisor gives me recognition for work done well	81	83	-2
Q9-9 My team leader / line manager / immediate supervisor provides me with feedback about my performance	78	74	4
Q2-3 My work gives me a sense of personal achievement	77	78	-1
Q5-8 Has your line manager supported you in accessing personal or career development in the last 12 months?	77	64	13
Q9-11 My team leader / line manager / immediate supervisor keeps me informed about things I should know about	77	78	-1
Q15-3 I receive information in a timely way from my local area	77	78	-1
Q15-4 The information I receive is straightforward and I understand it	77	80	-3
Q2-1 The University is a good place to work	76	82	-6
Q7-1 I feel the University delivers good quality service to students / service users	76	85	-9
Q7-5 I understand the University's Strategy	76	81	-5
Q1-2 My immediate manager helps me find a good work-life balance	75	76	-1
Q9-13 My team leader / line manager / immediate supervisor involves me in decisions made that affect me in my own area of work	75	80	-5
Q14-1 I believe the University is committed to equality of opportunity for all of its staff	75	79	-4
Q14-4b I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to career progression / promotion	75	79	-4
Q17-2 I am not actively seeking to leave the employment of the University	75	79	-4
Q15-1 I receive information in a timely way from the University	74	85	-11

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Q4-4 It's not too noisy in my work area	73	72	1
Q7-4 I feel proud to work for the University	73	79	-6
Q9-10 My team leader / line manager / immediate supervisor helps to motivate me to give my best	73	70	3
Q16-3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	73	76	-3
Q4-1 I have a comfortable work space including temperature, lighting, etc.	72	72	0
Q7-7 I have a clear understanding of my Department / School's priorities	72	71	1
Q9-14 My team leader / line manager / immediate supervisor has sufficient authority to make decisions	72	75	-3
Q16-8 I feel there is good co-operation between teams in my department	72	72	0
Q3-8 I have enough freedom to do what is necessary to put students / service users first every time	71	71	0
Q3-9 People are willing to help each other even if it means doing something outside their usual activities	71	75	-4
Q7-3 I could explain to someone who didn't work here, what the University is trying to achieve	71	82	-11
Q10-3 Overall, I feel the University offers a good pay and reward package	71	74	-3
Q11-2 Are you aware of the independent staff counselling services available through Workplace Options?	71	76	-5
Q6-7 In the past 12 months, have you taken part in any type of training, learning or development paid for or provided by the University?	70	69	1
Q1-3 I feel I have a good work-life balance	69	66	3
Q2-4 I feel inspired to do my best work every day	69	68	1
Q12-10 Overall, I don't feel unduly stressed at work	68	71	-3
Q16-4 I am personally encouraged to look for ways to improve the way we do things	68	69	-1
Q2-9 I feel my job security at the University is good	67	68	-1
Q5-7 Have you received personal or career development in the last 12 months?	67	39	28
Q6-4 I have received sufficient training to enable me to do my job well	67	69	-2
Q15-2 I receive information in a timely way from the senior team	67	79	-12
Q1-1 The University provides good support to help me balance my work and personal commitments	66	68	-2
Q6-2 I feel that I am given the same opportunities to develop as other staff	66	70	-4
Q9-12 My team leader / line manager / immediate supervisor deals with poor performance effectively	66	64	2
Q11-1 Do you know how to report accidents and incidents?	66	64	2
Q2-5 I feel part of the University	65	72	-7
Q10-1 I feel fairly paid in relation to other staff at the University doing a similar job	65	71	-6
Q12-8 I am able to take regular breaks on most days	65	65	0
Q3-5 I am satisfied with my current role and level of responsibility	64	64	0
Q6-1 Overall learning and development has helped me to do my job more effectively	64	66	-2
Q12-5 Relationships at work are not strained	63	64	-1
Q12-6 I am able to handle all the conflicting demands on my time at work	63	63	0
Q16-1 I feel there are adequate opportunities to raise points of concern	63	71	-8
Q7-9 In the University, people treat one another with trust and mutual respect	62	65	-3

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Q10-2 I feel fairly paid for the work I do	62	69	-7
Q16-2 I feel able to voice my opinions	62	68	-6
Q7-11 The University's values guide the way we operate and make decisions	61	69	-8
Q7-16 Would you recommend the University to a friend as a place to study?	61	69	-8
Q6-3 I am satisfied with the level of learning and development offered	60	63	-3
Q15-5 There are opportunities for me to feed my views upwards in the University	60	72	-12
Q15-6 I know where to find information about important decisions made at the University	59	71	-12
Q3-12 I don't find my current workload too much and I am not struggling to cope	58	60	-2
Q4-6 Food and catering facilities for staff are good	56	59	-3
Q8-5 The University's Leadership Team (ULT) are focused on meeting the needs of students / service users	56	67	-11
Q3-7 The division of responsibilities between staff in my work area works well	55	60	-5
Q3-13 I have adequate resources to complete my work	55	59	-4
Q8-2 The University's Leadership Team (ULT) set out a clear vision of where the organisation is headed	55	72	-17
Q15-7 On the whole, communication in the University is effective	55	68	-13
Q16-6 I am confident I will get feedback on my ideas or suggestions	54	56	-2
Q17-1 I don't often think about leaving the University	54	60	-6
Q7-13 We challenge behaviours which are not in line with the University's values	53	52	1
Q7-15 Would you recommend the University to a friend as a place to work?	53	65	-12
Q16-5 I am confident my ideas or suggestions will be listened to	52	54	-2
Q18-9 Generally, the process of change does not cause me concern and worry	49	48	1
Q18-11 Generally, I have seen some positive changes in the last 12 months	49	60	-11
Q8-7 The University's Leadership Team (ULT) build strong, co-operative links with other organisations	48	52	-4
Q12-4 There are usually sufficient people in the team I am working in to handle our workload	48	51	-3
Q16-9 I feel there is good co-operation between different departments	48	52	-4
Q18-7 Generally, change within my department is managed well	48	54	-6
Q15-8 Communication between senior management and staff is effective	47	62	-15
Q18-4 Generally, the vision for change is clear	47		
Q18-6 Generally, the need for change is consistently communicated	47		
Q8-3 The University's Leadership Team (ULT) support new ideas for improving services for students / service users	45	56	-11
Q12-7 I am not required to do unimportant tasks which prevent me completing more important ones	44	49	-5
Q3-15 I don't feel priorities are changed too frequently for me to work efficiently	43	54	-11
Q7-6 I am confident the University Strategy will succeed	42	56	-14
Q18-12 Generally, I think things will improve in the next 12 months	42	63	-21
Q2-6 I feel valued by the University	41	46	-5
Q8-6 The University's Leadership Team (ULT) build strong, positive relationships with the community	41	44	-3

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Q4-8 I feel the social space is adequate	40	43	-3
Q8-8 We are led by our academic principles	40	51	-11
Q10-4 The University has a flexible approach to recognition and reward	40	39	1
Q8-1 The University's Leadership Team (ULT) manage and lead the University well	37	51	-14
Q18-5 Generally, I feel part of the changes	37	48	-11
Q3-14 I don't feel that too many approvals are needed for routine decisions	36	41	-5
Q3-11 I don't often worry about work outside my working hours	35	38	-3
Q4-7 I have a place I can go for rest at work	35	39	-4
Q15-9 On the whole, the different parts of the University communicate effectively with each other	35	46	-11
Q6-5 There are opportunities for career progression for me at the University	34	32	2
Q8-4 The University's Leadership Team (ULT) listen to and respond to the views of staff	32	43	-11
Q10-5 My team is consistently recognised when we exceed expectations	32	33	-1
Q18-3 In my opinion, recent changes have been well explained	31	49	-18
Q18-8 Generally, change within the University is managed well	31	46	-15
Q18-2 In my opinion, recent changes have been well planned	28	40	-12
Q3-10 I don't feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	27	28	-1
Q6-6 The University is doing a good job of retaining its most talented staff	23	26	-3
Q18-1 The current pace of change in the University is about right	23	34	-11
Q18-10 Generally, no more could be done to help staff prepare for and cope with change	19	22	-3
Q12-9 I never feel stressed at work	10	10	0

Responses ranked within questionnaire section

The table below shows the percentage of respondents who gave a positive response to the question.

Responses to negatively phrased questions (highlighted in grey) have been treated in reverse to allow direct comparison with positively worded questions / statements. e.g. 'Q13-1 I'm not currently being harassed or bullied at work', the percentage stated represents the respondents who said 'No' to question 'Q13-1 Are you currently being harassed or bullied at work?' (i.e. gave the positive response).

There may be variation up to 1% when compared to the Frequency Data report due to rounding.

75% or higher = Strength	Improvements: 26
51% - 74% = Opportunity for improvement	No change: 17
50% or lower = Needs improvement	Deteriorations: 103

Question	2018 % (1056)	2015 % (1057)	+/-
Question Block 1: Work-Life Balance			
Q1-2 My immediate manager helps me find a good work-life balance	75	76	-1
Q1-3 I feel I have a good work-life balance	69	66	3
Q1-1 The University provides good support to help me balance my work and personal commitments	66	68	-2
Section Average:	70	70	0
Question Block 2: Job Satisfaction			
Q2-10 I am interested in the University; to me it's not just a job	90	93	-3
Q2-2 Generally, I enjoy my work	86	89	-3
Q2-7 I feel valued by my colleagues	85	84	1
Q2-8 I feel valued by students / other service users	81	82	-1
Q2-3 My work gives me a sense of personal achievement	77	78	-1
Q2-1 The University is a good place to work	76	82	-6
Q2-4 I feel inspired to do my best work every day	69	68	1
Q2-9 I feel my job security at the University is good	67	68	-1
Q2-5 I feel part of the University	65	72	-7
Q2-6 I feel valued by the University	41	46	-5
Section Average:	74	76	-2

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Question Block 3: Your Role			
Q3-4 I have a clear understanding about expected standards of behaviour	94	93	1
Q3-6 I am trusted to do my job	90	91	-1
Q3-3 I have a clear understanding about expected standards of performance	86	84	2
Q3-1 I have a clear understanding about my role within the University	85	81	4
Q3-2 I have a clear understanding about what I am expected to achieve in my job	82	80	2
Q3-8 I have enough freedom to do what is necessary to put students / service users first every time	71	71	0
Q3-9 People are willing to help each other even if it means doing something outside their usual activities	71	75	-4
Q3-5 I am satisfied with my current role and level of responsibility	64	64	0
Q3-12 I don't find my current workload too much and I am not struggling to cope	58	60	-2
Q3-7 The division of responsibilities between staff in my work area works well	55	60	-5
Q3-13 I have adequate resources to complete my work	55	59	-4
Q3-15 I don't feel priorities are changed too frequently for me to work efficiently	43	54	-11
Q3-14 I don't feel that too many approvals are needed for routine decisions	36	41	-5
Q3-11 I don't often worry about work outside my working hours	35	38	-3
Q3-10 I don't feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	27	28	-1
Section Average:	63	65	-2
Question Block 4: Physical Environment			
Q4-5 I feel safe and secure in my working environment	93	95	-2
Q4-2 I have a clean work space	89	89	0
Q4-3 I have the right equipment to do my job	85	85	0
Q4-4 It's not too noisy in my work area	73	72	1
Q4-1 I have a comfortable work space including temperature, lighting, etc.	72	72	0
Q4-6 Food and catering facilities for staff are good	56	59	-3
Q4-8 I feel the social space is adequate	40	43	-3
Q4-7 I have a place I can go for rest at work	35	39	-4
Section Average:	68	69	-1

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Question Block 5: My Contribution			
Q5-3 Do you have SMART performance objectives for 2017/18 (MyReview)?	95		
Q5-4 Did you have development objectives for 2017/18 (MyPerformance / MyCareer)?	84	85	-1
Q5-5 Do you understand how your objectives (performance, development or career) link to Strategy 2020?	84	74	10
Q5-6 Do you understand how your objectives (performance, development or career) link to your School / Department plan?	82		
Q5-2 Have you had an end of year review in the last 12 months?	81	89	-8
Q5-8 Has your line manager supported you in accessing personal or career development in the last 12 months?	77	64	13
Q5-7 Have you received personal or career development in the last 12 months?	67	39	28
Section Average:	81	70	11
Question Block 6: Learning and Development			
Q6-7 In the past 12 months, have you taken part in any type of training, learning or development paid for or provided by the University?	70	69	1
Q6-4 I have received sufficient training to enable me to do my job well	67	69	-2
Q6-2 I feel that I am given the same opportunities to develop as other staff	66	70	-4
Q6-1 Overall learning and development has helped me to do my job more effectively	64	66	-2
Q6-3 I am satisfied with the level of learning and development offered	60	63	-3
Q6-5 There are opportunities for career progression for me at the University	34	32	2
Q6-6 The University is doing a good job of retaining its most talented staff	23	26	-3
Section Average:	55	56	-1

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Question Block 7: Culture and Values			
Q7-12 My day to day behaviours reflect the University's values	91	90	1
Q7-2 I feel my Department / School delivers good quality service to students / service users	85	89	-4
Q7-10 I share the same values as the University	83	86	-3
Q7-14 Overall my engagement with the University is good	83	84	-1
Q7-8 I understand how my work supports my Department / School's goals	82	85	-3
Q7-1 I feel the University delivers good quality service to students / service users	76	85	-9
Q7-5 I understand the University's Strategy	76	81	-5
Q7-4 I feel proud to work for the University	73	79	-6
Q7-7 I have a clear understanding of my Department / School's priorities	72	71	1
Q7-3 I could explain to someone who didn't work here, what the University is trying to achieve	71	82	-11
Q7-9 In the University, people treat one another with trust and mutual respect	62	65	-3
Q7-11 The University's values guide the way we operate and make decisions	61	69	-8
Q7-16 Would you recommend the University to a friend as a place to study?	61	69	-8
Q7-13 We challenge behaviours which are not in line with the University's values	53	52	1
Q7-15 Would you recommend the University to a friend as a place to work?	53	65	-12
Q7-6 I am confident the University Strategy will succeed	42	56	-14
Section Average:	70	76	-6
Question Block 8: Leadership			
Q8-5 The University's Leadership Team (ULT) are focused on meeting the needs of students / service users	56	67	-11
Q8-2 The University's Leadership Team (ULT) set out a clear vision of where the organisation is headed	55	72	-17
Q8-7 The University's Leadership Team (ULT) build strong, co-operative links with other organisations	48	52	-4
Q8-3 The University's Leadership Team (ULT) support new ideas for improving services for students / service users	45	56	-11
Q8-6 The University's Leadership Team (ULT) build strong, positive relationships with the community	41	44	-3
Q8-8 We are led by our academic principles	40	51	-11
Q8-1 The University's Leadership Team (ULT) manage and lead the University well	37	51	-14
Q8-4 The University's Leadership Team (ULT) listen to and respond to the views of staff	32	43	-11
Section Average:	44	54	-10

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Question Block 9: My Manager / Supervisor			
Q9-3 My team leader / line manager / immediate supervisor is approachable	93	93	0
Q9-4 My team leader / line manager / immediate supervisor is supportive in a personal crisis	92	92	0
Q9-6 My team leader / line manager / immediate supervisor respects and values me	89	87	2
Q9-7 My team leader / line manager / immediate supervisor treats me fairly	89	88	1
Q9-5 My team leader / line manager / immediate supervisor is considerate of my health and wellbeing	88		
Q9-2 My team leader / line manager / immediate supervisor is available when needed	86	86	0
Q9-15 Overall, I feel my immediate line manager is doing a good a job	84	84	0
Q9-1 My team leader / line manager / immediate supervisor ensures I have the skills to be able to do my job well	83	83	0
Q9-8 My team leader / line manager / immediate supervisor gives me recognition for work done well	81	83	-2
Q9-9 My team leader / line manager / immediate supervisor provides me with feedback about my performance	78	74	4
Q9-11 My team leader / line manager / immediate supervisor keeps me informed about things I should know about	77	78	-1
Q9-13 My team leader / line manager / immediate supervisor involves me in decisions made that affect me in my own area of work	75	80	-5
Q9-10 My team leader / line manager / immediate supervisor helps to motivate me to give my best	73	70	3
Q9-14 My team leader / line manager / immediate supervisor has sufficient authority to make decisions	72	75	-3
Q9-12 My team leader / line manager / immediate supervisor deals with poor performance effectively	66	64	2
Section Average:	82	81	1
Question Block 10: Pay and Conditions			
Q10-3 Overall, I feel the University offers a good pay and reward package	71	74	-3
Q10-1 I feel fairly paid in relation to other staff at the University doing a similar job	65	71	-6
Q10-2 I feel fairly paid for the work I do	62	69	-7
Q10-4 The University has a flexible approach to recognition and reward	40	39	1
Q10-5 My team is consistently recognised when we exceed expectations	32	33	-1
Section Average:	54	57	-3
Question Block 11: Health, Safety and Wellbeing			
Q11-5 I am satisfied that my personal safety is treated seriously at work	90		
Q11-2 Are you aware of the independent staff counselling services available through Workplace Options?	71	76	-5
Q11-1 Do you know how to report accidents and incidents?	66	64	2
Section Average:	76	70	6

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Question Block 12: Your Work Experience			
Q12-1 I can decide on my own how to go about doing my work	93	93	0
Q12-3 I am satisfied with the support I get from my work colleagues	89	88	1
Q12-2 I am satisfied with the support I get from my immediate manager	83	83	0
Q12-10 Overall, I don't feel unduly stressed at work	68	71	-3
Q12-8 I am able to take regular breaks on most days	65	65	0
Q12-5 Relationships at work are not strained	63	64	-1
Q12-6 I am able to handle all the conflicting demands on my time at work	63	63	0
Q12-4 There are usually sufficient people in the team I am working in to handle our workload	48	51	-3
Q12-7 I am not required to do unimportant tasks which prevent me completing more important ones	44	49	-5
Q12-9 I never feel stressed at work	10	10	0
Section Average:	63	64	-1
Question Block 13: Harassment and Bullying			
Q13-1 I'm not currently being harassed or bullied at work	95	96	-1
Section Average:	95	96	-1
Question Block 14: Equality, Diversity and Inclusion			
Q14-5e The University respects people equally regardless of their sexual orientation	97	98	-1
Q14-5f The University respects people equally regardless of their religion or beliefs	97	98	-1
Q14-5b The University respects people equally regardless of their nationality / ethnicity	95	97	-2
Q14-5c The University respects people equally regardless of their disability status	95	97	-2
Q14-3 I am satisfied with my level of awareness of equality and diversity issues and how to react appropriately with colleagues	93	91	2
Q14-5a The University respects people equally regardless of their gender	91	94	-3
Q14-4a I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to recruitment	90	93	-3
Q14-6 I have not felt discriminated against at work in the last 12 months	90	92	-2
Q14-5d The University respects people equally regardless of their age	87	92	-5
Q14-2 I am aware of the University's Inclusion Strategy	82	87	-5
Q14-1 I believe the University is committed to equality of opportunity for all of its staff	75	79	-4
Q14-4b I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to career progression / promotion	75	79	-4
Section Average:	89	91	-2

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Question Block 15: Communication			
Q15-3 I receive information in a timely way from my local area	77	78	-1
Q15-4 The information I receive is straightforward and I understand it	77	80	-3
Q15-1 I receive information in a timely way from the University	74	85	-11
Q15-2 I receive information in a timely way from the senior team	67	79	-12
Q15-5 There are opportunities for me to feed my views upwards in the University	60	72	-12
Q15-6 I know where to find information about important decisions made at the University	59	71	-12
Q15-7 On the whole, communication in the University is effective	55	68	-13
Q15-8 Communication between senior management and staff is effective	47	62	-15
Q15-9 On the whole, the different parts of the University communicate effectively with each other	35	46	-11
Section Average:	61	71	-10
Question Block 16: Staff Involvement			
Q16-7 I am comfortable about providing feedback to my line manager	82	82	0
Q16-3 If I want to put forward new ideas or suggestions for improvement, I know how to do so	73	76	-3
Q16-8 I feel there is good co-operation between teams in my department	72	72	0
Q16-4 I am personally encouraged to look for ways to improve the way we do things	68	69	-1
Q16-1 I feel there are adequate opportunities to raise points of concern	63	71	-8
Q16-2 I feel able to voice my opinions	62	68	-6
Q16-6 I am confident I will get feedback on my ideas or suggestions	54	56	-2
Q16-5 I am confident my ideas or suggestions will be listened to	52	54	-2
Q16-9 I feel there is good co-operation between different departments	48	52	-4
Section Average:	64	67	-3
Question Block 17: Considering Leaving			
Q17-2 I am not actively seeking to leave the employment of the University	75	79	-4
Q17-1 I don't often think about leaving the University	54	60	-6
Section Average:	64	70	-6

75% or higher = Strength
51% - 74% = Opportunity for improvement
50% or lower = Needs improvement

Improvements: 26
No change: 17
Deteriorations: 103

Question	2018 %	2015 %	+/-
Total number of responses:	1056	1057	
Question Block 18: Managing Change			
Q18-9 Generally, the process of change does not cause me concern and worry	49	48	1
Q18-11 Generally, I have seen some positive changes in the last 12 months	49	60	-11
Q18-7 Generally, change within my department is managed well	48	54	-6
Q18-4 Generally, the vision for change is clear	47		
Q18-6 Generally, the need for change is consistently communicated	47		
Q18-12 Generally, I think things will improve in the next 12 months	42	63	-21
Q18-5 Generally, I feel part of the changes	37	48	-11
Q18-3 In my opinion, recent changes have been well explained	31	49	-18
Q18-8 Generally, change within the University is managed well	31	46	-15
Q18-2 In my opinion, recent changes have been well planned	28	40	-12
Q18-1 The current pace of change in the University is about right	23	34	-11
Q18-10 Generally, no more could be done to help staff prepare for and cope with change	19	22	-3
Section Average:	38	46	-8

PART F – Survey Results

A presentation of the survey results in chart format in the same order as the questionnaire for ease of reference.

All the main results charts (for scale response questions) are structured in a similar way:

1. **Question:** The text of the question that was asked.

2. **Response chart:** The percentage of respondents who selected each response option for each question, rounded to the nearest whole percentage, is presented in a stacked bar chart. It is important to look at this detailed breakdown, not just the percentage of positive responses, when interpreting the survey results. Note that the rounding percentages occasionally results in the total percentage not adding up to exactly 100%.

3. **Total Responses:** The number of valid responses that were received for the question.

4. **Combining the 'good' responses and the 'rounding effect' (Positive %):** The total combined percentage of 'good' or positive responses that were received for each question in 2018 is shown after the stacked bar chart.

   The combined 'good' responses usually add together the 'Agree / Tend to agree' or 'Yes' responses. However, for some questions the 'good' response may be the 'Disagree/ Tend to disagree' or 'No' responses. Questions that are considered neutral are not given a positive % score.

   The following colour coding is used on the bar charts to aid with analysis:

   Green represents the responses that are 'good' in relation to the question.

   Red represents the responses that are a 'poor' in relation to the question.

   Grey generally represents outcomes which are neither positive nor negative. The neutral responses such as 'Don't Know', 'Not Sure' and questions in the 'About You' section.

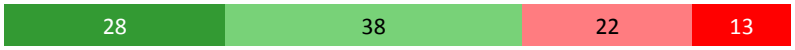
   To ensure the figures are accurate, rounding to the nearest percentage point is applied at the last stage of calculations. This may mean the total positive (good) percentage displayed can be up to 1% different from simply adding together the two percentages. [A more detailed explanation of this and an example can be found at the back of this report]

5. **Change from 2015:** The change in the percentage of positive responses to this question since the 2015 Staff Survey. This data may be presented as a positive (+) or negative (-) percentage according to whether the overall percentage of positive responses was higher or lower than in 2015. Not all questions have a change from 2015 figure due to response type and changes in the 2018 questionnaire.

Question Block 1: Work-Life Balance

Q1-1 The University provides good support to help me balance my work and personal commitments

Total Responses:	Positive %:	Change from 2015:
1048	66	-2

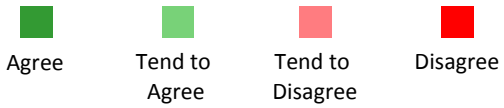


Q1-2 My immediate manager helps me find a good work-life balance

Total Responses:	Positive %:	Change from 2015:
1043	75	-1

Q1-3 I feel I have a good work-life balance

Total Responses:	Positive %:	Change from 2015:
1050	69	+3



Question Block 2: Job Satisfaction

Q2-1 The University is a good place to work

Total Responses:	Positive %:	Change from 2015:
1046	76	-6

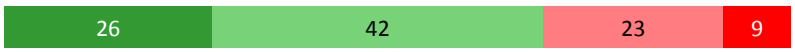
Q2-2 Generally, I enjoy my work

Total Responses:	Positive %:	Change from 2015:
1052	86	-3

Q2-3 My work gives me a sense of personal achievement

Total Responses:	Positive %:	Change from 2015:
1044	77	-1

Q2-4 I feel inspired to do my best work every day



Total Responses:	Positive %:	Change from 2015:
1045	69	+1

Q2-5 I feel part of the University

Total Responses:	Positive %:	Change from 2015:
1050	65	-7

Q2-6 I feel valued by the University

Total Responses:	Positive %:	Change from 2015:
1047	41	-5

Q2-7 I feel valued by my colleagues

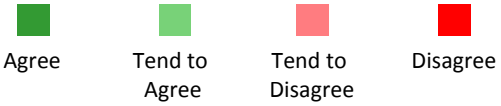
Total Responses:	Positive %:	Change from 2015:
1046	85	+1

Q2-8 I feel valued by students / other service users

Total Responses:	Positive %:	Change from 2015:
1036	81	-1

Q2-9 I feel my job security at the University is good

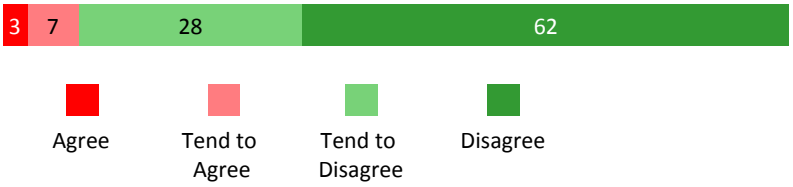
Total Responses:	Positive %:	Change from 2015:
1024	67	-1



Question Block 2: Job Satisfaction

Q2-10 I'm not interested in the University; to me it's just a job

Total Responses:	Positive %:	Change from 2015:
1043	90	-3



Question Block 3: Your Role

Q3-1 I have a clear understanding about my role within the University

Total Responses:	Positive %:	Change from 2015:
1051	85	+4

Q3-2 I have a clear understanding about what I am expected to achieve in my job

Total Responses:	Positive %:	Change from 2015:
1052	82	+2

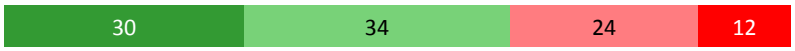
Q3-3 I have a clear understanding about expected standards of performance

Total Responses:	Positive %:	Change from 2015:
1051	86	+2

Q3-4 I have a clear understanding about expected standards of behaviour

Total Responses:	Positive %:	Change from 2015:
1051	94	+1

Q3-5 I am satisfied with my current role and level of responsibility



Total Responses:	Positive %:	Change from 2015:
1048	64	0

Q3-6 I am trusted to do my job

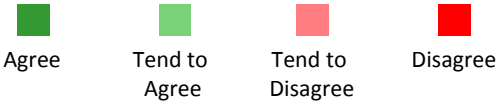
Total Responses:	Positive %:	Change from 2015:
1045	90	-1

Q3-7 The division of responsibilities between staff in my work area works well

Total Responses:	Positive %:	Change from 2015:
1037	55	-5

Q3-8 I have enough freedom to do what is necessary to put students / service users first every time

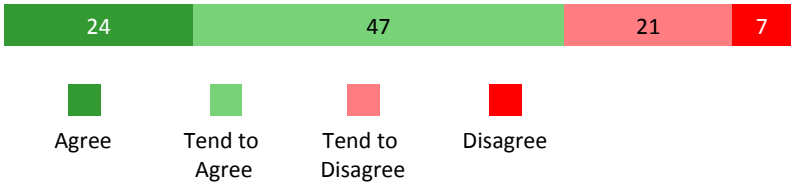
Total Responses:	Positive %:	Change from 2015:
1034	71	0



Question Block 3: Your Role

Q3-9 People are willing to help each other even if it means doing something outside their usual activities

Total Responses:	Positive %:	Change from 2015:
1048	71	-4

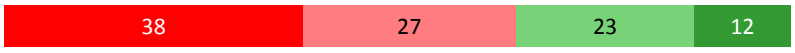


Q3-10 I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload

Total Responses:	Positive %:	Change from 2015:
1043	27	-1

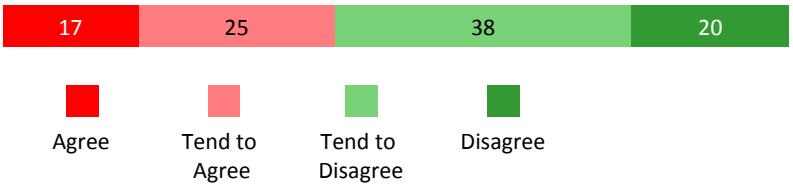
Q3-11 I often worry about work outside my working hours

Total Responses:	Positive %:	Change from 2015:
1044	35	-3



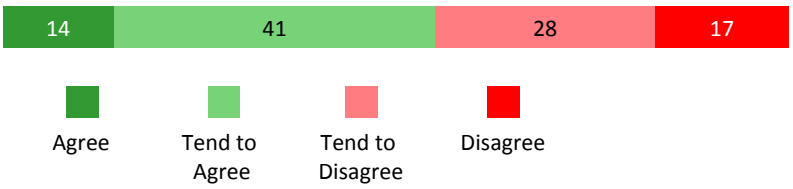
Q3-12 I find my current workload too much and I am struggling to cope

Total Responses:	Positive %:	Change from 2015:
1034	58	-2



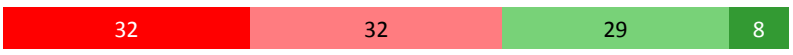
Q3-13 I have adequate resources to complete my work

Total Responses:	Positive %:	Change from 2015:
1039	55	-4



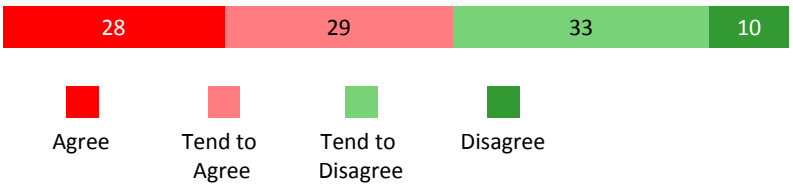
Q3-14 I feel that too many approvals are needed for routine decisions

Total Responses:	Positive %:	Change from 2015:
1039	36	-5



Q3-15 I feel priorities are changed too frequently for me to work efficiently

Total Responses:	Positive %:	Change from 2015:
1037	43	-11



Question Block 4: Physical Environment

Q4-1 I have a comfortable work space including temperature, lighting, etc.

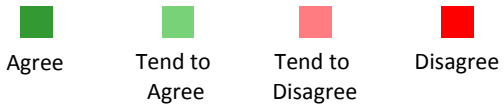
Total Responses:	Positive %:	Change from 2015:
1050	72	0

Q4-2 I have a clean work space

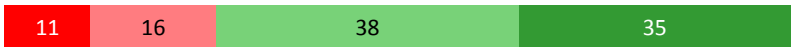
Total Responses:	Positive %:	Change from 2015:
1050	89	0

Q4-3 I have the right equipment to do my job

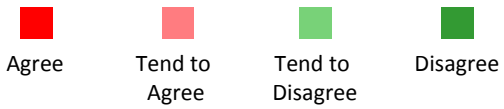
Total Responses:	Positive %:	Change from 2015:
1039	85	0



Q4-4 It is too noisy in my work area



Total Responses:	Positive %:	Change from 2015:
1043	73	+1



Question Block 4: Physical Environment

Q4-5 I feel safe and secure in my working environment

Total Responses:	Positive %:	Change from 2015:
1046	93	-2

Q4-6 Food and catering facilities for staff are good

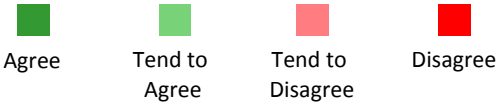
Total Responses:	Positive %:	Change from 2015:
1036	56	-3

Q4-7 I have a place I can go for rest at work

Total Responses:	Positive %:	Change from 2015:
1043	35	-4

Q4-8 I feel the social space is adequate

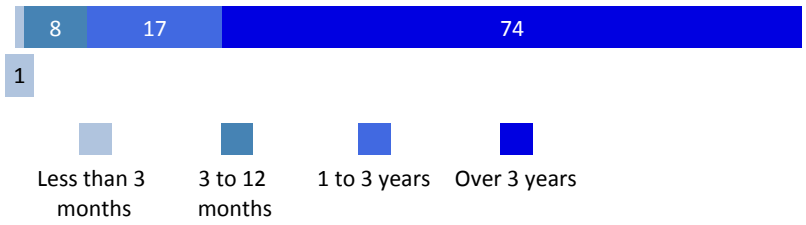
Total Responses:	Positive %:	Change from 2015:
1041	40	-3



Question Block 5: My Contribution

Q5-1 How long have you been employed by the University

Total Responses: 1053



Q5-2 Have you had an end of year review in the last 12 months? (based on the number of respondents answering '1 to 3 years' or 'Over 3 years' to Q5-1)

Total Responses:	Positive %:	Change from 2015:
943	81	-8

Q5-3 Do you have SMART performance objectives for 2017/18 (MyReview)? (based on the number of respondents answering 'Yes' to Q5-2)

Total Responses:	Positive %:
755	95

Q5-4 Did you have development objectives for 2017/18 (MyPerformance / MyCareer)? (based on the number of respondents answering 'Yes' to Q5-2)

Total Responses:	Positive %:	Change from 2015:
750	84	-1

Q5-5 Do you understand how your objectives (performance, development or career) link to Strategy 2020? (based on the number of respondents answering 'Yes' to Q5-2)

Total Responses:	Positive %:	Change from 2015:
753	84	+10

Q5-6 Do you understand how your objectives (performance, development or career) link to your School / Department plan? (based on the number of respondents answering 'Yes' to Q5-2)

Total Responses:	Positive %:
753	82

Q5-7 Have you received personal or career development in the last 12 months? * (based on the number of respondents answering 'Yes' to Q5-2)

Total Responses:	Positive %:	Change from 2015:
751	67	+28

* Compared to 2015 question 'Q5-8 Have you received the training, learning and development identified in the plan?'. This question also had a 'Too early to say' option which wasn't included in the 2018 survey.

Question Block 5: My Contribution

Q5-8 Has your line manager supported you in accessing personal or career development in the last 12 months? * (based on the number of respondents answering 'Yes' to Q5-2)	Total Responses:	Positive %:	Change from 2015:
77 / 23	742	77	+13

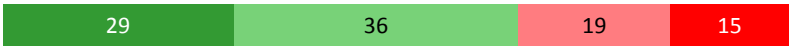
* Compared to 2015 question 'Q5-9 Has your line manager supported you in accessing the training, learning and development?'. This question also had a 'Too early to say' option which wasn't included in the 2018 survey.

Question Block 6: Learning and Development

Q6-1 Overall learning and development has helped me to do my job more effectively

Total Responses:	Positive %:	Change from 2015:
1031	64	-2

Q6-2 I feel that I am given the same opportunities to develop as other staff



Total Responses:	Positive %:	Change from 2015:
1035	66	-4

Q6-3 I am satisfied with the level of learning and development offered

Total Responses:	Positive %:	Change from 2015:
1028	60	-3

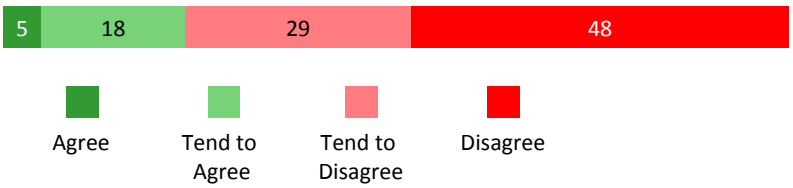
Q6-4 I have received sufficient training to enable me to do my job well

Total Responses:	Positive %:	Change from 2015:
1023	67	-2

Q6-5 There are opportunities for career progression for me at the University

Total Responses:	Positive %:	Change from 2015:
1034	34	+2

Q6-6 The University is doing a good job of retaining its most talented staff



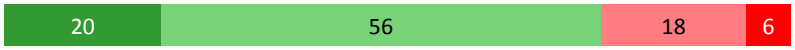
Total Responses:	Positive %:	Change from 2015:
1025	23	-3

Q6-7 In the past 12 months, have you taken part in any type of training, learning or development paid for or provided by the University?

Total Responses:	Positive %:	Change from 2015:
1046	70	+1

Question Block 7: Culture and Values

Q7-1 I feel the University delivers good quality service to students / service users



Total Responses:	Positive %:	Change from 2015:
1035	76	-9

Q7-2 I feel my Department / School delivers good quality service to students / service users

Total Responses:	Positive %:	Change from 2015:
1034	85	-4

Q7-3 I could explain to someone who didn't work here, what the University is trying to achieve

Total Responses:	Positive %:	Change from 2015:
1040	71	-11

Q7-4 I feel proud to work for the University

Total Responses:	Positive %:	Change from 2015:
1033	73	-6

Q7-5 I understand the University's Strategy

Total Responses:	Positive %:	Change from 2015:
1037	76	-5

Q7-6 I am confident the University Strategy will succeed

Total Responses:	Positive %:	Change from 2015:
1003	42	-14

Q7-7 I have a clear understanding of my Department / School's priorities

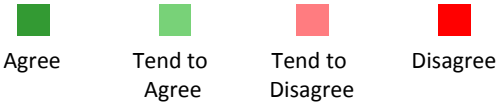
Total Responses:	Positive %:	Change from 2015:
1045	72	+1

Q7-8 I understand how my work supports my Department / School's goals

Total Responses:	Positive %:	Change from 2015:
1037	82	-3

Q7-9 In the University, people treat one another with trust and mutual respect

Total Responses:	Positive %:	Change from 2015:
1026	62	-3



Question Block 7: Culture and Values

Q7-10 I share the same values as the University

Total Responses:	Positive %:	Change from 2015:
1001	83	-3

Q7-11 The University's values guide the way we operate and make decisions

Total Responses:	Positive %:	Change from 2015:
996	61	-8

Q7-12 My day to day behaviours reflect the University's values

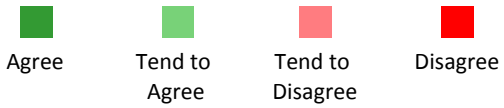
Total Responses:	Positive %:	Change from 2015:
997	91	+1

Q7-13 We challenge behaviours which are not in line with the University's values

Total Responses:	Positive %:	Change from 2015:
991	53	+1

Q7-14 Overall my engagement with the University is good

Total Responses:	Positive %:	Change from 2015:
1023	83	-1



Q7-15 Would you recommend the University to a friend as a place to work?

Total Responses:	Positive %:	Change from 2015:
1047	53	-12

Q7-16 Would you recommend the University to a friend as a place to study?

Total Responses:	Positive %:	Change from 2015:
1044	61	-8

Question Block 8: Leadership

Q8-1 The University's Leadership Team (ULT) manage and lead the University well

Total Responses:	Positive %:	Change from 2015:
1020	37	-14

Q8-2 The University's Leadership Team (ULT) set out a clear vision of where the organisation is headed

Total Responses:	Positive %:	Change from 2015:
1023	55	-17

Q8-3 The University's Leadership Team (ULT) support new ideas for improving services for students / service users

Total Responses:	Positive %:	Change from 2015:
1013	45	-11

Q8-4 The University's Leadership Team (ULT) listen to and respond to the views of staff

Total Responses:	Positive %:	Change from 2015:
1019	32	-11

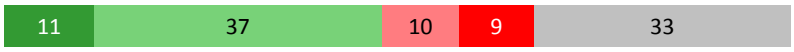
Q8-5 The University's Leadership Team (ULT) are focused on meeting the needs of students / service users

Total Responses:	Positive %:	Change from 2015:
1014	56	-11

Q8-6 The University's Leadership Team (ULT) build strong, positive relationships with the community

Total Responses:	Positive %:	Change from 2015:
1017	41	-3

Q8-7 The University's Leadership Team (ULT) build strong, co-operative links with other organisations



Total Responses:	Positive %:	Change from 2015:
1012	48	-4

Q8-8 We are led by our academic principles

Total Responses:	Positive %:	Change from 2015:
1002	40	-11

Question Block 9: My Manager / Supervisor

Q9-1 My team leader / line manager / immediate supervisor ensures I have the skills to be able to do my job well

Total Responses:	Positive %:	Change from 2015:
1031	83	0

Q9-2 My team leader / line manager / immediate supervisor is available when needed

Total Responses:	Positive %:	Change from 2015:
1040	86	0

Q9-3 My team leader / line manager / immediate supervisor is approachable

Total Responses:	Positive %:	Change from 2015:
1041	93	0

Q9-4 My team leader / line manager / immediate supervisor is supportive in a personal crisis

Total Responses:	Positive %:	Change from 2015:
1017	92	0

Q9-5 My team leader / line manager / immediate supervisor is considerate of my health and wellbeing

Total Responses:	Positive %:
1022	88

Q9-6 My team leader / line manager / immediate supervisor respects and values me

Total Responses:	Positive %:	Change from 2015:
1035	89	+2

Q9-7 My team leader / line manager / immediate supervisor treats me fairly

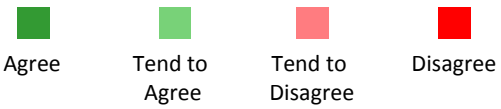
Total Responses:	Positive %:	Change from 2015:
1033	89	+1

Q9-8 My team leader / line manager / immediate supervisor gives me recognition for work done well

Total Responses:	Positive %:	Change from 2015:
1031	81	-2

Q9-9 My team leader / line manager / immediate supervisor provides me with feedback about my performance

Total Responses:	Positive %:	Change from 2015:
1029	78	+4



Question Block 9: My Manager / Supervisor

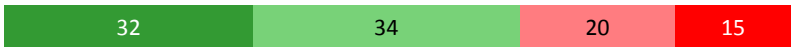
Q9-10 My team leader / line manager / immediate supervisor helps to motivate me to give my best

Total Responses:	Positive %:	Change from 2015:
1019	73	+3

Q9-11 My team leader / line manager / immediate supervisor keeps me informed about things I should know about

Total Responses:	Positive %:	Change from 2015:
1032	77	-1

Q9-12 My team leader / line manager / immediate supervisor deals with poor performance effectively



Total Responses:	Positive %:	Change from 2015:
972	66	+2

Q9-13 My team leader / line manager / immediate supervisor involves me in decisions made that affect me in my own area of work

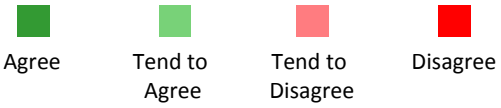
Total Responses:	Positive %:	Change from 2015:
1023	75	-5

Q9-14 My team leader / line manager / immediate supervisor has sufficient authority to make decisions

Total Responses:	Positive %:	Change from 2015:
1026	72	-3

Q9-15 Overall, I feel my immediate line manager is doing a good a job

Total Responses:	Positive %:	Change from 2015:
1022	84	0



Question Block 10: Pay and Conditions

Q10-1 I feel fairly paid in relation to other staff at the University doing a similar job

Total Responses:	Positive %:	Change from 2015:
1036	65	-6

Q10-2 I feel fairly paid for the work I do

Total Responses:	Positive %:	Change from 2015:
1042	62	-7

Q10-3 Overall, I feel the University offers a good pay and reward package

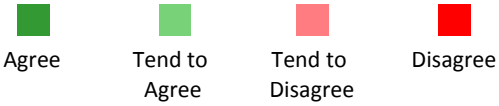
Total Responses:	Positive %:	Change from 2015:
1037	71	-3

Q10-4 The University has a flexible approach to recognition and reward

Total Responses:	Positive %:	Change from 2015:
984	40	+1

Q10-5 My team is consistently recognised when we exceed expectations

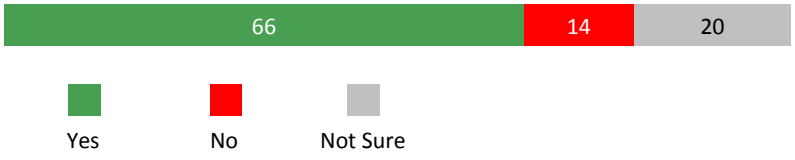
Total Responses:	Positive %:	Change from 2015:
1006	32	-1



Question Block 11: Health, Safety and Wellbeing

Q11-1 Do you know how to report accidents and incidents?

Total Responses:	Positive %:	Change from 2015:
1048	66	+2



Q11-2 Are you aware of the independent staff counselling services available through Workplace Options?

Total Responses:	Positive %:	Change from 2015:
1045	71	-5

* In 2015, 'Agree', 'Tend to Agree', 'Tend to Disagree' & 'Disagree' responses were used for this question.

Q11-3 Have you accessed the staff counselling services? (based on the number of respondents answering 'Yes' to Q11-2)

Total Responses:
736

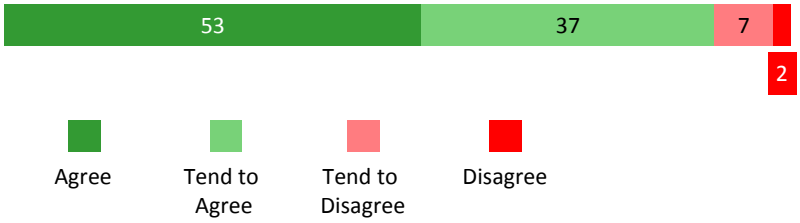
Q11-4 If you have accessed the staff counselling services, would you recommend these services to others? (based on the number of respondents answering 'Yes' to Q11-3)

Total Responses:	Positive %:	Change from 2015:
97	82	+11

* In 2015, 'Agree', 'Tend to Agree', 'Tend to Disagree' & 'Disagree' responses were used for this question.

Q11-5 I am satisfied that my personal safety is treated seriously at work

Total Responses:	Positive %:
1040	90



Question Block 12: Your Work Experience

Q12-1 I can decide on my own how to go about doing my work

Total Responses:	Positive %:	Change from 2015:
1050	93	0

Q12-2 I am satisfied with the support I get from my immediate manager

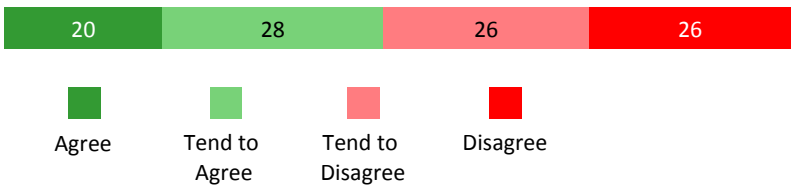
Total Responses:	Positive %:	Change from 2015:
1035	83	0

Q12-3 I am satisfied with the support I get from my work colleagues

Total Responses:	Positive %:	Change from 2015:
1047	89	+1

Q12-4 There are usually sufficient people in the team I am working in to handle our workload

Total Responses:	Positive %:	Change from 2015:
1032	48	-3



Q12-5 Relationships at work are strained

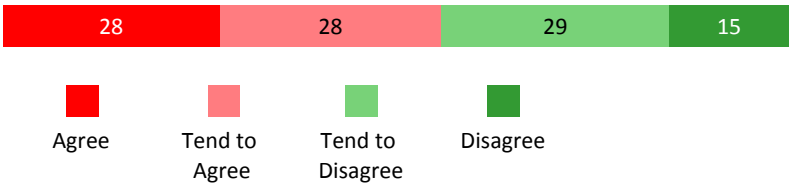
Total Responses:	Positive %:	Change from 2015:
1031	63	-1

Q12-6 I am unable to handle all the conflicting demands on my time at work

Total Responses:	Positive %:	Change from 2015:
1034	63	0

Q12-7 I am required to do unimportant tasks which prevent me completing more important ones

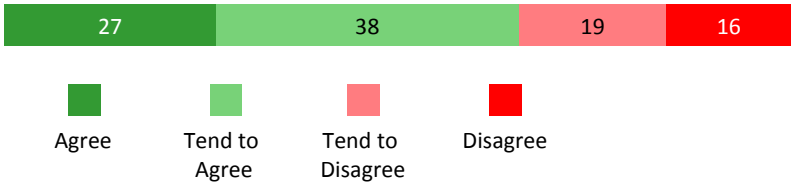
Total Responses:	Positive %:	Change from 2015:
1032	44	-5



Question Block 12: Your Work Experience

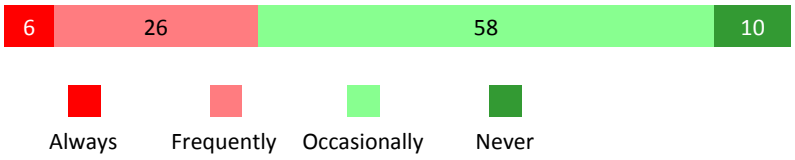
Q12-8 I am able to take regular breaks on most days

Total Responses:	Positive %:	Change from 2015:
1037	65	0



Q12-9 I feel stressed at work

Total Responses:	Positive %:	Change from 2015:
1050	10	0

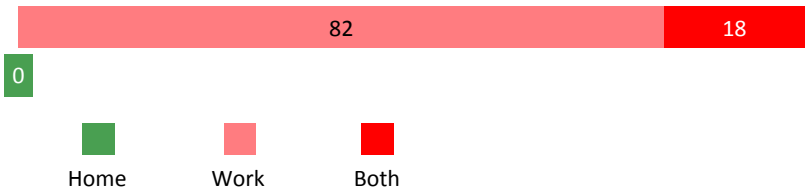


Q12-10 Overall, I feel unduly stressed at work (based on the number of respondents answering 'Always', 'Frequently' or 'Occasionally' to Q12-9)

Total Responses:	Positive %:	Change from 2015:
928	68	-3

Q12-11 Is this due to: (based on the number of respondents answering 'Yes' to Q12-10)

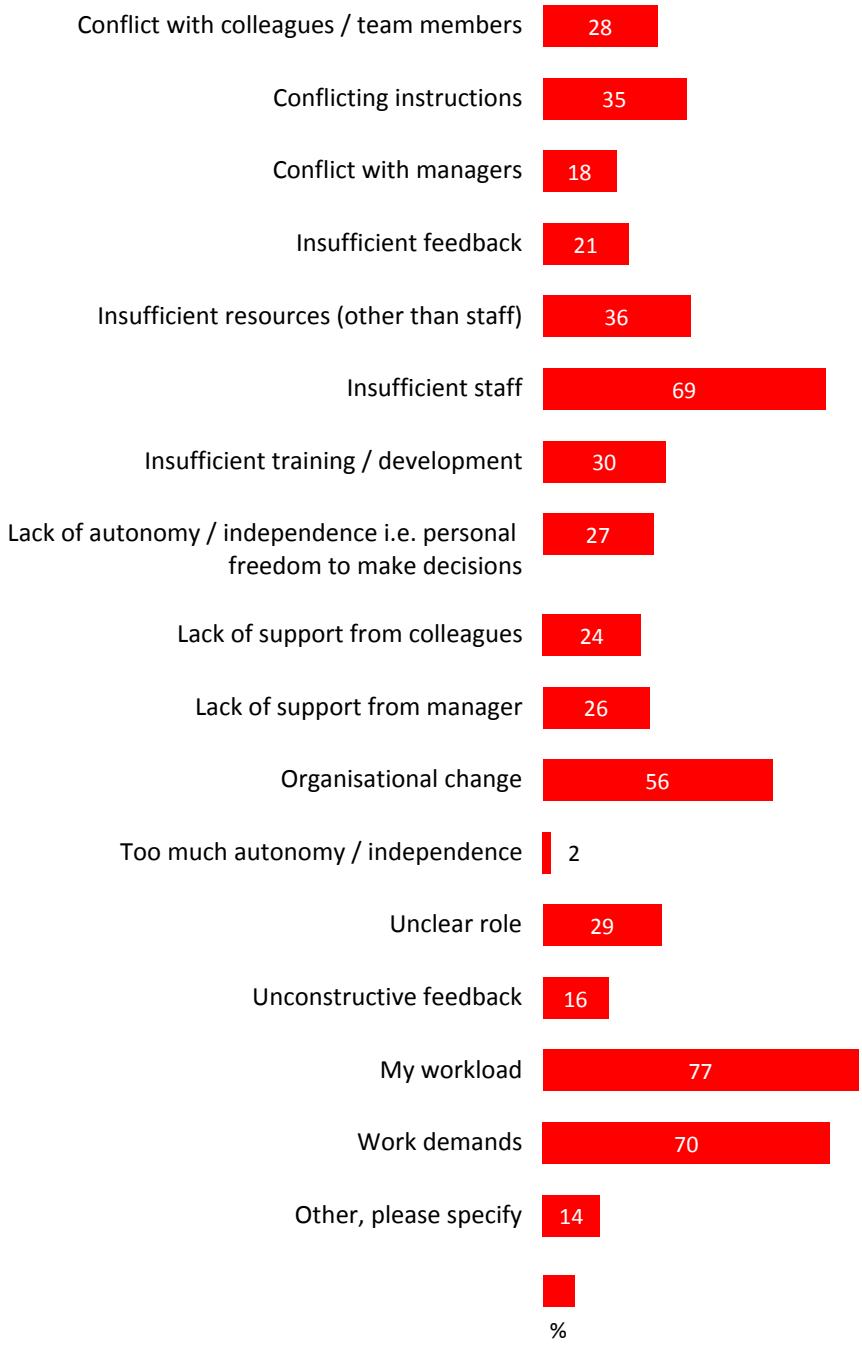
Total Responses:
296



Question Block 12: Your Work Experience

Q12-12 If your stress is related to work or both, what do you feel this is due to? Select all that apply (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses: 296



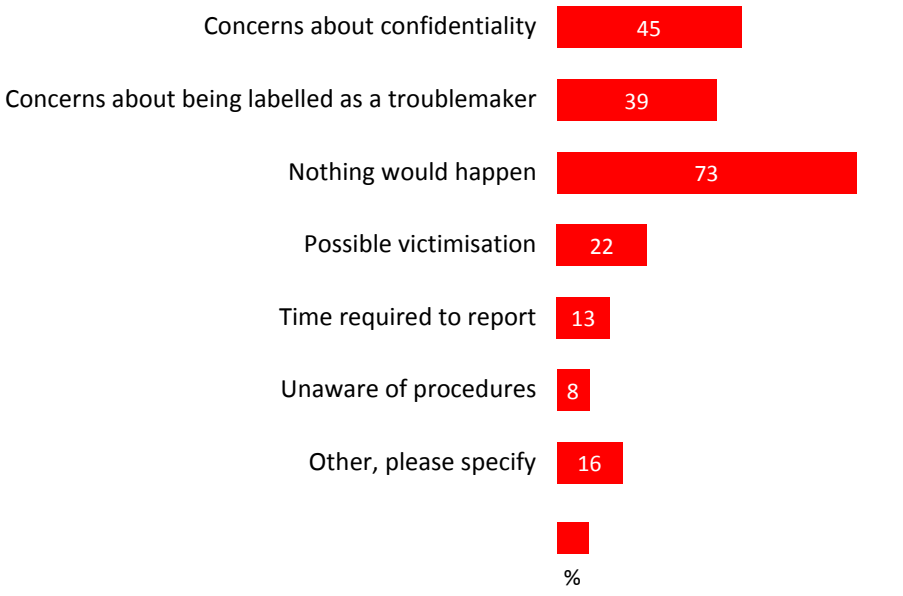
Q12-13 Have you mentioned feeling stressed? (based on the number of respondents answering 'Work' or 'Both' to Q12-11)

Total Responses:	Positive %:	Change from 2015:
290	71	-4

Question Block 12: Your Work Experience

Q12-14 If not, why was this? Select all that apply (based on the number of respondents answering 'No' to Q12-13)

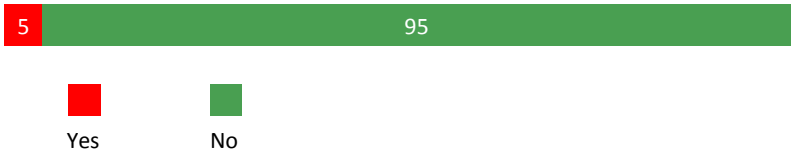
Total Responses: 83



Question Block 13: Harassment and Bullying

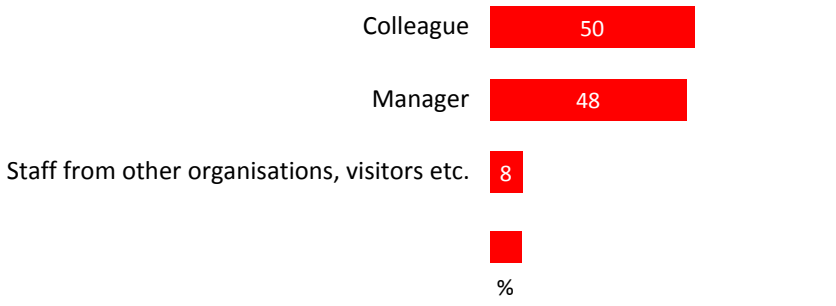
Q13-1 Are you currently being harassed or bullied at work?

Total Responses:	Positive %:	Change from 2015:
1039	95	-1



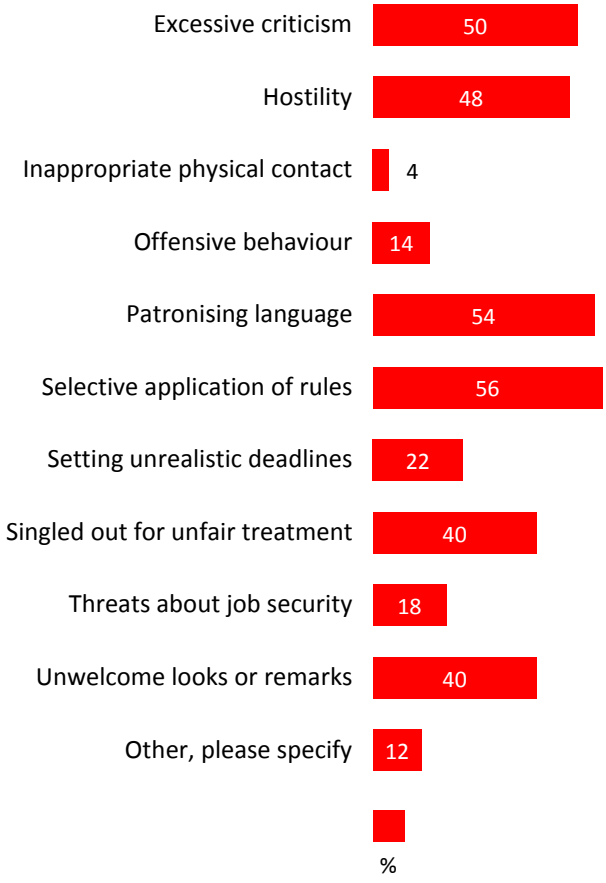
Q13-2 If yes, who is the source? Select all that apply (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses: 50



Q13-3 What form does this harassment and bullying take? Select all that apply (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses: 50



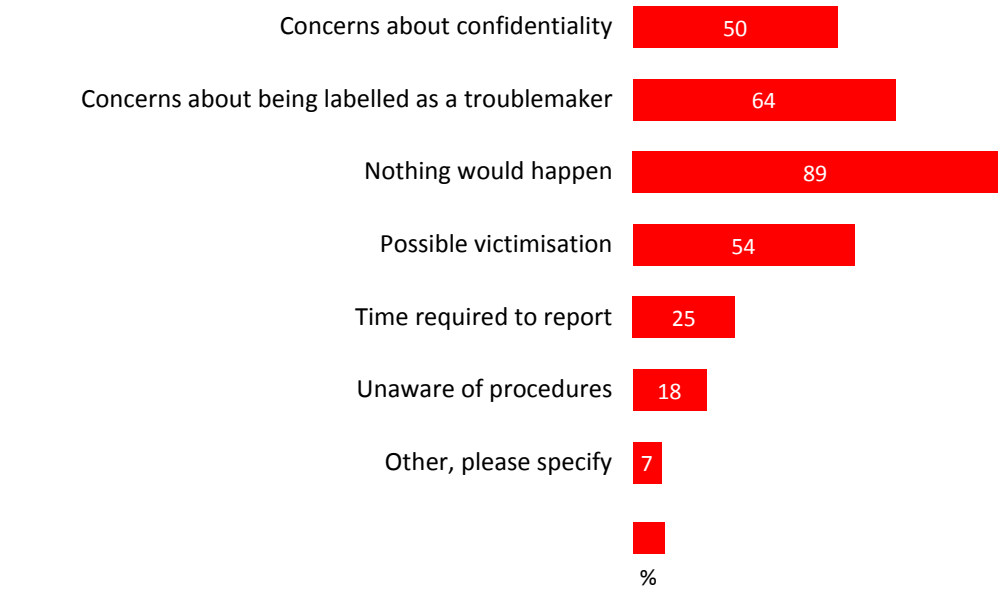
Question Block 13: Harassment and Bullying

Q13-4 Have you reported this? (based on the number of respondents answering 'Yes' to Q13-1)

Total Responses:	Positive %:	Change from 2015:
49	43	-7

Q13-5 If not, why was this? Select all that apply (based on the number of respondents answering 'No' to Q13-4)

Total Responses: 28



Question Block 14: Equality, Diversity and Inclusion

Q14-1 I believe the University is committed to equality of opportunity for all of its staff

Total Responses:	Positive %:	Change from 2015:
1036	75	-4

Q14-2 I am aware of the University's Inclusion Strategy

Total Responses:	Positive %:	Change from 2015:
1028	82	-5

Q14-3 I am satisfied with my level of awareness of equality and diversity issues and how to react appropriately with colleagues

Total Responses:	Positive %:	Change from 2015:
1029	93	+2

Q14-4a I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to recruitment

Total Responses:	Positive %:	Change from 2015:
1009	90	-3

Q14-4b I feel the University acts fairly, regardless of ethnic background, gender, religion, sexual orientation, disability or age with regard to career progression / promotion

Total Responses:	Positive %:	Change from 2015:
998	75	-4

Q14-5a The University respects people equally regardless of their gender

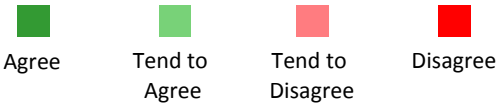
Total Responses:	Positive %:	Change from 2015:
1014	91	-3

Q14-5b The University respects people equally regardless of their nationality / ethnicity

Total Responses:	Positive %:	Change from 2015:
1006	95	-2

Q14-5c The University respects people equally regardless of their disability status

Total Responses:	Positive %:	Change from 2015:
996	95	-2



Question Block 14: Equality, Diversity and Inclusion

Q14-5d The University respects people equally regardless of their age

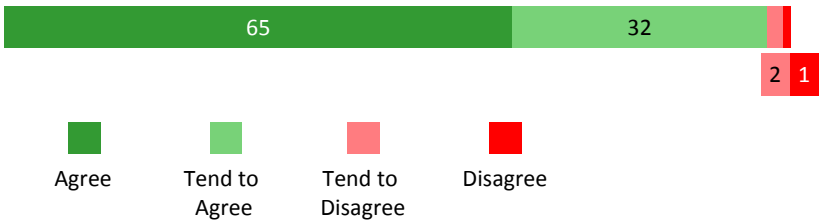
Total Responses:	Positive %:	Change from 2015:
1005	87	-5

Q14-5e The University respects people equally regardless of their sexual orientation

Total Responses:	Positive %:	Change from 2015:
1000	97	-1

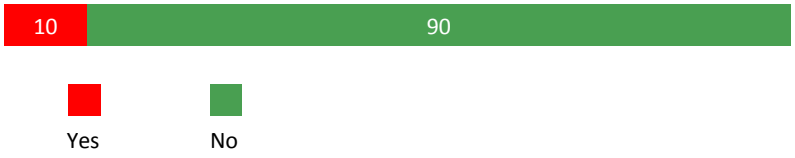
Q14-5f The University respects people equally regardless of their religion or beliefs

Total Responses:	Positive %:	Change from 2015:
990	97	-1



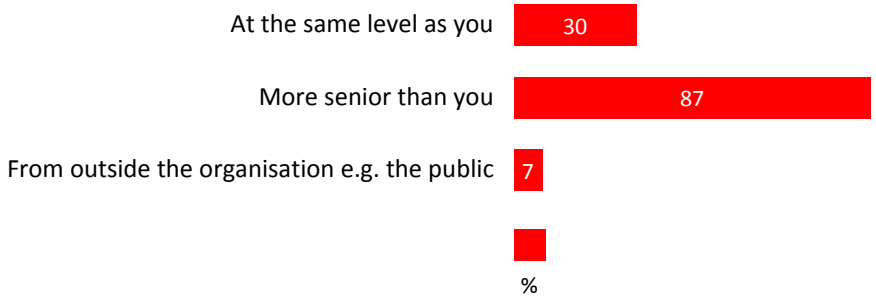
Q14-6 Have you felt discriminated against at work in the last 12 months?

Total Responses:	Positive %:	Change from 2015:
1042	90	-2



Q14-7 If yes, was the person responsible: Select all that apply (based on the number of respondents answering 'Yes' to Q14-6)

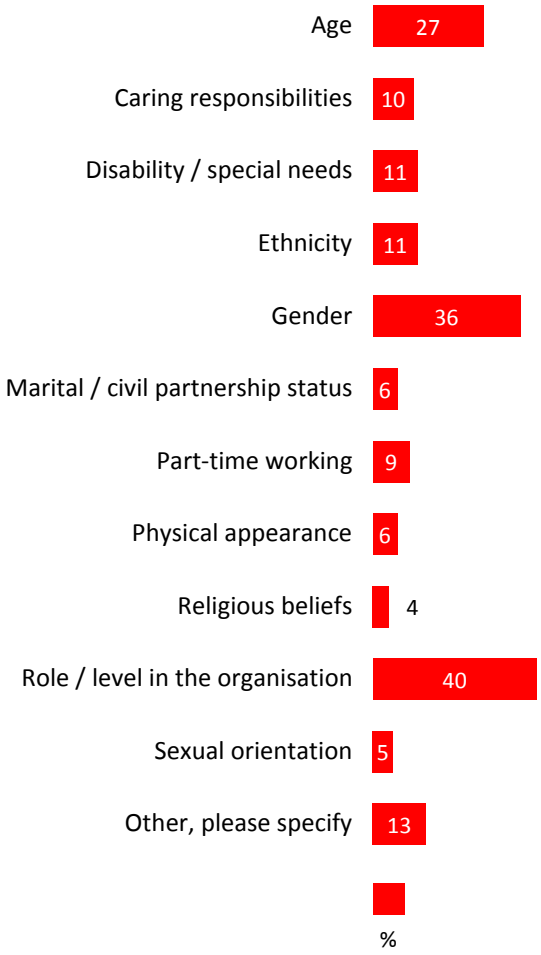
Total Responses: 109



Question Block 14: Equality, Diversity and Inclusion

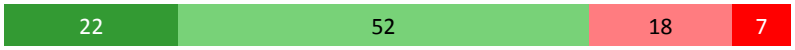
Q14-8 In the past 12 months I have felt discriminated against at work because of my: Select all that apply (based on the number of respondents answering 'Yes' to Q14-6)

Total Responses: 109



Question Block 15: Communication

Q15-1 I receive information in a timely way from the University

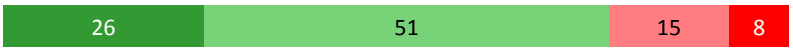


Total Responses:	Positive %:	Change from 2015:
1019	74	-11

Q15-2 I receive information in a timely way from the senior team

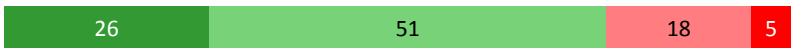
Total Responses:	Positive %:	Change from 2015:
1022	67	-12

Q15-3 I receive information in a timely way from my local area



Total Responses:	Positive %:	Change from 2015:
1001	77	-1

Q15-4 The information I receive is straightforward and I understand it



Total Responses:	Positive %:	Change from 2015:
1023	77	-3

Q15-5 There are opportunities for me to feed my views upwards in the University

Total Responses:	Positive %:	Change from 2015:
1025	60	-12

Q15-6 I know where to find information about important decisions made at the University

Total Responses:	Positive %:	Change from 2015:
1014	59	-12

Q15-7 On the whole, communication in the University is effective

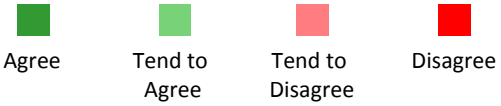
Total Responses:	Positive %:	Change from 2015:
1010	55	-13

Q15-8 Communication between senior management and staff is effective

Total Responses:	Positive %:	Change from 2015:
1008	47	-15

Q15-9 On the whole, the different parts of the University communicate effectively with each other

Total Responses:	Positive %:	Change from 2015:
1005	35	-11



Question Block 16: Staff Involvement

Q16-1 I feel there are adequate opportunities to raise points of concern

Total Responses:	Positive %:	Change from 2015:
1015	63	-8

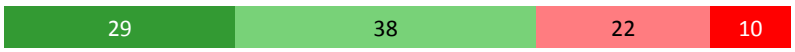
Q16-2 I feel able to voice my opinions

Total Responses:	Positive %:	Change from 2015:
1018	62	-6

Q16-3 If I want to put forward new ideas or suggestions for improvement, I know how to do so

Total Responses:	Positive %:	Change from 2015:
1013	73	-3

Q16-4 I am personally encouraged to look for ways to improve the way we do things



Total Responses:	Positive %:	Change from 2015:
1013	68	-1

Q16-5 I am confident my ideas or suggestions will be listened to

Total Responses:	Positive %:	Change from 2015:
1012	52	-2

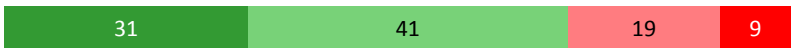
Q16-6 I am confident I will get feedback on my ideas or suggestions

Total Responses:	Positive %:	Change from 2015:
999	54	-2

Q16-7 I am comfortable about providing feedback to my line manager

Total Responses:	Positive %:	Change from 2015:
1024	82	0

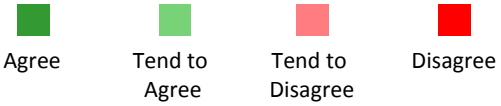
Q16-8 I feel there is good co-operation between teams in my department



Total Responses:	Positive %:	Change from 2015:
1033	72	0

Q16-9 I feel there is good co-operation between different departments

Total Responses:	Positive %:	Change from 2015:
1017	48	-4



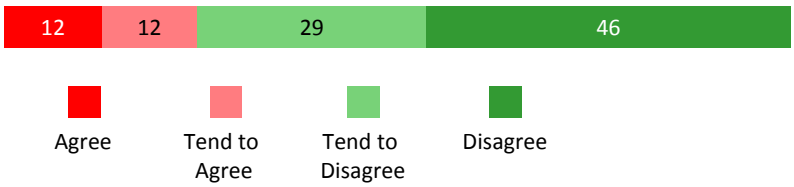
Question Block 17: Considering Leaving

Q17-1 I often think about leaving the University

Total Responses:	Positive %:	Change from 2015:
1024	54	-6

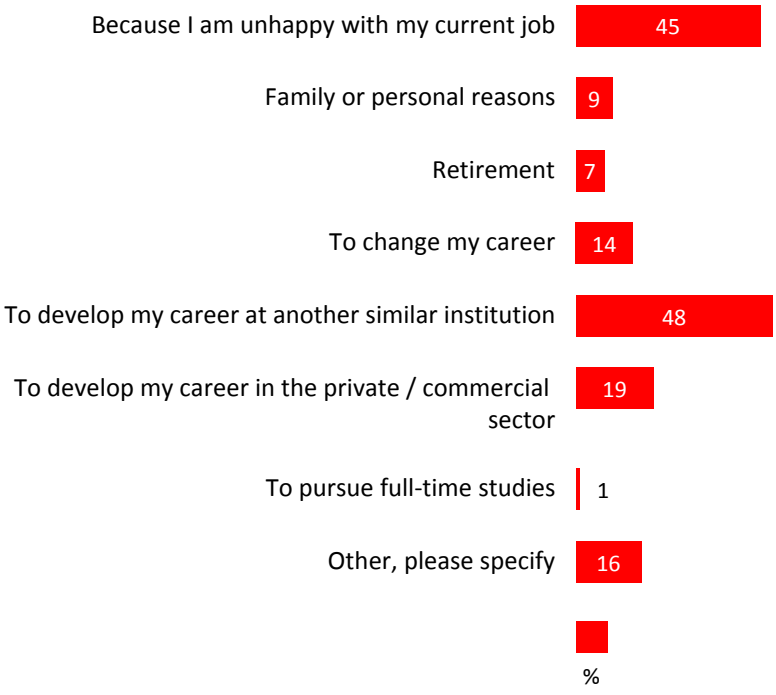
Q17-2 I am actively seeking to leave the employment of the University

Total Responses:	Positive %:	Change from 2015:
1003	75	-4



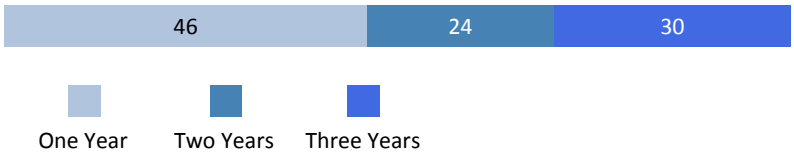
Q17-3 If you are considering leaving your job, please indicate why this is. Select all that apply (based on the number of respondents answering 'Agree' or 'Tend to Agree' to Q17-1 or Q17-2)

Total Responses: 473



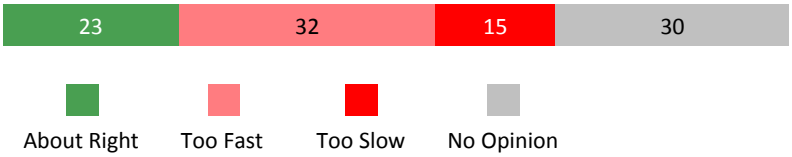
Q17-4 I am considering leaving the University in the next (based on the number of respondents answering 'Agree' or 'Tend to Agree' to Q17-1 or Q17-2)

Total Responses: 395



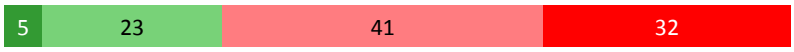
Question Block 18: Managing Change

Q18-1 The current pace of change in the University is



Total Responses:	Positive %:	Change from 2015:
1031	23	-11

Q18-2 In my opinion, recent changes have been well planned



Total Responses:	Positive %:	Change from 2015:
1006	28	-12

Q18-3 In my opinion, recent changes have been well explained

Total Responses:	Positive %:	Change from 2015:
1004	31	-18

Q18-4 Generally, the vision for change is clear

Total Responses:	Positive %:
999	47

Q18-5 Generally, I feel part of the changes

Total Responses:	Positive %:	Change from 2015:
995	37	-11

Q18-6 Generally, the need for change is consistently communicated

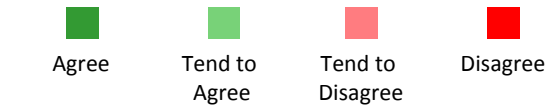
Total Responses:	Positive %:
989	47

Q18-7 Generally, change within my department is managed well

Total Responses:	Positive %:	Change from 2015:
998	48	-6

Q18-8 Generally, change within the University is managed well

Total Responses:	Positive %:	Change from 2015:
966	31	-15



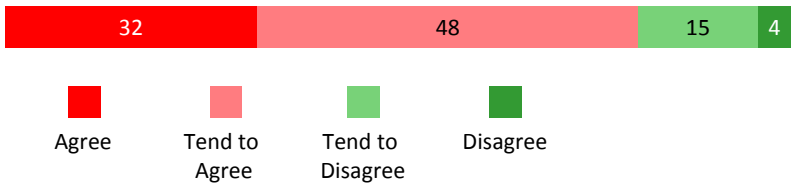
Question Block 18: Managing Change

Q18-9 Generally, the process of change causes me concern and worry

Total Responses:	Positive %:	Change from 2015:
996	49	+1

Q18-10 Generally, more could be done to help staff prepare for and cope with change

Total Responses:	Positive %:	Change from 2015:
982	19	-3

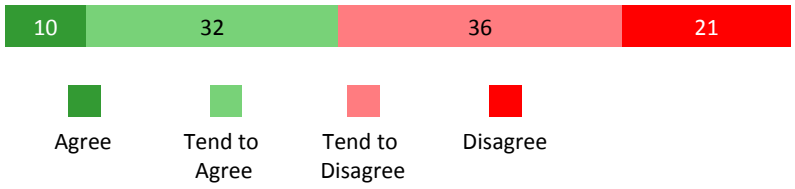


Q18-11 Generally, I have seen some positive changes in the last 12 months

Total Responses:	Positive %:	Change from 2015:
979	49	-11

Q18-12 Generally, I think things will improve in the next 12 months

Total Responses:	Positive %:	Change from 2015:
969	42	-21



Question Block 19: Comments

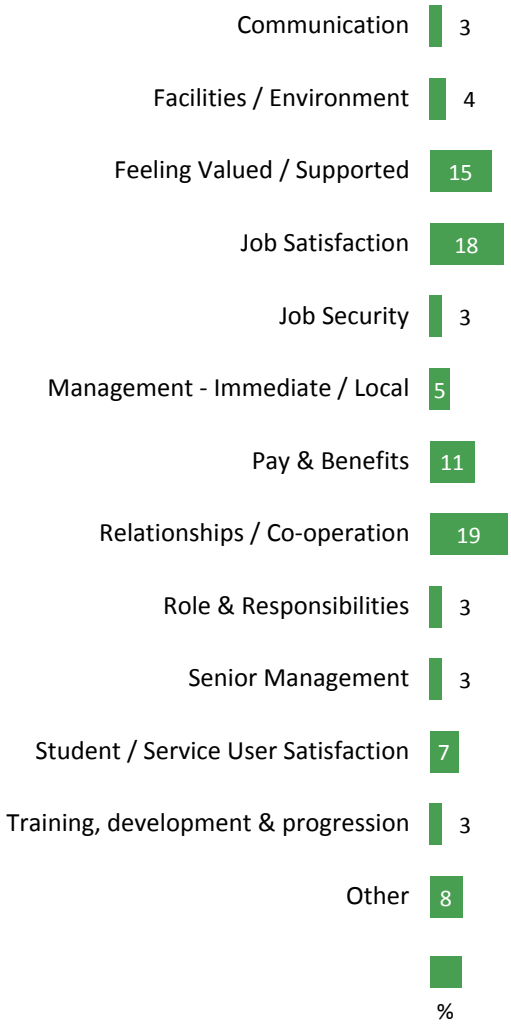
Q19-1 Please note below one thing that you feel could be improved at the University: What theme would you say your comment is related to?

Total Responses: 670

Question Block 19: Comments

Q19-2 Please note below one thing that you think is good about working for the University: What theme would you say your comment is related to?

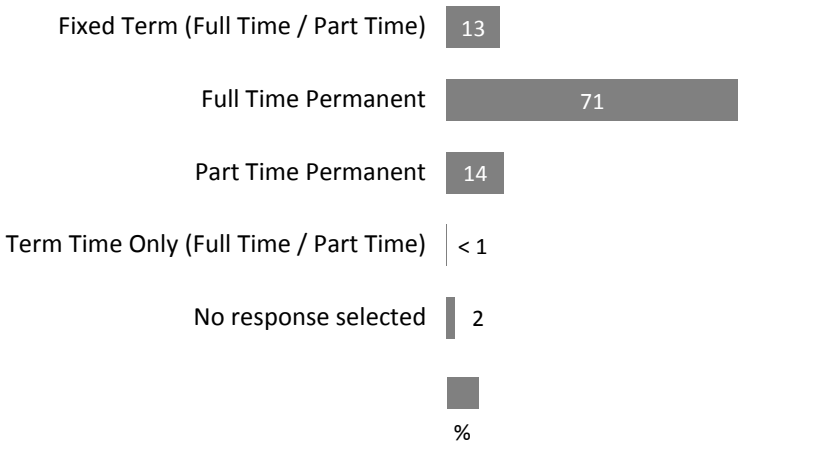
Total Responses: 638



Question Block 20: About You

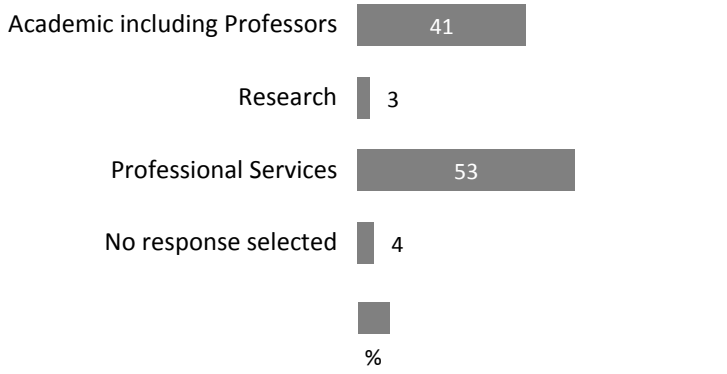
Q20-1 Do you work at the University:

Total Responses: 1056



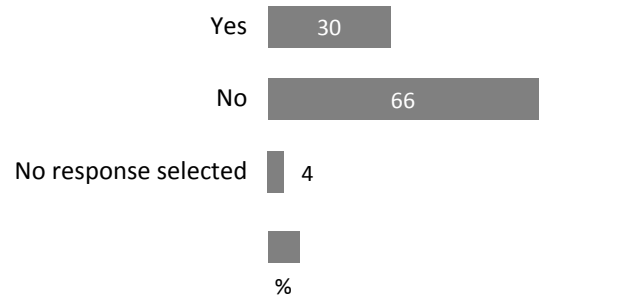
Q20-2 What is your job / group role?

Total Responses: 1056



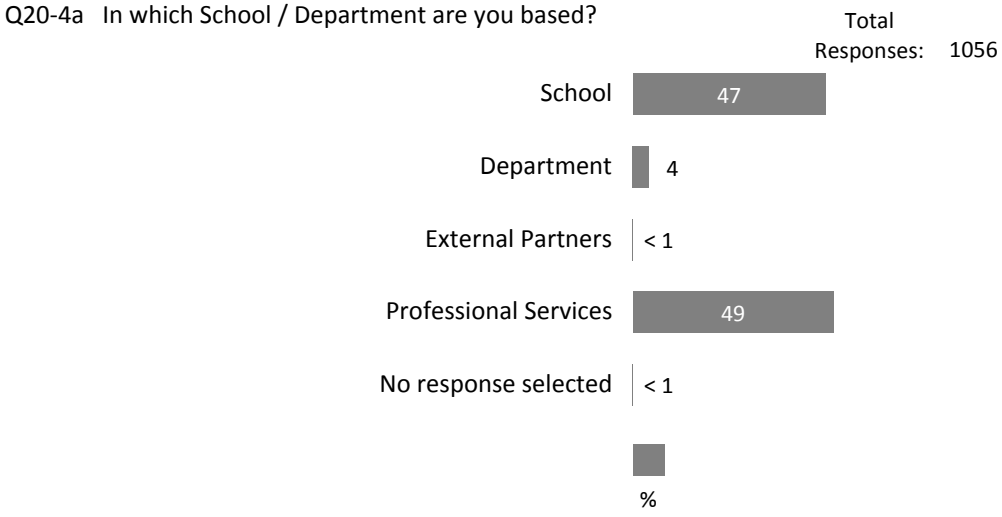
Q20-3 Do you have management responsibility for staff?

Total Responses: 1056

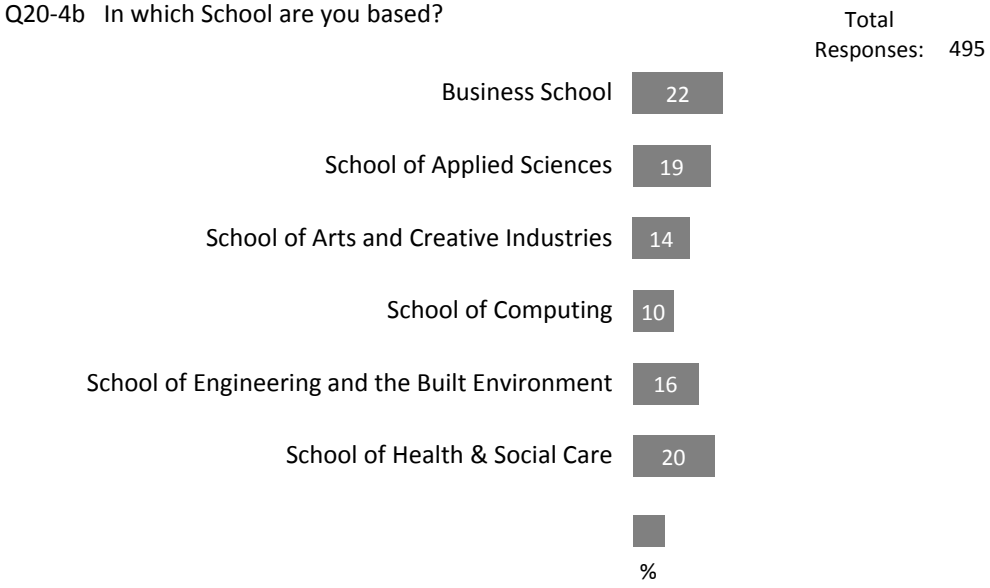


Question Block 20: About You

Q20-4a In which School / Department are you based?



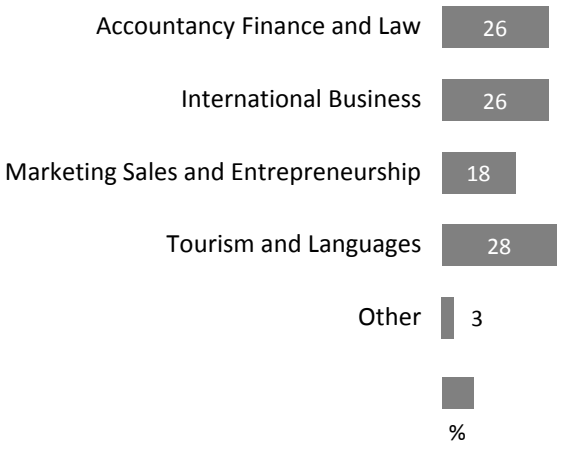
Q20-4b In which School are you based?



Question Block 20: About You

Q20-4c In which Business School are you based?

Total Responses: 109



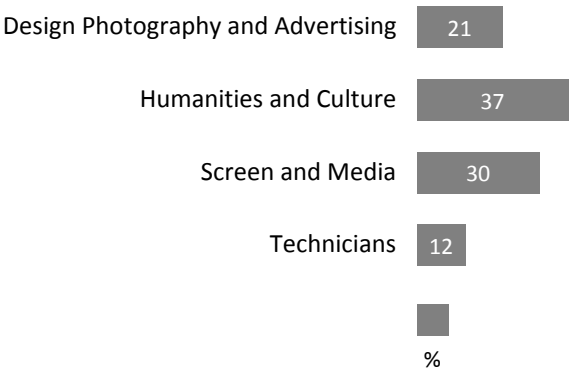
Q20-4c In which School of Applied Sciences are you based?

Total Responses: 95

Question Block 20: About You

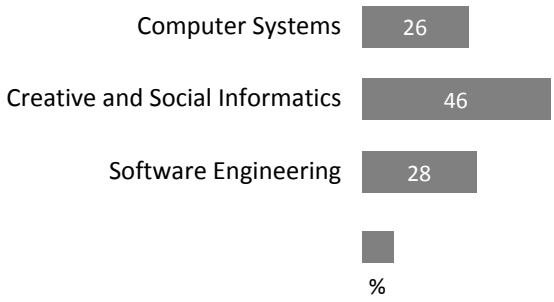
Q20-4c In which School of Arts and Creative Industries are you based?

Total Responses: 67



Q20-4c In which School of Computing are you based?

Total Responses: 50



Q20-4c In which School of Engineering and the Built Environment are you based?

Total Responses: 77

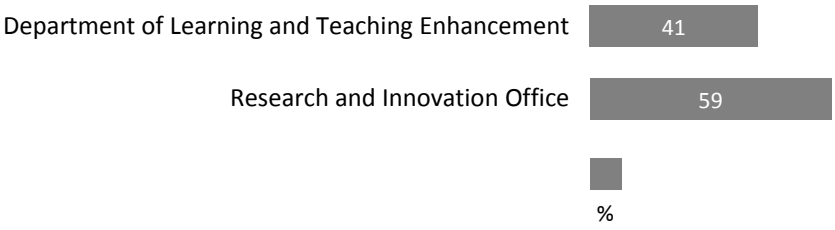
Question Block 20: About You

Q20-4c In which School of Health & Social Care are you based?

Total Responses: 97

Q20-4d In which Department are you based?

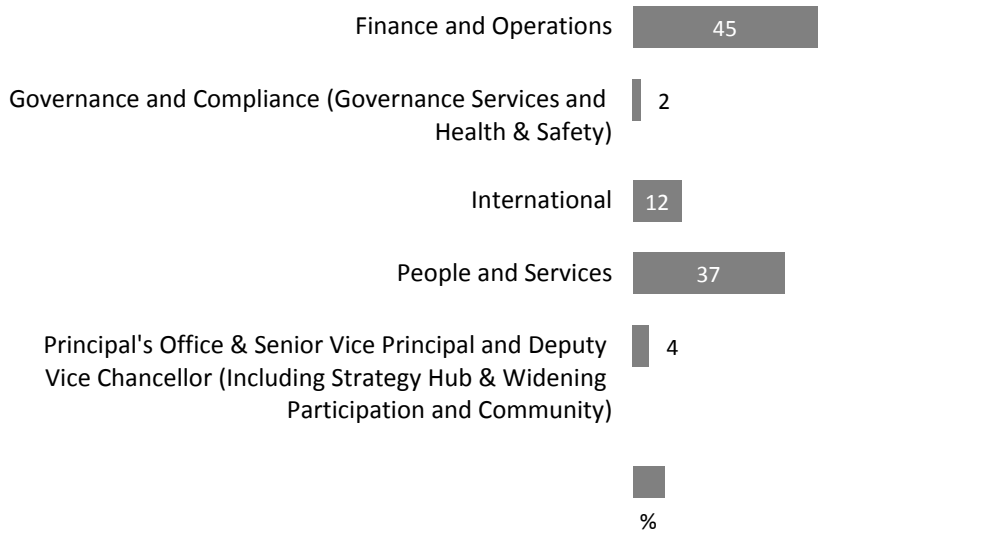
Total Responses: 37



Question Block 20: About You

Q20-4d In which Professional Services department are you based?

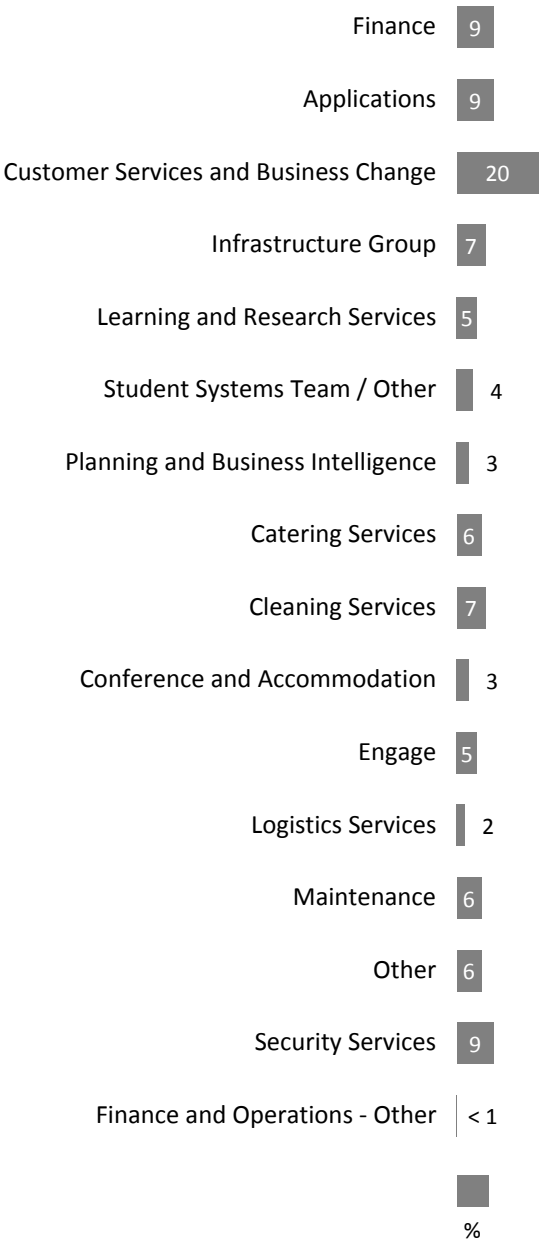
Total Responses: 519



Question Block 20: About You

Q20-4d In which Finance & Operations department are you based?

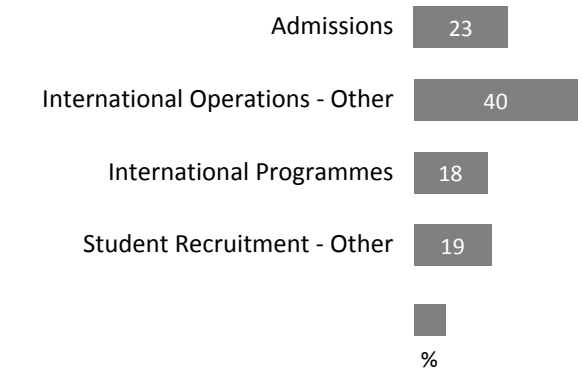
Total Responses: 235



Question Block 20: About You

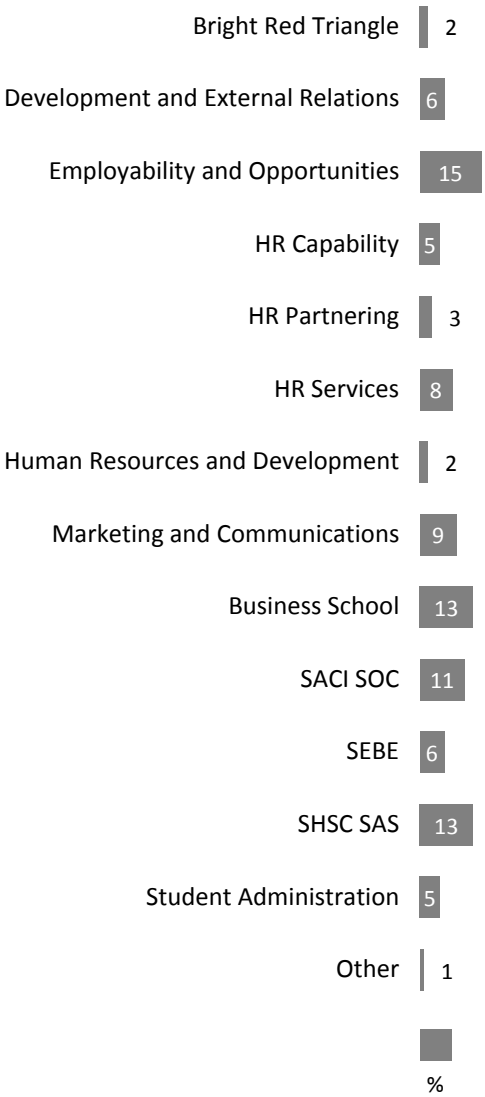
Q20-4d In which International department are you based?

Total Responses: 62



Q20-4d In which People and Services department are you based?

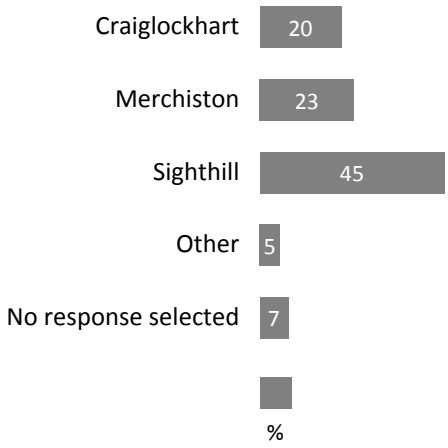
Total Responses: 191



Question Block 20: About You

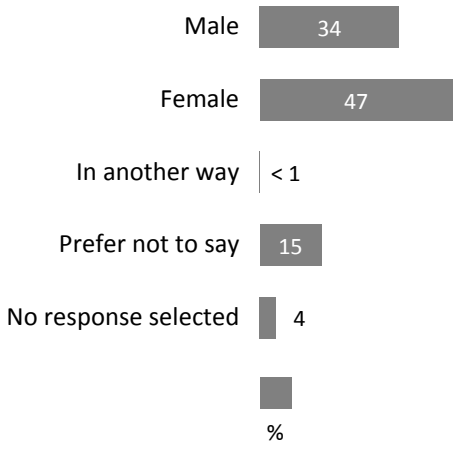
Q20-5 Which location do you work at?

Total Responses: 1056



Q20-6 Which of the following describes how you think of yourself?

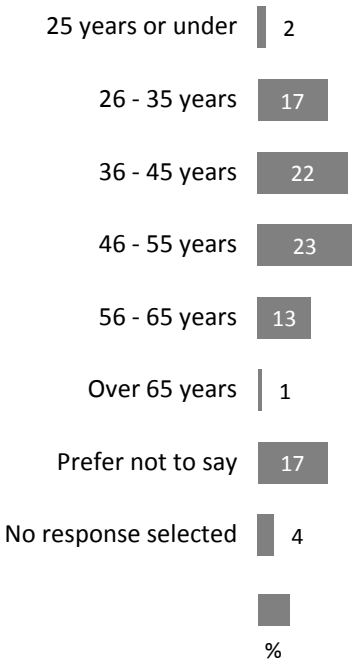
Total Responses: 1056



Question Block 20: About You

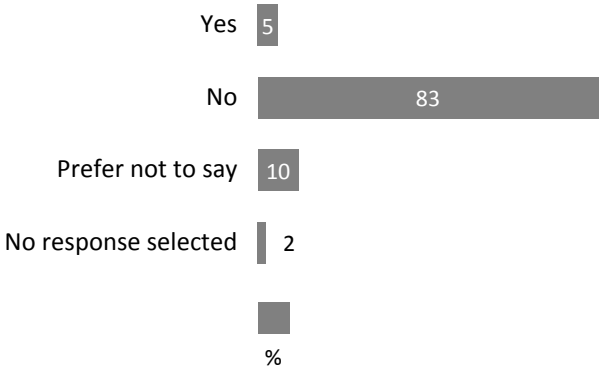
Q20-7 What is your age?

Total Responses: 1056



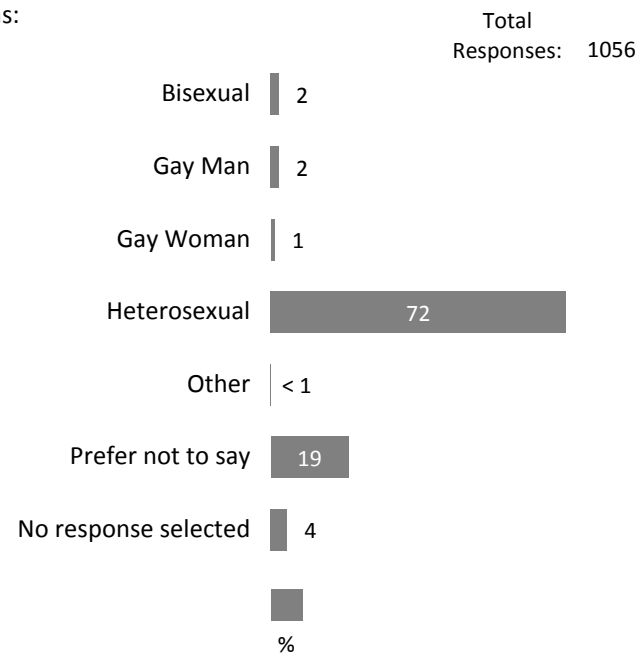
Q20-8 Do you consider yourself to be disabled within the definition of the Equality Act 2010?

Total Responses: 1056



Question Block 20: About You

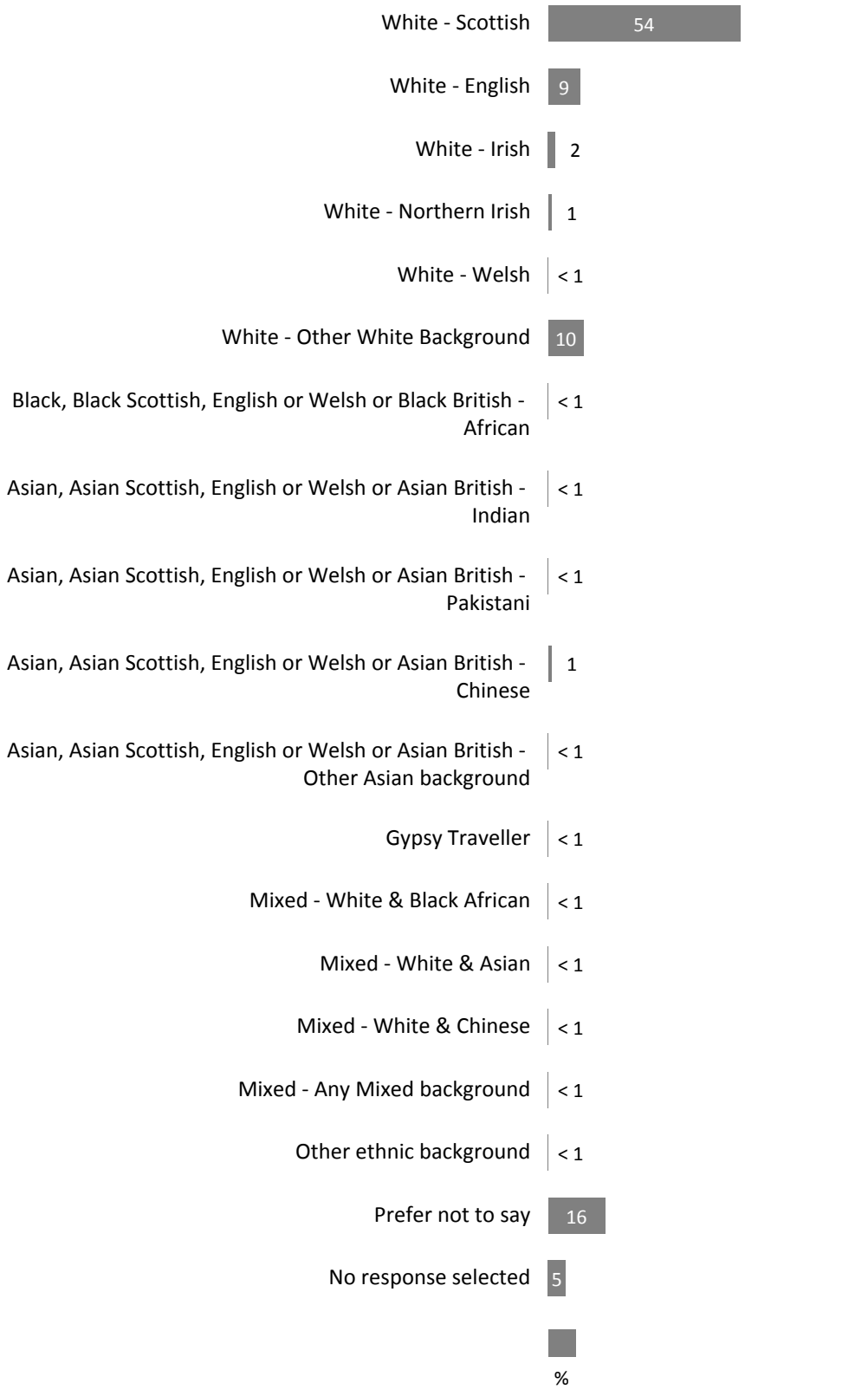
Q20-9 I would describe myself as:



Question Block 20: About You

Q20-10 Please indicate which group best describes your ethnic origin or descent

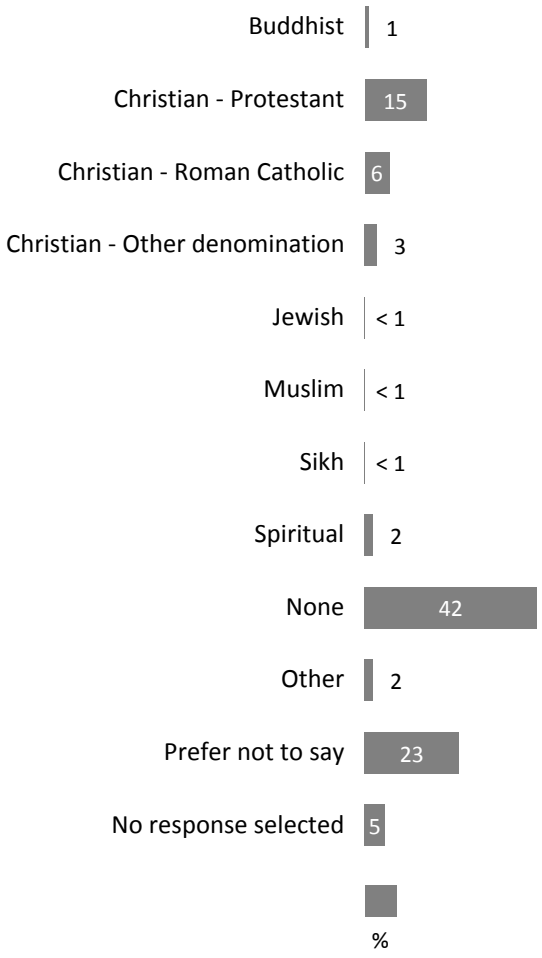
Total Responses: 1056



Question Block 20: About You

Q20-11 How would you describe your religious belief or affiliation?

Total Responses: 1056



Appendix – Understanding the effect of rounding

Figures throughout this report are displayed as whole numbers for the ease of reading. To ensure the figures are as accurate as possible we apply rounding to the figures to the nearest percentage point. Sometimes this will mean that the figures shown may not be identical if calculations are performed using the figures displayed in the report, however any difference would not be larger than ±1 percentage point.

Therefore, if you sum the percentages for all the response options to a question the figure may not sum to 100%, but may sum to 99% or 101%.

When combining the total positive responses we first combine the number of responses and then calculate a combined percentage, rather than simply adding the two individual response percentages together.

In the example shown below if we sum the displayed percentages for *agree* and *tend to agree* to calculate the percentage positive response it would be 64%, however, by using raw figures we calculate the result more accurately to 64.5715% which is rounded up to 65%.

EXAMPLE:

	Agree	Tend to Agree	Tend to Disagree	Disagree	Total	Total Positive responses calculation
	(A)	(B)	(C)	(D)	A+B+C+D	A+B
Number of responses	233	445	257	115	1,050	678
Percent of responses	22.1905%	42.3810%	24.4762%	10.9524%	100.0001%	64.5715%
Rounds to	22%	42%	24%	11%	99%	64%

Note

When calculating the percentage point differences between the 2015 and 2018 survey results, the whole numbers for each of the years, following the rounding of the raw figures, are used.